

# About this Budget Paper

## Purpose and Scope

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

- § support and explain appropriations from the Consolidated Fund
- § meet the requirement under s. 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 on planned performance from the previous Budget, and explaining how resources have been allocated in the current Budget.

The general government sector represents the scope of the Budget. As such, this Budget Paper only includes agencies within that sector. Budget Paper No. 2, *Budget Statement*, includes an overview of agency classifications by sector and a glossary.

## Program Budgeting and Performance Reporting

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The Results and Services framework applied for Budget Papers in previous years enabled agencies to identify their expected results across intermediate and lower-level service delivery measures. A review of this framework, however, found there was little direct mapping between these measures and the results and services. It was therefore not possible to determine how particular funding commitments helped deliver services and achieve results.

To increase the quality, accountability and transparency of performance information, Budget Paper No. 3 will move to a program-based budgeting structure.

### What changes have been made for 2012-13?

The transition to program-based budgeting will occur across a number of Budget cycles. The program-based budgeting framework will also be integrated into NSW 2021.

Budget Paper No. 3 for 2012-13 accordingly covers agency service and financial performance, but not result indicators. A Budget-related paper, the *NSW 2021 Performance Report*, reports on the progress of clusters in implementing the measures and meeting the goals and targets of NSW 2021 and other result indicators.

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*.

### **What will happen next?**

Treasury will develop and implement a program-based budgeting and performance reporting framework. The associated performance measures reported against in future Budget Papers will reflect this.

NSW 2021 progress will continue to be reported separately, and opportunities to integrate performance measures will be sought where appropriate.

## **Cluster and Appropriation Arrangements**

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NSW Government agencies were restructured in April 2011. This included grouping agencies into nine clusters.

Clusters are groups of strategically aligned entities, but 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.

In the 2011-12 Budget, the Government implemented a new approach to appropriations. Coordinating Ministers for each cluster receive an appropriation for the principal department. With the support of Portfolio Ministers and the Director-General of each principal department, the Coordinating Ministers allocate resources to agencies within the cluster through grant funding.

A number of smaller agencies classified as special offices, and also the Legislature, continue to be funded through separate appropriations to maintain their independence from government.

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## Entities that receive an appropriation

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Crown Finance Entity	Judicial Commission of New South Wales
Department of Attorney General and Justice	Ministry of Health
Department of Education and Communities	New South Wales Electoral Commission
Department of Family and Community Services	NSW Treasury
Department of Finance and Services	Ombudsman's Office
Department of Planning and Infrastructure	Office of the Director of Public Prosecutions
Department of Premier and Cabinet	Police Integrity Commission
Department of Trade and Investment, Regional Infrastructure and Services	Public Service Commission
Independent Commission Against Corruption	The Legislature
Independent Pricing and Regulatory Tribunal	Transport for NSW

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## Cluster and Agency Disclosures

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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 purpose, services and budget highlights for 2012-13. There is separate commentary for independent agencies.

The information for each agency generally includes service group and financial statements, although not all sections are relevant to each agency.

Financial statements are on an accrual basis and are in line with Australian Accounting Standards and a Financial Reporting Code issued by Treasury. The new presentation of operating statements focuses on total expenses and total revenues, not net cost of services. Appropriations are now treated like other revenues. This accommodates all types of general government agencies and removes inconsistencies in the presentation of agency statements.

## Structure of Budget Paper No. 3

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The presentation of information within each chapter is explained 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 NSW 2021 goals it is working toward.
<b>Services</b>	These are the key services the agency provides.
<b>2012-13 Budget Highlights</b>	These are the cluster's or special office's significant new and ongoing initiatives for 2012-13. For further detail on capital projects, see Budget Paper No. 4, <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, access and timeliness of its service delivery.
<b>Expenses</b>	These are the aggregate expenses for a service group, with significant items of particular public interest listed.
<b>Revenues</b>	Revenue items that are significant in amount or of particular public interest are 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 and liabilities.
<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

A number of changes since the last Budget affect reporting in this Budget Paper.

Entity	Change
<b>Building Insurers' Guarantee Corporation</b>	This entity was transferred to the Treasury cluster in August 2011 from the Finance and Services cluster, and is being reported in the Budget Papers for the first time.
<b>Environment Protection Authority</b>	This was established on 29 February 2012 as part of the Premier and Cabinet cluster.
<b>Independent Liquor and Gaming Authority</b>	This entity was known as the Casino, Liquor and Gaming Control Authority before 1 March 2012.
<b>Mental Health Commission</b>	This Commission was established under the Mental Health Commission Act 2012, which was assented to on the 21 March 2012. The Commission will be operational from 1 July 2012 as part of the Health cluster.
<b>Ministry of Health</b>	The Ministry of Health was known as the Department of Health before 5 October 2011.
<b>Roads and Maritime Services</b>	This was established on 1 November 2011 from the amalgamation of the Roads and Traffic Authority of New South Wales and the Maritime Authority of NSW.
<b>Superannuation Administration Corporation</b>	This entity (trading as Pillar Administration) is no longer classified by the Australian Bureau of Statistics as a general government sector agency, and therefore does not appear in this Budget Paper. It is now classified as a public financial enterprise (PFE) for Government Finance Statistics purposes.
<b>Sydney Metropolitan Development Authority</b>	After the Redfern–Waterloo Authority concluded operations, this entity absorbed its functions from 1 January 2012.
<b>Transport for NSW</b>	Transport for NSW was established on 1 November 2011 as the primary agency for planning, policy, regulation and procuring transport services including roads and public transport. The Transport Construction Authority was dissolved on 31 March 2012, with Transport for NSW (TfNSW) absorbing its operations from 1 April 2012. TfNSW will also perform the functions of the Country Rail Infrastructure Authority after it is dissolved on 30 June 2012.

## Notes

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Figures in tables, charts and text have been rounded. Discrepancies between totals and sums of components reflect rounding. Percentages are based on the underlying unrounded amounts.

Unless otherwise indicated, the data source for tables and charts is NSW Treasury.

One billion equals one thousand million.

**n.a.** means data is not available. **N/A** means not applicable.

# 1. The Legislature

Agency	Expenses			Capital Expenditure		
	2011-12 Budget \$m	2012-13 Budget \$m	Var. %	2011-12 Budget \$m	2012-13 Budget \$m	Var. %
<b>The Legislature</b>						
Service Group						
Chamber and Committee Support .....	18.2	18.4	1.3	0.8	0.7	(4.9)
Members' Support .....	112.0	113.4	1.3	6.3	5.2	(17.5)
Community Access .....	7.4	7.5	1.2	1.6	0.3	(80.6)
<b>Total</b>	<b>137.6</b>	<b>139.4</b>	<b>1.3</b>	<b>8.6</b>	<b>6.2</b>	<b>(27.7)</b>

# The Legislature

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## Introduction

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The Legislature, or Parliament of New South Wales, provides a system of representative and responsible government by:

- § making laws
- § providing a forum for supervising and scrutinising 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.

## 2012-13 Budget Highlights

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In 2012-13, key initiatives will include spending:

- § \$1.7 million to upgrade email, network, file and print services to improve communications
- § \$900,000 to optimise accommodation at Parliament House and return Legislative Assembly Committee staff to the House from leased premises
- § \$637,000 to replace the Hansard digital recording system to ensure the ongoing production of parliamentary debate records.





## 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
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**Service measures:**

Education programs conducted	no.	113	78	115	80	84
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	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000

**Financial indicators:**

Total Expenses Excluding Losses		7,429	7,386	7,519
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Capital Expenditure		1,555	1,765	302
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## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	64,667	66,055	64,888
Other operating expenses	26,532	27,336	27,402
Depreciation and amortisation	7,385	7,385	7,203
Other expenses	38,971	35,991	39,873
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>137,555</b>	<b>136,767</b>	<b>139,366</b>
<b>Revenue</b>			
Recurrent appropriation	116,599	115,831	117,812
Capital appropriation	8,636	8,950	6,244
Sales of goods and services	5,285	5,185	5,044
Investment income	120	200	130
Grants and contributions	370	370	...
Acceptance by Crown Entity of employee benefits and other liabilities	8,400	8,400	8,934
Other revenue	244	244	243
<b>Total Revenue</b>	<b>139,654</b>	<b>139,180</b>	<b>138,407</b>
<b>Net Result</b>	<b>2,099</b>	<b>2,413</b>	<b>(959)</b>

## Balance Sheet

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,204	2,204	2,204
Receivables	2,345	2,345	2,345
Inventories	105	105	105
<b>Total Current Assets</b>	<b>4,654</b>	<b>4,654</b>	<b>4,654</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	134,178	135,117	134,814
Plant and equipment	55,789	55,754	52,937
Intangibles	1,813	1,923	4,084
<b>Total Non Current Assets</b>	<b>191,780</b>	<b>192,794</b>	<b>191,835</b>
<b>Total Assets</b>	<b>196,434</b>	<b>197,448</b>	<b>196,489</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	5,211	5,211	5,211
Provisions	4,900	4,900	4,900
<b>Total Current Liabilities</b>	<b>10,111</b>	<b>10,111</b>	<b>10,111</b>
<b>Non Current Liabilities</b>			
Provisions	45	45	45
<b>Total Non Current Liabilities</b>	<b>45</b>	<b>45</b>	<b>45</b>
<b>Total Liabilities</b>	<b>10,156</b>	<b>10,156</b>	<b>10,156</b>
<b>Net Assets</b>	<b>186,278</b>	<b>187,292</b>	<b>186,333</b>
<b>Equity</b>			
Reserves	32,806	33,506	33,506
Accumulated funds	153,472	153,786	152,827
<b>Total Equity</b>	<b>186,278</b>	<b>187,292</b>	<b>186,333</b>

## Cash Flow Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	56,188	57,576	55,954
Other	69,165	68,139	71,425
<b>Total Payments</b>	<b>125,353</b>	<b>125,715</b>	<b>127,379</b>
<b>Receipts</b>			
Recurrent appropriation	116,599	115,831	117,812
Capital appropriation	8,636	8,950	6,244
Sale of goods and services	5,007	4,907	5,044
Interest	145	225	130
Grants and contributions	370	370	...
Other	3,244	4,394	4,393
<b>Total Receipts</b>	<b>134,001</b>	<b>134,677</b>	<b>133,623</b>
<b>Net Cash Flows From Operating Activities</b>	<b>8,648</b>	<b>8,962</b>	<b>6,244</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(8,161)	(8,365)	(3,586)
Other	(475)	(585)	(2,658)
<b>Net Cash Flows From Investing Activities</b>	<b>(8,636)</b>	<b>(8,950)</b>	<b>(6,244)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>12</b>	<b>12</b>	<b>...</b>
Opening Cash and Cash Equivalents	2,192	2,192	2,204
<b>Closing Cash and Cash Equivalents</b>	<b>2,204</b>	<b>2,204</b>	<b>2,204</b>
<b>Cash Flow Reconciliation</b>			
Net result	2,099	2,413	(959)
Non cash items added back	7,385	7,385	7,203
Change in operating assets and liabilities	(836)	(836)	...
<b>Net Cash Flows From Operating Activities</b>	<b>8,648</b>	<b>8,962</b>	<b>6,244</b>

## 2. Attorney General and Justice Cluster

Agency	Expenses			Capital Expenditure		
	2011-12 Budget \$m	2012-13 Budget \$m	Var. %	2011-12 Budget \$m	2012-13 Budget \$m	Var. %
<b>Department of Attorney General and Justice</b>						
Service Group						
Legal Policy and Regulatory Services .....	57.2	55.0	(3.8)	1.5	0.3	(83.3)
Court Services .....	450.4	448.7	(0.4)	19.1	95.0	397.5
Court Support Services .....	95.4	89.5	(6.1)	2.3	0.6	(73.3)
Crime Prevention and Community Services .....	120.0	114.4	(4.7)	1.3	0.9	(31.3)
Registry of Births, Deaths and Marriages .....	23.9	24.2	1.3	9.8	0.6	(94.4)
Crown Solicitor's Office .....	54.8	69.3	26.3	1.6	0.7	(57.1)
Business and Personnel Services .....	60.0	63.3	5.5	...	...	...
Custody Management .....	763.5	743.2	(2.7)	99.1	56.3	(43.2)
Supervision of Offenders in the Community .....	158.1	153.2	(3.1)	...	7.1	N/A
Offenders Program .....	161.1	159.6	(0.9)	...	6.6	N/A
Community Based Services .....	70.4	67.7	(3.8)	6.6	2.5	(62.0)
Juvenile Custodial Services .....	130.6	134.7	3.1	39.1	27.5	(29.7)
Cluster Grant Funding .....	3,392.6	3,435.9	1.3	...	...	...
<b>Total</b>	<b>5,537.9</b>	<b>5,558.6</b>	<b>0.4</b>	<b>180.3</b>	<b>197.9</b>	<b>9.8</b>
<b>Department of Rural Fire Service</b>						
Service Group						
Community Safety .....	29.0	24.0	(17.1)	...	...	...
Emergency Bush Fire Response Operations .....	227.3	240.8	5.9	11.3	9.1	(19.0)
Operational and Administrative Support .....	29.1	38.3	31.7	...	0.7	N/A
<b>Total</b>	<b>285.4</b>	<b>303.1</b>	<b>6.2</b>	<b>11.3</b>	<b>9.9</b>	<b>(12.5)</b>
<b>Fire and Rescue NSW</b>						
Service Group						
Community Safety .....	35.1	34.3	(2.3)	3.0	2.6	(13.1)
Emergency Management .....	379.0	385.0	1.6	32.0	28.8	(9.7)
Operational Preparedness .....	223.9	227.7	1.7	18.9	17.1	(9.6)
<b>Total</b>	<b>638.0</b>	<b>647.0</b>	<b>1.4</b>	<b>53.8</b>	<b>48.5</b>	<b>(9.9)</b>
<b>Information and Privacy Commission</b>						
Service Group						
Information and Privacy Commission .....	5.4	5.4	...	0.4	0.2	(59.0)
<b>Total</b>	<b>5.4</b>	<b>5.4</b>	<b>...</b>	<b>0.4</b>	<b>0.2</b>	<b>(59.0)</b>
<b>Legal Aid Commission of New South Wales</b>						
Service Group						
Criminal Law Services .....	111.7	117.4	5.1	2.2	2.1	(2.8)
Civil Law Services .....	30.7	30.9	0.8	0.5	0.9	86.8
Family Law Services .....	71.6	68.6	(4.2)	1.7	1.3	(21.7)
Community Partnerships .....	27.7	26.4	(4.8)	...	...	...
<b>Total</b>	<b>241.8</b>	<b>243.4</b>	<b>0.7</b>	<b>4.4</b>	<b>4.4</b>	<b>...</b>

Agency	Expenses			Capital Expenditure		
	2011-12 Budget \$m	2012-13 Budget \$m	Var. %	2011-12 Budget \$m	2012-13 Budget \$m	Var. %
<b>Ministry for Police and Emergency Services</b>						
Service Group						
Policy and Finance .....	4.5	10.9	140.5	...	0.2	N/A
Counter Terrorism and Disaster Resilience .....	44.8	46.1	2.9	0.1	...	(100.0)
<b>Total</b>	<b>49.3</b>	<b>57.0</b>	<b>15.6</b>	<b>0.2</b>	<b>0.2</b>	<b>...</b>
<b>New South Wales Crime Commission</b>						
Service Group						
Criminal Investigations and Confiscation of Assets .....	19.1	23.5	23.5	1.5	1.5	...
<b>Total</b>	<b>19.1</b>	<b>23.5</b>	<b>23.5</b>	<b>1.5</b>	<b>1.5</b>	<b>...</b>
<b>NSW Police Force</b>						
Service Group						
Community Support .....	1,674.0	1,705.9	1.9	88.5	79.2	(10.6)
Criminal Investigation .....	924.9	958.5	3.6	41.0	44.2	7.7
Traffic and Commuter Services .....	379.0	396.9	4.7	13.7	17.6	29.0
Judicial Support .....	222.6	247.5	11.2	12.1	11.1	(8.6)
<b>Total</b>	<b>3,200.5</b>	<b>3,308.8</b>	<b>3.4</b>	<b>155.3</b>	<b>152.0</b>	<b>(2.1)</b>
<b>State Emergency Service</b>						
Service Group						
Community and Organisational Preparedness ...	20.7	27.9	35.1	...	2.3	N/A
Emergency Management .....	47.0	51.9	10.5	2.2	4.4	94.6
<b>Total</b>	<b>67.6</b>	<b>79.8</b>	<b>18.0</b>	<b>2.2</b>	<b>6.7</b>	<b>199.3</b>
<b>NSW Trustee and Guardian</b>						
<b>Total</b>	<b>81.6</b>	<b>83.6</b>	<b>2.5</b>	<b>7.9</b>	<b>7.1</b>	<b>(10.0)</b>
<b>Judicial Commission of New South Wales</b>						
Service Group						
Education, Sentencing and Complaints .....	5.7	5.5	(2.7)	0.2	0.2	...
<b>Total</b>	<b>5.7</b>	<b>5.5</b>	<b>(2.7)</b>	<b>0.2</b>	<b>0.2</b>	<b>...</b>
<b>Office of the Director of Public Prosecutions</b>						
Service Group						
Prosecutions .....	102.3	101.3	(0.9)	1.7	1.3	(24.6)
Victim and Witness Assistance .....	7.7	8.0	3.1	0.1	0.1	...
<b>Total</b>	<b>110.0</b>	<b>109.3</b>	<b>(0.6)</b>	<b>1.8</b>	<b>1.4</b>	<b>(24.6)</b>

## Introduction

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The Attorney General and Justice cluster provides legal and justice services and law enforcement and emergency services to the people of New South Wales.

The cluster is the lead for achieving the following NSW 2021 goals.

- § Prevent and reduce the level of crime.
- § Prevent and reduce the level of re-offending.
- § Improve community confidence in the justice system.
- § Ensure NSW is ready to deal with major emergencies or natural disasters.

It is also the co-lead for the NSW 2021 goal to increase opportunities for people to look after their own neighbourhoods and environments.

The Attorney General and Justice cluster provides legal, court and supervision services to the people of New South Wales by:

- § managing courts and justice services
- § implementing programs to reduce crime and re-offending
- § managing custodial and community-based correctional services
- § protecting rights and community standards
- § promoting the public's rights to government information and to privacy
- § advising on law reform and legal matters
- § providing legal aid and other legal services
- § offering research and legal policy advice to the Government and community.

The cluster also delivers law enforcement and emergency services to the people of New South Wales by:

- § providing community-based policing services
- § investigating serious and organised crime
- § sharing information, intelligence and expertise when appropriate
- § coordinating firefighting and practising fire prevention and mitigation
- § coordinating storm and flood relief and mitigation
- § educating, training and preparing communities to deal with emergencies
- § conducting rescues, incidents, crisis and emergency management, and dealing with hazardous materials.



## Services

The cluster's key legal and justice services are:

- § providing legal, professional and regulatory services, and advising the Government on the 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
- § running youth justice conferences and community-based services for young offenders
- § supervising young offenders who are sentenced to detention or ordered to stay in custody until their cases are decided
- § 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 women and children seeking protection from domestic violence
- § providing legal services to the Government through the Crown Solicitor's Office.

The cluster's key law enforcement and emergency service activities are:

- § providing a law enforcement response to incidents, emergencies and public events
- § 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, disaster recovery and welfare services during major natural disasters, including fires, floods and storms
- § assessing risks, developing and testing operational plans and capabilities, educating the community and providing training to better prepare for emergencies.

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## 2012-13 Budget Highlights

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### Legal and Justice Services

In 2012-13, key initiatives will include spending:

- § \$28 million to continue upgrading courts across the state, with major new projects in Wagga Wagga and Wollongong to replace or upgrade ageing facilities and improve justice services for local communities
- § an additional \$20 million (per annum) for core legal services provided by the Crown Solicitor's Office
- § \$16 million toward constructing the new \$94 million Newcastle Justice Precinct, which will improve justice services in the Hunter Region
- § \$11 million for site works and the construction of the new courthouse in Coffs Harbour to provide expanded justice services in conjunction with the NSW Police Force
- § \$4.2 million over two years to replace the system used to manage the arrangements for citizens to be enrolled and called for jury service
- § \$2 million to begin a joint project with the NSW Police Force and courts which, over two years, will enhance and increase the electronic exchange of data to improve the efficiency, timeliness and accuracy of the criminal justice system
- § \$2 million to fund the new Intensive Drug and Alcohol Treatment Program at the John Morony Correctional Complex, which helps reduce re-offending risks and will have 300 participants when it reaches capacity. A further \$1 million is committed for related court-based activities in the second metropolitan Drug Court, now established at the Downing Centre
- § \$1.2 million to increase the number of full-time Intensive Learning Centres for inmates, starting at the South Coast Correctional Centre, with pilot programs at the Lithgow and Mid North Coast Correctional Centres. The objective of Intensive Learning Centres is to significantly reduce the risks of re-offending by improving education outcomes
- § \$1 million to continue the NSW Crime Prevention Through Environmental Design (CPTED) Graffiti Hotspot Program, which provides funding and support to local councils with high levels of graffiti to clean and prevent graffiti. This includes \$360,000 to continue operating the NSW Graffiti Hotline and \$300,000 to continue implementing programs that promote community involvement in removing and preventing graffiti.

## Law Enforcement and Emergency Services

In 2012-13, key initiatives will include spending:

- § \$178 million in recurrent funding over four years to employ additional police, as part of the Government's commitment to increase the number of authorised police officers by a further 400 to 16,356 by June 2014, with 100 of these boosting officer numbers in the Traffic and Highway Patrol Command
- § \$115 million over four years for the Police Transport Command, created to improve passenger safety and security across the public transport system with 610 police officers.
- § \$35 million to continue reducing fire hazards
- § \$34 million to continue works on new or refurbished police stations in Lake Macquarie, Riverstone, Coffs Harbour, Moree, Tweed Heads, Parkes and Walgett
- § \$22 million on National Disaster Mitigation Program and National Disaster Resilience Program grants
- § \$19 million, as part of the State Emergency Service's five-year, \$96 million Strategic Disaster Readiness Package, designed to help the service prepare for, prevent and respond to flood and storm events
- § an initial \$16 million toward a \$61 million project to upgrade police properties, which will address hazardous materials, compliance and safety to provide safe and appropriate workplaces
- § \$16 million to continue upgrading the Rural Fire Service's private mobile radio and paging network, to ensure volunteer firefighters have the latest and most reliable communication capabilities
- § \$15 million on the Personal Protective Clothing Replacement Program, to ensure NSW firefighter uniforms meet new Australian safety standards
- § \$14 million in recurrent funding over the next two years for a number of NSW Police Force injury management projects to reduce injuries and to better support rehabilitate injured officers and help them return to duties
- § \$10 million to maintain a statewide aerial firefighting and support capability
- § \$6.3 million for the Emergency Alert system (\$2.8 million of which is additional funding), which allows the Government to issue warning messages to a landline or mobile phone
- § \$4.6 million to implement recommendations from the Report of the Special Commission of Inquiry into the NSW Crime Commission
- § \$3.8 million for Fire and Rescue NSW to improve communications equipment, education and training equipment and firefighting equipment
- § \$2.3 million to continue the Prepare, Act, Survive public awareness campaign.

# Department of Attorney General and Justice

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## Service Group Statements

### Legal Policy and Regulatory Services

**Service description:** This service group covers the provision of advice to Government on law and justice and the development and implementation of legislation, legal reforms, evidence-based policies and justice programs. It also covers the regulation of the activities of professional groups, collection of statistical information and research on crime, privacy services, legal assistance and representation, and investigation and resolution of complaints.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Proposals for legislative reform considered by Parliament	no.	30	21	28	20	20
Requests for statistical information completed by Bureau of Crime Statistics and Research	no.	1,015	736	736	780	780
Higher Court matters completed by Public Defenders	no.	794	778	778	700	700
				———2011-12———		
				Budget	Revised	2012-13
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				57,154	54,472	54,997
Capital Expenditure				1,512	366	253

**Court Services**

**Service description:** This service group covers the administration of NSW Courts, tribunals and community justice centres. It also covers drug and alcohol diversionary programs and the provision of support for vulnerable witnesses, victims of sexual assault and clients with mental health problems.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Cases Finalised:						
Supreme Court	no.	13,851	10,560	11,723	9,800	9,800
District Court	no.	20,031	18,333	19,500	18,400	18,500
Local Court	no.	345,140	343,261	350,000	344,000	345,000
Community Justice Centre mediation sessions held	no.	1,725	1,731	1,650	1,650	2,000
Finalisations per FTE Judicial Officer:						
Supreme Court	no.	266	203	225	188	188
District Court	no.	308	286	305	308	310
Local Court	no.	2,615	2,581	2,632	2,600	2,590
				—2011-12— Budget Revised \$000 \$000		2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				450,427	473,791	448,728
Capital Expenditure				19,101	57,751	95,025

## Court Support Services

**Service description:** This service group covers the provision of key support services to NSW Courts and tribunals, including court transcription services, court security, jury management and library information services.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Local Court sittings with uniformed sheriff's officer present	%	79	79	80	80	80
Satisfaction with law libraries services	%	98	79	85	97	97
Transcript pages provided as daily transcript	no.	390,281	403,397	410,000	405,000	408,000
				—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				95,361	88,979	89,549
Capital Expenditure				2,288	886	611

## Crime Prevention and Community Services

**Service description:** This service group covers the development of evidence-based policies and programs to prevent crime and reduce re-offending, to reduce Aboriginal involvement in criminal justice processes and to promote antidiscrimination and equal opportunity principles and policies. It also provides support to victims of crime by providing access to services and entitlements to assist in their recovery.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Antidiscrimination complaints closed	no.	1,210	1,206	1,100	1,100	1,100
Victims Compensation Tribunal applications received	no.	9,245	8,854	8,000	8,000	7,000
				—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				119,975	117,391	114,362
Capital Expenditure				1,315	605	903

## Registry of Births, Deaths and Marriages

**Service description:** This service group covers the provision of an accurate, consistent, equitable and secure system for the registration of births, deaths and marriages in New South Wales. Information recorded in the system is used to provide a range of certificates, products and information services, including reliable data for planning and research.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Customer transaction volumes (applications and registrations)	no.	775,819	766,968	790,000	761,000	790,000
Compliance with Guarantee of Service (standard certificate applications)	%	88	100	100	100	100
				—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				23,924	20,749	24,242
Capital Expenditure				9,767	1,268	550

## Crown Solicitor's Office

**Service description:** This service group covers the provision of core and non-core (general) legal services to NSW Government. The Crown Solicitor must be engaged by government agencies to perform core legal services for matters that have implications for government beyond an individual Minister's portfolio, involve the constitutional powers and privileges of the State or raise issues that are fundamental to the responsibilities of government. The Crown Solicitor's Office also competes with the private legal profession for non-core legal work.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Average daily billable hours per solicitor	hr.	4.8	5.0	5.0	5.0	5.0
Proportion of core work to total work	%	63.1	66.1	66.4	63.4	63.4
				—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				54,826	65,663	69,252
Capital Expenditure				1,550	1,991	665

## Business and Personnel Services

**Service description:** This service group covers the provision of personnel services to the Office of the Public Guardian and the Legal Profession Admission Board.

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	59,980	61,728	63,251

## Custody Management

**Service description:** This service group covers the containment of inmates in correctional centres and providing a secure environment for inmates, employees and visitors. This involves providing advice to courts and releasing authorities and maintaining reliable security systems, including escort security. It also includes providing support for inmates with special service needs, such as those requiring compulsory drug treatment, mental health and other disability services, therapeutic treatment for violence and sexual offending, and for specific age and Aboriginality issues.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Daily average out-of-cell hours	hr.	11.1	11.4	11.2	11.4	11.4
Average recurrent cost per inmate per day:						
Low security/periodic	\$	175	182	182	196	196
Medium/high security	\$	211	209	210	203	203
Escorts and court security conducted	no.	160,637	134,323	135,000	135,000	125,000
Video conferences conducted	no.	31,345	35,045	38,550	38,550	40,000
				2011-12		2012-13
				Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				763,472	790,101	743,163
Capital Expenditure				99,066	50,921	56,281



## Supervision of Offenders in the Community

**Service description:** This service group covers the supervision of offenders in community programs and the delivery of offender programs in the community.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Advice to courts/releasing authorities	no.	32,039	28,613	30,000	28,300	28,500
Average recurrent cost per offender per day	\$	21.48	24.48	25.00	24.00	24.00
Diversionary programs: total registrations - caseload intake	no.	26,926	24,128	25,000	24,000	24,000
				—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				158,069	160,837	153,169
Capital Expenditure				...	11,838	7,073

## Offenders Program

**Service description:** This service group covers the delivery of offender programs designed to reduce risks of re-offending and providing support services to assist offenders to re-settle and integrate back into the community.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Targeted offender programs completed by inmates:						
Addiction	no.	4,813	5,776	4,217	4,200	4,400
Aggression and violence programs	no.	452	1,223	403	1,240	1,450
Readiness	no.	1,497	1,615	1,045	2,500	2,500
Employment training rate of inmate employment	%	76.9	81.5	78.0	77.0	77.0
Offender risks/needs assessments completed <sup>(a)</sup>	no.	30,174	28,345	30,000	28,000	28,000
Inmate participation in education programs ratio	%	34.0	30.3	30.0	29.0	31.0

(a) The number of assessments completed is expected to decrease due to changes to the integrated case management policy in June 2009.

				—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				161,090	168,633	159,576
Capital Expenditure				...	8,988	6,567

## Community Based Services

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

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Supervision orders	no.	4,466	4,458	4,500	4,310	4,400
Remand interventions	no.	6,177	5,483	5,500	5,220	5,500
Bail supervisions	no.	1,096	1,359	1,410	1,530	1,700
Youth Justice Conference referrals processed	no.	2,086	2,134	2,280	1,950	2,200
Youth Justice Conferences facilitated	no.	1,659	1,637	1,810	1,510	1,800
Youth Justice Conference Outcome Plans agreed	no.	1,600	1,549	1,680	1,540	1,600
People participating in Youth Justice Conferences	no.	6,593	6,280	6,500	6,000	6,000
				——2011-12——		2012-13
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				70,405	67,823	67,698
Capital Expenditure				6,566	2,868	2,495

## Juvenile Custodial Services

**Service description:** This service group covers the supervision of young offenders sentenced by the courts to detention or ordered by the courts to remain in custody pending the outcome of their court cases. It also covers the provision of counselling and intervention to address young offenders at risk of re-offending and transport for detainees to and from juvenile justice centres.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Average daily number in custody	no.	434	392	412	354	360
Control admissions	no.	634	575	540	550	550
Remand admissions	no.	4,911	5,195	5,100	4,760	4,720
Total admissions	no.	5,073	5,343	5,300	4,900	4,860
Average length of time in custody or remand	days	10.5	9.5	8.8	10.4	11.0
				———2011-12———		2012-13
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				130,602	138,653	134,710
Capital Expenditure				39,117	34,213	27,488

## Cluster Grant Funding

**Service description:** This service group covers the provision of grant funding to agencies within the Attorney General and Justice cluster. This includes funding to the Department of Rural Fire Service, Fire and Rescue NSW, Information and Privacy Commission, Legal Aid Commission of New South Wales, Ministry for Police and Emergency Services, New South Wales Crime Commission, NSW Police Force and State Emergency Service.

	———2011-12———		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	3,392,613	3,502,661	3,435,929
Expense Items of Interest:			
Grants and subsidies			
Department of Rural Fire Service	24,688	25,713	38,061
Fire and Rescue NSW	86,061	87,364	86,040
Information and Privacy Commission	5,638	5,638	5,302
Legal Aid Commission of New South Wales	176,577	176,577	180,284
Ministry for Police and Emergency Services	36,072	35,072	38,117
New South Wales Crime Commission	18,501	18,501	22,933
NSW Police Force	3,039,065	3,147,564	3,053,917
State Emergency Services	6,011	6,232	11,275

## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	1,376,275	1,409,885	1,344,628
Other operating expenses	404,548	419,165	421,691
Depreciation and amortisation	165,484	180,757	177,869
Grants and subsidies	3,497,911	3,597,604	3,535,069
Finance costs	10,283	10,261	9,977
Other expenses	83,397	93,809	69,392
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>5,537,898</b>	<b>5,711,481</b>	<b>5,558,626</b>
<b>Revenue</b>			
Recurrent appropriation	4,979,841	5,138,228	4,965,658
Capital appropriation	173,209	170,571	194,694
Sales of goods and services	254,078	259,008	263,176
Investment income	5,508	5,469	6,152
Retained taxes, fees and fines	9,400	12,872	10,400
Grants and contributions	18,870	20,766	19,636
Acceptance by Crown Entity of employee benefits and other liabilities	93,051	91,701	91,899
Other revenue	19,292	25,039	20,852
<b>Total Revenue</b>	<b>5,553,249</b>	<b>5,723,654</b>	<b>5,572,467</b>
Gain/(loss) on disposal of non current assets	10	(52)	10
Other gains/(losses)	(22)	(1,379)	(9)
<b>Net Result</b>	<b>15,339</b>	<b>10,742</b>	<b>13,842</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	96,459	88,942	85,776
Receivables	58,012	57,512	52,481
Inventories	11,063	11,063	11,063
Other	20,520	20,520	8,957
<b>Total Current Assets</b>	<b>186,054</b>	<b>178,037</b>	<b>158,277</b>
<b>Non Current Assets</b>			
Receivables	56,644	56,644	53,929
Other financial assets	129,258	129,258	129,258
Property, plant and equipment -			
Land and building	3,332,774	3,290,150	3,300,363
Plant and equipment	182,552	203,844	210,721
Infrastructure systems	54,555	38,269	37,326
Intangibles	112,998	126,600	130,495
Other	3,920	3,920	3,920
<b>Total Non Current Assets</b>	<b>3,872,701</b>	<b>3,848,685</b>	<b>3,866,012</b>
<b>Total Assets</b>	<b>4,058,755</b>	<b>4,026,722</b>	<b>4,024,289</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	130,408	104,452	116,688
Borrowings at amortised cost	2,928	5,428	4,908
Tax	...	1,394	1,394
Provisions	189,183	183,113	161,932
Other	11,962	11,962	15,322
<b>Total Current Liabilities</b>	<b>334,481</b>	<b>306,349</b>	<b>300,244</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	91,156	91,156	81,331
Provisions	54,342	54,342	53,997
Other	4,805	4,805	4,805
<b>Total Non Current Liabilities</b>	<b>150,303</b>	<b>150,303</b>	<b>140,133</b>
<b>Total Liabilities</b>	<b>484,784</b>	<b>456,652</b>	<b>440,377</b>
<b>Net Assets</b>	<b>3,573,971</b>	<b>3,570,070</b>	<b>3,583,912</b>
<b>Equity</b>			
Reserves	534,741	418,806	418,806
Accumulated funds	3,039,230	3,151,264	3,165,106
<b>Total Equity</b>	<b>3,573,971</b>	<b>3,570,070</b>	<b>3,583,912</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	1,277,393	1,315,668	1,263,645
Grants and subsidies	3,497,911	3,597,604	3,535,069
Finance costs	10,283	10,261	9,977
Other	529,553	607,236	558,361
<b>Total Payments</b>	<b>5,315,140</b>	<b>5,530,768</b>	<b>5,367,052</b>
<b>Receipts</b>			
Recurrent appropriation	4,979,841	5,138,228	4,965,658
Capital appropriation	173,209	170,571	194,694
Sale of goods and services	255,358	265,376	268,093
Interest	2,561	3,580	2,957
Grants and contributions	18,870	20,766	19,636
Cash transfers to the Consolidated Fund	(5,818)	(7,212)	...
Other	78,460	127,598	109,881
<b>Total Receipts</b>	<b>5,502,481</b>	<b>5,718,907</b>	<b>5,560,919</b>
<b>Net Cash Flows From Operating Activities</b>	<b>187,341</b>	<b>188,138</b>	<b>193,867</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	10	91	10
Purchases of property, plant and equipment	(137,167)	(154,980)	(161,366)
Other	(29,115)	(23,383)	(25,332)
<b>Net Cash Flows From Investing Activities</b>	<b>(166,272)</b>	<b>(178,272)</b>	<b>(186,688)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	...	1,773	...
Repayment of borrowings and advances	(1,385)	(658)	(10,345)
<b>Net Cash Flows From Financing Activities</b>	<b>(1,385)</b>	<b>1,115</b>	<b>(10,345)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>19,684</b>	<b>10,981</b>	<b>(3,166)</b>
Opening Cash and Cash Equivalents	76,775	77,961	88,942
<b>Closing Cash and Cash Equivalents</b>	<b>96,459</b>	<b>88,942</b>	<b>85,776</b>
<b>Cash Flow Reconciliation</b>			
Net result	15,339	10,742	13,842
Non cash items added back	165,484	180,757	177,869
Change in operating assets and liabilities	6,518	(3,361)	2,156
<b>Net Cash Flows From Operating Activities</b>	<b>187,341</b>	<b>188,138</b>	<b>193,867</b>

# Department of Rural Fire Service

## Service Group Statements

### Community Safety

**Service description:** This service group covers protecting the community through measures that enhance community awareness of and participation in fire risk reduction, and reducing the environmental impact of the RFS's incident management activities.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Community education programs						
- Properties protected	no.	55,000	49,173	54,000	54,000	54,200
Development control assessments - properties protected <sup>(a)</sup>	no.	52,930	53,748	52,000	45,000	35,000

(a) The Department of Planning and Infrastructure and the RFS have been working on a strategy to reduce the number of assessment referrals received from local government, under Government planning reforms. This includes introducing the Housing Code State Environmental Planning Policy, which negates any complying development referral to the RFS.

	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000

#### Financial indicators:

Total Expenses Excluding Losses <sup>(a)</sup>	29,005	26,394	24,043
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(a) Development Application staff were reallocated from 'Community Safety' service group into the 'Operational and Administrative Support' service group.

### Emergency Bush Fire Response Operations

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

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Operation plans approved by Bushfire Coordinating Committee	%	100	100	100	100	100
Volunteer Competency Index - for 3 principal qualifications	%	88	95	85	90	85

	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000

#### Financial indicators:

Total Expenses Excluding Losses	227,325	232,136	240,829
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Capital Expenditure	11,278	6,931	9,134
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## Operational and Administrative Support

**Service description:** This service group covers the management and administrative support functions of the RFS including financial, human resource and operational support, firefighting fleet maintenance, and strategy and policy development.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 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>	%	80	62	71	60	65

(a) The RFS has focused its attention on engaging with and training council staff to assist them in reducing unnecessary referrals.

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	29,052	38,898	38,256
Capital Expenditure	...	847	729

(a) The increase in total expenses reflects the reallocation of Development Application staff from the 'Community Safety' service group into 'Operational and Administrative Support' service group. It also reflects the scaling up of mitigation crews.



## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	91,523	91,598	92,512
Other operating expenses	28,546	30,973	31,555
Depreciation and amortisation	4,764	4,714	4,600
Grants and subsidies	155,406	164,976	169,112
Other expenses	5,143	5,167	5,349
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>285,382</b>	<b>297,428</b>	<b>303,128</b>
<b>Revenue</b>			
Sales of goods and services	406	2,355	417
Retained taxes, fees and fines	207,541	214,203	198,657
Grants and contributions	58,930	68,770	71,157
Other revenue	7,753	9,256	7,970
<b>Total Revenue</b>	<b>274,630</b>	<b>294,584</b>	<b>278,201</b>
<b>Net Result</b>	<b>(10,752)</b>	<b>(2,844)</b>	<b>(24,927)</b>

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**Balance Sheet**


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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	30,663	38,768	14,208
Receivables	5,226	5,226	5,226
<b>Total Current Assets</b>	<b>35,889</b>	<b>43,994</b>	<b>19,434</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	18,623	15,173	15,456
<b>Total Non Current Assets</b>	<b>18,623</b>	<b>15,173</b>	<b>15,456</b>
<b>Total Assets</b>	<b>54,512</b>	<b>59,167</b>	<b>34,890</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	14,420	14,420	15,070
Provisions	22,496	22,496	22,496
<b>Total Current Liabilities</b>	<b>36,916</b>	<b>36,916</b>	<b>37,566</b>
<b>Non Current Liabilities</b>			
Provisions	9,919	9,919	9,919
<b>Total Non Current Liabilities</b>	<b>9,919</b>	<b>9,919</b>	<b>9,919</b>
<b>Total Liabilities</b>	<b>46,835</b>	<b>46,835</b>	<b>47,485</b>
<b>Net Assets</b>	<b>7,677</b>	<b>12,332</b>	<b>(12,595)</b>
<b>Equity</b>			
Accumulated funds	7,677	12,332	(12,595)
<b>Total Equity</b>	<b>7,677</b>	<b>12,332</b>	<b>(12,595)</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	91,523	91,598	92,512
Grants and subsidies	89,409	107,958	112,373
Other	106,195	99,667	99,543
<b>Total Payments</b>	<b>287,127</b>	<b>299,223</b>	<b>304,428</b>
<b>Receipts</b>			
Sale of goods and services	406	2,355	417
Retained taxes, fees and fines	207,541	214,203	198,657
Grants and contributions	28,019	36,881	40,636
Other	45,173	47,654	45,041
<b>Total Receipts</b>	<b>281,139</b>	<b>301,093</b>	<b>284,751</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(5,988)</b>	<b>1,870</b>	<b>(19,677)</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	(11,278)	(7,778)	(9,863)
<b>Net Cash Flows From Investing Activities</b>	<b>(6,298)</b>	<b>(2,798)</b>	<b>(4,883)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(12,286)</b>	<b>(928)</b>	<b>(24,560)</b>
Opening Cash and Cash Equivalents	42,949	39,696	38,768
<b>Closing Cash and Cash Equivalents</b>	<b>30,663</b>	<b>38,768</b>	<b>14,208</b>
<b>Cash Flow Reconciliation</b>			
Net result	(10,752)	(2,844)	(24,927)
Non cash items added back	4,764	4,714	4,600
Change in operating assets and liabilities	...	...	650
<b>Net Cash Flows From Operating Activities</b>	<b>(5,988)</b>	<b>1,870</b>	<b>(19,677)</b>

# Fire and Rescue NSW

## Service Group Statements

### Community Safety

**Service description:** This service group covers improved risk management by ensuring effective emergency incident prevention and developing resilient communities that are well prepared for emergencies. Activities include community education, the program to replace smoke alarm batteries for the elderly, fire fighter inspections of premises and the establishment of community fire units to support residents living near bushland.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
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#### Service measures:

##### Community safety programs

delivered per permanent fire station	no.	250	272	272	280	285
Building inspections undertaken	no.	1,000	995	1,000	1,000	1,000
Fires with ignition factor determined	%	69	73	74	74	74

		2011-12		2012-13
		Budget \$000	Revised \$000	Budget \$000

#### Financial indicators:

Total Expenses Excluding Losses			35,088	33,643	34,294
Capital Expenditure			2,959	3,284	2,570

### 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
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#### Service measures:

Fires attended <sup>(a)</sup>	no.	33,000	26,472	28,000	27,500	29,000
Hazardous material incidents attended	no.	11,170	9,821	9,732	9,620	9,200
Storm and tempest incidents attended	no.	450	646	640	734	780
Non-fire rescue incidents attended	no.	4,171	4,958	4,700	5,200	5,500

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

		2011-12		2012-13
		Budget \$000	Revised \$000	Budget \$000

#### Financial indicators:

Total Expenses Excluding Losses			378,950	377,671	384,974
Capital Expenditure			31,954	36,865	28,847

## 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.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Average age of fire engine pumper fleet	years	8	8	9	8	9
Accredited rescue crews	no.	176	176	181	181	181
Workers compensation claims <sup>(a)</sup>	no.	709	648	620	580	550
Average workers compensation claim costs <sup>(b)</sup>	\$	11,125	8,246	7,000	7,845	7,000

(a) Figure for 2009-10 reflects the updated number of claims generated by the newly-installed claims management system.

(b) 2009-10 reported cost has been updated to reflect additional long-term claims processed.

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	223,923	223,425	227,746
Capital Expenditure	18,882	21,808	17,066

## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	509,476	515,976	513,285
Other operating expenses	92,936	79,914	93,797
Depreciation and amortisation	35,549	38,849	39,932
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>637,961</b>	<b>634,739</b>	<b>647,014</b>
<b>Revenue</b>			
Sales of goods and services	10,085	10,385	10,209
Investment income	6,486	7,986	5,600
Retained taxes, fees and fines	460,035	463,589	457,573
Grants and contributions	155,561	158,961	156,089
Other revenue	4,685	9,581	6,914
<b>Total Revenue</b>	<b>636,852</b>	<b>650,502</b>	<b>636,385</b>
Gain/(loss) on disposal of non current assets	...	10	...
<b>Net Result</b>	<b>(1,109)</b>	<b>15,773</b>	<b>(10,629)</b>

## Balance Sheet

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	106,639	121,685	100,976
Receivables	13,064	13,064	13,064
Inventories	1,980	1,980	1,980
Assets held for sale	841	841	841
Other	42	42	42
<b>Total Current Assets</b>	<b>122,566</b>	<b>137,612</b>	<b>116,903</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	293,719	309,934	307,060
Plant and equipment	254,764	223,683	236,241
Intangibles	14,125	32,356	31,223
<b>Total Non Current Assets</b>	<b>562,608</b>	<b>565,973</b>	<b>574,524</b>
<b>Total Assets</b>	<b>685,174</b>	<b>703,585</b>	<b>691,427</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	22,967	24,496	22,967
Provisions	78,567	78,567	78,567
<b>Total Current Liabilities</b>	<b>101,534</b>	<b>103,063</b>	<b>101,534</b>
<b>Non Current Liabilities</b>			
Provisions	38,526	38,526	38,526
Other	1,751	1,751	1,751
<b>Total Non Current Liabilities</b>	<b>40,277</b>	<b>40,277</b>	<b>40,277</b>
<b>Total Liabilities</b>	<b>141,811</b>	<b>143,340</b>	<b>141,811</b>
<b>Net Assets</b>	<b>543,363</b>	<b>560,245</b>	<b>549,616</b>
<b>Equity</b>			
Reserves	220,682	220,682	220,682
Accumulated funds	322,681	339,563	328,934
<b>Total Equity</b>	<b>543,363</b>	<b>560,245</b>	<b>549,616</b>

## Cash Flow Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	504,560	511,060	513,285
Other	98,940	84,089	95,326
<b>Total Payments</b>	<b>603,500</b>	<b>595,149</b>	<b>608,611</b>
<b>Receipts</b>			
Sale of goods and services	10,666	10,676	10,209
Interest	7,606	9,106	5,600
Retained taxes, fees and fines	444,035	448,782	441,253
Grants and contributions	86,391	88,908	87,140
Other	89,980	94,556	92,183
<b>Total Receipts</b>	<b>638,678</b>	<b>652,028</b>	<b>636,385</b>
<b>Net Cash Flows From Operating Activities</b>	<b>35,178</b>	<b>56,879</b>	<b>27,774</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	1,507	...
Purchases of property, plant and equipment	(54,447)	(43,524)	(48,483)
Other	...	(19,085)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(54,447)</b>	<b>(61,102)</b>	<b>(48,483)</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 Cash Flows From Financing Activities</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(19,269)</b>	<b>(4,223)</b>	<b>(20,709)</b>
Opening Cash and Cash Equivalents	125,908	125,908	121,685
<b>Closing Cash and Cash Equivalents</b>	<b>106,639</b>	<b>121,685</b>	<b>100,976</b>
<b>Cash Flow Reconciliation</b>			
Net result	(1,109)	15,773	(10,629)
Non cash items added back	35,549	38,849	39,932
Change in operating assets and liabilities	738	2,257	(1,529)
<b>Net Cash Flows From Operating Activities</b>	<b>35,178</b>	<b>56,879</b>	<b>27,774</b>



# Information and Privacy Commission

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## Service Group Statements

### Information and Privacy Commission

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

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Reviews undertaken <sup>(a)</sup>	no.	N/A	301	350	320	350
Complaints investigated	no.	N/A	59	100	100	100
Hits on the Information and Privacy Commission website	thous	N/A	438	450	267	280
Formal Privacy matters handled	no.	N/A	414	400	435	435

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(a) This measure is dependent upon the number of applications received by the IPC.

Actual data for 2009-10 is not included as the Government Information (Public Access) Act 2009 did not come into effect until 1 July 2010.

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	5,424	5,503	5,406
Capital Expenditure	366	366	150

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## Financial Statements

### Operating Statement

	—2011-12—		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	3,930	3,479	3,788
Other operating expenses	1,428	1,880	1,493
Depreciation and amortisation	66	144	125
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>5,424</b>	<b>5,503</b>	<b>5,406</b>
<b>Revenue</b>			
Investment income	...	41	...
Grants and contributions	5,638	5,638	5,302
Acceptance by Crown Entity of employee benefits and other liabilities	42	112	42
<b>Total Revenue</b>	<b>5,680</b>	<b>5,791</b>	<b>5,344</b>
<b>Net Result</b>	<b>256</b>	<b>288</b>	<b>(62)</b>

## Balance Sheet

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	496	504	788
Receivables	211	211	627
<b>Total Current Assets</b>	<b>707</b>	<b>715</b>	<b>1,415</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	230	199	156
Intangibles	976	929	997
<b>Total Non Current Assets</b>	<b>1,206</b>	<b>1,128</b>	<b>1,153</b>
<b>Total Assets</b>	<b>1,913</b>	<b>1,843</b>	<b>2,568</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	373	373	646
Provisions	187	187	199
Other	...	...	415
<b>Total Current Liabilities</b>	<b>560</b>	<b>560</b>	<b>1,260</b>
<b>Non Current Liabilities</b>			
Other	...	...	87
<b>Total Non Current Liabilities</b>	<b>...</b>	<b>...</b>	<b>87</b>
<b>Total Liabilities</b>	<b>560</b>	<b>560</b>	<b>1,347</b>
<b>Net Assets</b>	<b>1,353</b>	<b>1,283</b>	<b>1,221</b>
<b>Equity</b>			
Accumulated funds	1,353	1,283	1,221
<b>Total Equity</b>	<b>1,353</b>	<b>1,283</b>	<b>1,221</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	3,888	3,367	3,734
Other	3,562	3,116	2,159
<b>Total Payments</b>	<b>7,450</b>	<b>6,483</b>	<b>5,893</b>
<b>Receipts</b>			
Sale of goods and services	551	551	(524)
Interest	...	41	...
Grants and contributions	5,638	5,638	5,302
Cash transfers to the Consolidated Fund	(429)	(429)	415
Other	2,134	1,134	1,134
<b>Total Receipts</b>	<b>7,894</b>	<b>6,935</b>	<b>6,327</b>
<b>Net Cash Flows From Operating Activities</b>	<b>444</b>	<b>452</b>	<b>434</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(40)	...	...
Other	(326)	(366)	(150)
<b>Net Cash Flows From Investing Activities</b>	<b>(366)</b>	<b>(366)</b>	<b>(150)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>78</b>	<b>86</b>	<b>284</b>
Opening Cash and Cash Equivalents	418	418	504
<b>Closing Cash and Cash Equivalents</b>	<b>496</b>	<b>504</b>	<b>788</b>
<b>Cash Flow Reconciliation</b>			
Net result	256	288	(62)
Non cash items added back	66	144	125
Change in operating assets and liabilities	122	20	371
<b>Net Cash Flows From Operating Activities</b>	<b>444</b>	<b>452</b>	<b>434</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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Legal representation:						
In-house	no.	9,789	9,313	9,600	9,400	9,500
Assigned	no.	14,388	14,629	14,600	14,300	14,400
Duty appearances:						
In-house	no.	94,735	96,519	97,200	98,100	99,000
Assigned	no.	49,738	53,791	53,600	50,200	50,300
Legal advice and minor assistance <sup>(a)</sup>	no.	34,860	31,960	33,300	28,800	29,000
General information services	no.	204,990	219,232	219,000	255,700	256,000

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

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	111,716	119,095	117,433
Capital Expenditure	2,185	2,332	2,123

(a) The increase from 2011-12 Budget is due to funds being reallocated from the 'Family Law Services' service group to Commonwealth criminal law matters (part of the 'Criminal Law Services' service group).

## 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Legal representation:						
In-house	no.	1,197	993	1,000	950	1,000
Assigned	no.	530	692	700	970	1,000
Duty appearances:						
In-house	no.	5,196	3,418	3,500	3,900	3,900
Assigned	no.	13,788	8,881	8,800	9,500	9,500
Legal advice and minor assistance <sup>(a)</sup>						
	no.	26,050	30,207	30,500	35,000	35,500
General information services						
	no.	164,121	167,787	167,700	190,100	192,000

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

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	30,703	31,411	30,946
Capital Expenditure	493	1,012	921

## 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Legal representation:						
In-house	no.	2,802	2,489	2,800	2,800	2,900
Assigned	no.	12,730	10,752	11,500	10,400	10,400
Duty appearances:						
In-house	no.	3,168	3,693	5,000	6,600	6,700
Assigned	no.	1,757	1,705	1,900	1,900	2,000
Legal advice and minor assistance <sup>(a)</sup>						
	no.	32,756	35,148	37,000	41,000	41,500
General information services	no.	128,761	127,041	126,900	147,700	148,000

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

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	71,649	63,265	68,638
Capital Expenditure	1,672	1,440	1,310

(a) A decrease in demand for Commonwealth funded 'Family Law Services' has allowed these funds to be reallocated to the 'Criminal Law Services' service group.

## Community Partnerships

**Service description:** This service group covers funding of community organisations for specific purposes. These include 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Local Courts served by Women's Domestic Violence Court Advocacy Program	no.	108	108	108	108	108
Community Legal Centre cases opened	no.	8,464	8,596	8,700	8,700	8,700
Community Legal Centre advice services	no.	59,967	59,784	50,000	53,700	54,000
				—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				27,688	27,874	26,369
Capital Expenditure				...	51	46



## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	90,222	89,512	92,959
Other operating expenses	20,016	20,339	20,114
Depreciation and amortisation	4,500	4,875	4,500
Grants and subsidies	25,736	25,942	24,430
Other expenses	101,282	100,977	101,383
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>241,756</b>	<b>241,645</b>	<b>243,386</b>
<b>Revenue</b>			
Sales of goods and services	3,948	4,536	3,948
Investment income	4,195	4,445	4,312
Grants and contributions	232,451	231,781	234,110
Other revenue	462	319	331
<b>Total Revenue</b>	<b>241,056</b>	<b>241,081</b>	<b>242,701</b>
Gain/(loss) on disposal of non current assets	...	125	35
Other gains/(losses)	(200)	(423)	(200)
<b>Net Result</b>	<b>(900)</b>	<b>(862)</b>	<b>(850)</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	76,913	75,847	75,297
Receivables	4,742	5,375	5,375
<b>Total Current Assets</b>	<b>81,655</b>	<b>81,222</b>	<b>80,672</b>
<b>Non Current Assets</b>			
Receivables	1,935	2,092	2,092
Property, plant and equipment -			
Land and building	7,245	6,836	6,968
Plant and equipment	2,539	2,562	3,625
Intangibles	4,838	5,330	4,035
<b>Total Non Current Assets</b>	<b>16,557</b>	<b>16,820</b>	<b>16,720</b>
<b>Total Assets</b>	<b>98,212</b>	<b>98,042</b>	<b>97,392</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	19,885	20,701	20,901
Provisions	39,800	38,067	38,067
<b>Total Current Liabilities</b>	<b>59,685</b>	<b>58,768</b>	<b>58,968</b>
<b>Non Current Liabilities</b>			
Provisions	1,270	1,671	1,671
Other	2,375	2,683	2,683
<b>Total Non Current Liabilities</b>	<b>3,645</b>	<b>4,354</b>	<b>4,354</b>
<b>Total Liabilities</b>	<b>63,330</b>	<b>63,122</b>	<b>63,322</b>
<b>Net Assets</b>	<b>34,882</b>	<b>34,920</b>	<b>34,070</b>
<b>Equity</b>			
Accumulated funds	34,882	34,920	34,070
<b>Total Equity</b>	<b>34,882</b>	<b>34,920</b>	<b>34,070</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	88,820	89,263	92,759
Grants and subsidies	25,736	25,942	24,430
Other	134,063	134,988	135,980
<b>Total Payments</b>	<b>248,619</b>	<b>250,193</b>	<b>253,169</b>
<b>Receipts</b>			
Sale of goods and services	4,003	4,113	3,748
Interest	4,338	4,445	4,312
Grants and contributions	187,690	187,020	191,633
Other	58,246	59,563	57,291
<b>Total Receipts</b>	<b>254,277</b>	<b>255,141</b>	<b>256,984</b>
<b>Net Cash Flows From Operating Activities</b>	<b>5,658</b>	<b>4,948</b>	<b>3,815</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	129	35
Purchases of property, plant and equipment	(2,659)	(2,659)	(3,570)
Other	(1,691)	(2,176)	(830)
<b>Net Cash Flows From Investing Activities</b>	<b>(4,350)</b>	<b>(4,706)</b>	<b>(4,365)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>1,308</b>	<b>242</b>	<b>(550)</b>
Opening Cash and Cash Equivalents	75,605	75,605	75,847
<b>Closing Cash and Cash Equivalents</b>	<b>76,913</b>	<b>75,847</b>	<b>75,297</b>
<b>Cash Flow Reconciliation</b>			
Net result	(900)	(862)	(850)
Non cash items added back	4,500	4,875	4,500
Change in operating assets and liabilities	2,058	935	165
<b>Net Cash Flows From Operating Activities</b>	<b>5,658</b>	<b>4,948</b>	<b>3,815</b>

# Ministry for Police and Emergency Services

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## Service Group Statements

### Policy and Finance

**Service description:** This service group provides independent policy advice and development on issues affecting the Police and Emergency Services portfolio and the ministerial and Parliamentary functions of the Minister for Police and Emergency Services. It provides finance and corporate governance support. It also coordinates the portfolio and liaises with external agencies.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Cabinet minutes developed	no.	45	30	20	32	25
Replies to Parliamentary questions	no.	430	301	400	550	475
Replies to letters	no.	4,800	4,800	4,800	3,660	4,000
Letters responded to within the required time frame	%	95	95	95	93	95
				——2011-12——		2012-13
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				4,538	10,729	10,913
Capital Expenditure				36	164	164

## Counter Terrorism and Disaster Resilience

**Service description:** This service group initiates policies and strategies for improving the delivery of emergency management services through the prevention, preparedness, response and recovery phases. It also provides policy advice, executive and secretarial support to the State Emergency Management Committee (SEMC), and the State Rescue Board (SRB) as well as executive and operational support to the State Emergency Operations Controller and the State Emergency Recovery Controller.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Disaster resilience grants schemes administered	no.	2	4	5	5	5
SEMC and SRB meetings supported	no.	8	8	8	9	8
Support to emergency management operations	%	100	100	100	100	100
Training courses, workshops and exercises delivered	no.	186	200	200	116	175
				—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				44,792	34,820	46,089
Capital Expenditure				128	...	...

## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	9,913	10,328	10,765
Other operating expenses	8,540	5,867	10,367
Depreciation and amortisation	62	62	62
Grants and subsidies	30,815	29,292	35,808
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>49,330</b>	<b>45,549</b>	<b>57,002</b>
<b>Revenue</b>			
Investment income	12	602	400
Grants and contributions	47,620	44,884	52,292
Acceptance by Crown Entity of employee benefits and other liabilities	468	519	497
Other revenue	1,791	432	200
<b>Total Revenue</b>	<b>49,891</b>	<b>46,437</b>	<b>53,389</b>
<b>Net Result</b>	<b>561</b>	<b>888</b>	<b>(3,613)</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	11,741	12,777	9,243
Receivables	932	1,370	1,510
<b>Total Current Assets</b>	<b>12,673</b>	<b>14,147</b>	<b>10,753</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	...	955	960
Plant and equipment	1,071	116	213
Intangibles	26	26	26
<b>Total Non Current Assets</b>	<b>1,097</b>	<b>1,097</b>	<b>1,199</b>
<b>Total Assets</b>	<b>13,770</b>	<b>15,244</b>	<b>11,952</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	102	770	1,111
Provisions	694	925	915
<b>Total Current Liabilities</b>	<b>796</b>	<b>1,695</b>	<b>2,026</b>
<b>Non Current Liabilities</b>			
Provisions	...	182	172
<b>Total Non Current Liabilities</b>	<b>...</b>	<b>182</b>	<b>172</b>
<b>Total Liabilities</b>	<b>796</b>	<b>1,877</b>	<b>2,198</b>
<b>Net Assets</b>	<b>12,974</b>	<b>13,367</b>	<b>9,754</b>
<b>Equity</b>			
Accumulated funds	12,974	13,367	9,754
<b>Total Equity</b>	<b>12,974</b>	<b>13,367</b>	<b>9,754</b>

## Cash Flow Statement

	—2011-12—		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	9,847	9,713	10,288
Grants and subsidies	30,815	29,292	35,808
Other	8,784	5,514	10,026
<b>Total Payments</b>	<b>49,446</b>	<b>44,519</b>	<b>56,122</b>
<b>Receipts</b>			
Interest	12	602	400
Grants and contributions	47,620	44,884	52,292
Other	1,627	(118)	60
<b>Total Receipts</b>	<b>49,259</b>	<b>45,368</b>	<b>52,752</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(187)</b>	<b>849</b>	<b>(3,370)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(164)	(164)	(164)
<b>Net Cash Flows From Investing Activities</b>	<b>(164)</b>	<b>(164)</b>	<b>(164)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(351)</b>	<b>685</b>	<b>(3,534)</b>
Opening Cash and Cash Equivalents	12,092	12,092	12,777
<b>Closing Cash and Cash Equivalents</b>	<b>11,741</b>	<b>12,777</b>	<b>9,243</b>
<b>Cash Flow Reconciliation</b>			
Net result	561	888	(3,613)
Non cash items added back	62	62	62
Change in operating assets and liabilities	(810)	(101)	181
<b>Net Cash Flows From Operating Activities</b>	<b>(187)</b>	<b>849</b>	<b>(3,370)</b>



# New South Wales Crime Commission

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## 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. It also covers the restraint and confiscation of assets accumulated through the conduct of serious criminal activities.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Arrests	no.	1,685	734	750	485	700
Restraining orders	no.	93	112	120	74	100
Asset forfeiture orders	no.	28	49	60	26	50
Proceeds assessment orders	no.	72	51	60	37	50

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	19,055	19,243	23,530
Capital Expenditure	1,482	1,482	1,482

## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	13,419	12,904	16,981
Other operating expenses	4,438	5,141	5,544
Depreciation and amortisation	1,148	1,148	980
Other expenses	50	50	25
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>19,055</b>	<b>19,243</b>	<b>23,530</b>
<b>Revenue</b>			
Sales of goods and services	15	30	25
Investment income	51	120	75
Grants and contributions	18,501	18,501	22,933
Acceptance by Crown Entity of employee benefits and other liabilities	375	375	402
Other revenue	...	110	...
<b>Total Revenue</b>	<b>18,942</b>	<b>19,136</b>	<b>23,435</b>
<b>Net Result</b>	<b>(113)</b>	<b>(107)</b>	<b>(95)</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,341	2,341	2,339
Receivables	796	796	768
<b>Total Current Assets</b>	<b>3,137</b>	<b>3,137</b>	<b>3,107</b>
<b>Non Current Assets</b>			
Receivables	140	140	150
Property, plant and equipment - Plant and equipment	2,284	2,290	2,832
Intangibles	754	754	714
<b>Total Non Current Assets</b>	<b>3,178</b>	<b>3,184</b>	<b>3,696</b>
<b>Total Assets</b>	<b>6,315</b>	<b>6,321</b>	<b>6,803</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	866	534	1,104
Borrowings at amortised cost	...	211	211
Provisions	1,357	1,357	1,435
<b>Total Current Liabilities</b>	<b>2,223</b>	<b>2,102</b>	<b>2,750</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	...	121	121
Provisions	85	85	14
<b>Total Non Current Liabilities</b>	<b>85</b>	<b>206</b>	<b>135</b>
<b>Total Liabilities</b>	<b>2,308</b>	<b>2,308</b>	<b>2,885</b>
<b>Net Assets</b>	<b>4,007</b>	<b>4,013</b>	<b>3,918</b>
<b>Equity</b>			
Accumulated funds	4,007	4,013	3,918
<b>Total Equity</b>	<b>4,007</b>	<b>4,013</b>	<b>3,918</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	12,791	12,259	16,502
Other	4,987	5,690	5,500
<b>Total Payments</b>	<b>17,778</b>	<b>17,949</b>	<b>22,002</b>
<b>Receipts</b>			
Sale of goods and services	5	20	35
Interest	54	123	75
Grants and contributions	18,501	18,501	22,933
Other	410	520	439
<b>Total Receipts</b>	<b>18,970</b>	<b>19,164</b>	<b>23,482</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,192</b>	<b>1,215</b>	<b>1,480</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(1,282)	(1,282)	(1,322)
Other	(200)	(200)	(160)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,482)</b>	<b>(1,482)</b>	<b>(1,482)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	...	201	...
Repayment of borrowings and advances	...	(218)	...
<b>Net Cash Flows From Financing Activities</b>	<b>...</b>	<b>(17)</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(290)</b>	<b>(284)</b>	<b>(2)</b>
Opening Cash and Cash Equivalents	2,631	2,625	2,341
<b>Closing Cash and Cash Equivalents</b>	<b>2,341</b>	<b>2,341</b>	<b>2,339</b>
<b>Cash Flow Reconciliation</b>			
Net result	(113)	(107)	(95)
Non cash items added back	1,148	1,148	980
Change in operating assets and liabilities	157	174	595
<b>Net Cash Flows From Operating Activities</b>	<b>1,192</b>	<b>1,215</b>	<b>1,480</b>

## Service Group Statements

### 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Urgent calls responded to within target time <sup>(a)</sup>	%	74	80	80	78	80
People feel safe walking/jogging by themselves in their neighbourhood at night	%	63	55	55	61	61

(a) Target time for urgent calls revised from 10 minutes to 12 minutes in 2010-11.

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	1,674,046	1,670,901	1,705,938
Capital Expenditure	88,529	74,064	79,176

### Criminal Investigation

**Service description:** This service group covers detecting and investigating crime, providing forensic services and arresting or otherwise dealing with 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Legal actions excluding infringement notices	thous	164	158	158	151	151
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				924,887	937,299	958,482
Capital Expenditure				41,005	40,916	44,155

## Traffic and Commuter Services

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

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Random breath tests undertaken	mill	4.6	4.8	4.7	4.2	4.2
Charges for prescribed concentration of alcohol	thous	25	24	25	21	21
Traffic infringement notices	thous	603	668	660	576	576
				——2011-12—— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				378,993	387,288	396,899
Capital Expenditure				13,668	16,251	17,631

## Judicial Support

**Service description:** This service group covers judicial and custodial services, prosecuting offenders, presenting evidence at court, including coronial enquiries, providing police transport and custody for people under police supervision, and providing a high level of support to victims and witnesses.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Juvenile diversions as a proportion of juvenile offenders to court	%	57	57	57	59	59
Legal actions where alleged offenders are proceeded against to court <sup>(a)</sup>	thous	139	133	133	126	126
				——2011-12—— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				222,611	240,935	247,508
Capital Expenditure				12,114	9,859	11,071

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

## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	2,605,323	2,539,183	2,470,961 <sup>(a)</sup>
Other operating expenses	459,257	435,453	453,594
Depreciation and amortisation	112,470	140,000	153,961
Grants and subsidies	8,981	107,281	217,016 <sup>(a)</sup>
Finance costs	11,774	11,774	10,701
Other expenses	2,732	2,732	2,594
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>3,200,537</b>	<b>3,236,423</b>	<b>3,308,827</b>
<b>Revenue</b>			
Sales of goods and services	35,500	41,778	32,545
Investment income	2,700	2,700	2,707
Grants and contributions	3,051,783	3,162,805	3,066,963
Acceptance by Crown Entity of employee benefits and other liabilities	171,545	171,545	176,305
Other revenue	18,977	22,546	19,241
<b>Total Revenue</b>	<b>3,280,505</b>	<b>3,401,374</b>	<b>3,297,761</b>
Gain/(loss) on disposal of non current assets	(3,172)	(2,687)	2,840
Other gains/(losses)	(10)	(48)	(10)
<b>Net Result</b>	<b>76,786</b>	<b>162,216</b>	<b>(8,236)</b>

(a) The Force's TMF Hindsight expense has been reclassified from an employee related expense to a grant and subsidy. This explains the significant increase in grants and subsidies and the equivalent reduction in salary related expenses.

## Balance Sheet

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	60,721	66,396	65,293
Receivables	57,316	57,088	57,088
Assets held for sale	5,845	5,845	5,845
<b>Total Current Assets</b>	<b>123,882</b>	<b>129,329</b>	<b>128,226</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	1,211,849	1,191,935	1,204,769
Plant and equipment	295,910	281,028	263,578
Intangibles	106,721	113,786	117,553
<b>Total Non Current Assets</b>	<b>1,614,480</b>	<b>1,586,749</b>	<b>1,585,900</b>
<b>Total Assets</b>	<b>1,738,362</b>	<b>1,716,078</b>	<b>1,714,126</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	84,816	86,449	105,449
Borrowings at amortised cost	5,581	5,581	6,600
Provisions	445,749	458,344	448,620
Other	151	151	151
<b>Total Current Liabilities</b>	<b>536,297</b>	<b>550,525</b>	<b>560,820</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	168,655	168,655	163,780
Provisions	177,638	53,007	53,007
Other	12,750	14,886	12,750
<b>Total Non Current Liabilities</b>	<b>359,043</b>	<b>236,548</b>	<b>229,537</b>
<b>Total Liabilities</b>	<b>895,340</b>	<b>787,073</b>	<b>790,357</b>
<b>Net Assets</b>	<b>843,022</b>	<b>929,005</b>	<b>923,769</b>
<b>Equity</b>			
Reserves	473,439	473,439	476,439
Accumulated funds	369,583	455,566	447,330
<b>Total Equity</b>	<b>843,022</b>	<b>929,005</b>	<b>923,769</b>



## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	2,373,097	2,196,807	2,232,989 <sup>(a)</sup>
Grants and subsidies	8,981	107,281	217,016 <sup>(a)</sup>
Finance costs	11,774	11,774	10,701
Other	582,262	784,723	566,908
<b>Total Payments</b>	<b>2,976,114</b>	<b>3,100,585</b>	<b>3,027,614</b>
<b>Receipts</b>			
Sale of goods and services	32,524	39,702	32,545
Interest	3,122	3,122	2,707
Grants and contributions	3,051,765	3,162,743	3,066,589
Cash transfers to the Consolidated Fund	(1,276)	(1,276)	...
Other	73,660	76,395	75,798
<b>Total Receipts</b>	<b>3,159,795</b>	<b>3,280,686</b>	<b>3,177,639</b>
<b>Net Cash Flows From Operating Activities</b>	<b>183,681</b>	<b>180,101</b>	<b>150,025</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	10,111	5,140	4,761
Purchases of property, plant and equipment	(133,984)	(116,189)	(127,137)
Other	(21,699)	(25,268)	(24,896)
<b>Net Cash Flows From Investing Activities</b>	<b>(145,572)</b>	<b>(136,317)</b>	<b>(147,272)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	...	...	(3,856)
<b>Net Cash Flows From Financing Activities</b>	<b>...</b>	<b>...</b>	<b>(3,856)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>38,109</b>	<b>43,784</b>	<b>(1,103)</b>
Opening Cash and Cash Equivalents	22,612	22,612	66,396
<b>Closing Cash and Cash Equivalents</b>	<b>60,721</b>	<b>66,396</b>	<b>65,293</b>
<b>Cash Flow Reconciliation</b>			
Net result	76,786	162,216	(8,236)
Non cash items added back	112,470	139,207	153,961
Change in operating assets and liabilities	(5,575)	(121,322)	4,300
<b>Net Cash Flows From Operating Activities</b>	<b>183,681</b>	<b>180,101</b>	<b>150,025</b>

(a) The Force's TMF Hindsight expense has been reclassified from an employee related expense to a grant and subsidy. This explains the significant increase in grants and subsidies and the equivalent reduction in salary related expenses.

# State Emergency Service

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## 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 and tsunamis to ensure their safety and wellbeing during emergency situations.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b> <sup>(a)</sup>						
Number of cadets trained	no.	300	335	520	367	620
Number of FloodSafe brochures distributed	no.	5,836	17,000	25,000	18,514	25,000
Percentage of volunteers with above minimum level training <sup>(b)</sup>	%	18.5	18.9	26.6	16.3	26.6

(a) The target measures for 2011-12 were not achieved because of significant ongoing flood operations.

(b) Above minimum level flood rescue training consists of Level 1, Level 2, Level 3 and Level 4 flood rescue specialist skill sets.

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	20,672	31,230	27,924
Capital Expenditure	...	785	2,348

## 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 among the community and volunteers.

	2009-10	2010-11	2011-12	2011-12	2012-13
Units	Actual	Actual	Forecast	Revised	Forecast

**Service measures:**

Emergency calls answered within 20 seconds	%	100	100	100	100	100
Flood response tasks <sup>(a)</sup>	no.	395	1,046	N/A	5,200	N/A
Storm response tasks <sup>(a)</sup>	no.	15,734	21,970	N/A	21,005	N/A

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

	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000

**Financial indicators:**

Total Expenses Excluding Losses	46,953	58,004	51,860
Capital Expenditure	2,242	1,457	4,362

## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	28,211	28,444	30,657
Other operating expenses	20,713	22,422	31,746
Depreciation and amortisation	3,794	4,460	4,578
Grants and subsidies	14,907	33,908	12,803
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>67,625</b>	<b>89,234</b>	<b>79,784</b>
<b>Revenue</b>			
Sales of goods and services	34	94	35
Investment income	99	99	102
Retained taxes, fees and fines	52,114	52,827	60,823
Grants and contributions	13,391	32,741	20,821
Acceptance by Crown Entity of employee benefits and other liabilities	127	127	130
Other revenue	...	720	...
<b>Total Revenue</b>	<b>65,765</b>	<b>86,608</b>	<b>81,911</b>
Gain/(loss) on disposal of non current assets	(149)	(149)	(149)
<b>Net Result</b>	<b>(2,009)</b>	<b>(2,775)</b>	<b>1,978</b>

## Balance Sheet

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	8,560	7,090	6,473
Receivables	1,889	1,889	1,889
Inventories	4,570	4,570	4,570
<b>Total Current Assets</b>	<b>15,019</b>	<b>13,549</b>	<b>12,932</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	358	358	358
Plant and equipment	12,789	14,201	16,113
<b>Total Non Current Assets</b>	<b>13,147</b>	<b>14,559</b>	<b>16,471</b>
<b>Total Assets</b>	<b>28,166</b>	<b>28,108</b>	<b>29,403</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,585	3,268	2,585
Provisions	2,277	2,277	2,277
<b>Total Current Liabilities</b>	<b>4,862</b>	<b>5,545</b>	<b>4,862</b>
<b>Non Current Liabilities</b>			
Provisions	22	22	22
<b>Total Non Current Liabilities</b>	<b>22</b>	<b>22</b>	<b>22</b>
<b>Total Liabilities</b>	<b>4,884</b>	<b>5,567</b>	<b>4,884</b>
<b>Net Assets</b>	<b>23,282</b>	<b>22,541</b>	<b>24,519</b>
<b>Equity</b>			
Accumulated funds	23,282	22,541	24,519
<b>Total Equity</b>	<b>23,282</b>	<b>22,541</b>	<b>24,519</b>

## Cash Flow Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	28,587	28,989	30,527
Grants and subsidies	14,907	33,908	12,803
Other	28,587	29,613	33,729
<b>Total Payments</b>	<b>72,081</b>	<b>92,510</b>	<b>77,059</b>
<b>Receipts</b>			
Sale of goods and services	34	94	35
Interest	133	133	102
Retained taxes, fees and fines	52,114	52,827	60,823
Grants and contributions	6,011	25,247	11,275
Other	9,749	10,583	10,846
<b>Total Receipts</b>	<b>68,041</b>	<b>88,884</b>	<b>83,081</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(4,040)</b>	<b>(3,626)</b>	<b>6,022</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	1,977	93	71
Purchases of property, plant and equipment	(2,242)	(2,242)	(6,710)
<b>Net Cash Flows From Investing Activities</b>	<b>(265)</b>	<b>(2,149)</b>	<b>(6,639)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(4,305)</b>	<b>(5,775)</b>	<b>(617)</b>
Opening Cash and Cash Equivalents	12,865	12,865	7,090
<b>Closing Cash and Cash Equivalents</b>	<b>8,560</b>	<b>7,090</b>	<b>6,473</b>
<b>Cash Flow Reconciliation</b>			
Net result	(2,009)	(2,775)	1,978
Non cash items added back	3,794	4,460	4,578
Change in operating assets and liabilities	(5,825)	(5,311)	(534)
<b>Net Cash Flows From Operating Activities</b>	<b>(4,040)</b>	<b>(3,626)</b>	<b>6,022</b>

Financial Statements

Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	78,667	72,008	80,072
Depreciation and amortisation	2,891	3,103	3,494
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>81,558</b>	<b>75,111</b>	<b>83,566</b>
<b>Revenue</b>			
Sales of goods and services	58,649	53,870	54,316
Investment income	5,886	4,578	5,564
Grants and contributions	12,854	12,805	12,670
Other revenue	5,167	5,081	11,030
<b>Total Revenue</b>	<b>82,556</b>	<b>76,334</b>	<b>83,580</b>
Gain/(loss) on disposal of non current assets	...	(14)	...
Other gains/(losses)	...	(1)	...
<b>Net Result</b>	<b>998</b>	<b>1,208</b>	<b>14</b>

## Balance Sheet

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	38,735	32,500	32,500
Receivables	14,545	16,176	16,176
<b>Total Current Assets</b>	<b>53,280</b>	<b>48,676</b>	<b>48,676</b>
<b>Non Current Assets</b>			
Other financial assets	29,425	39,242	35,646
Property, plant and equipment -			
Land and building	20,805	20,787	20,324
Plant and equipment	10,975	7,719	8,644
Intangibles	3,328	1,302	4,450
<b>Total Non Current Assets</b>	<b>64,533</b>	<b>69,050</b>	<b>69,064</b>
<b>Total Assets</b>	<b>117,813</b>	<b>117,726</b>	<b>117,740</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,756	2,063	2,063
Provisions	19,213	19,530	19,530
<b>Total Current Liabilities</b>	<b>21,969</b>	<b>21,593</b>	<b>21,593</b>
<b>Non Current Liabilities</b>			
Other	38,360	37,939	37,939
<b>Total Non Current Liabilities</b>	<b>38,360</b>	<b>37,939</b>	<b>37,939</b>
<b>Total Liabilities</b>	<b>60,329</b>	<b>59,532</b>	<b>59,532</b>
<b>Net Assets</b>	<b>57,484</b>	<b>58,194</b>	<b>58,208</b>
<b>Equity</b>			
Reserves	1,257	1,258	1,258
Accumulated funds	56,227	56,936	56,950
<b>Total Equity</b>	<b>57,484</b>	<b>58,194</b>	<b>58,208</b>



## Cash Flow Statement

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	84,108	77,412	85,513
<b>Total Payments</b>	<b>84,108</b>	<b>77,412</b>	<b>85,513</b>
<b>Receipts</b>			
Sale of goods and services	58,649	53,374	54,316
Interest	3,060	2,864	3,064
Grants and contributions	12,854	12,805	12,670
Other	10,608	9,903	16,471
<b>Total Receipts</b>	<b>85,171</b>	<b>78,946</b>	<b>86,521</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,063</b>	<b>1,534</b>	<b>1,008</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of investments	8,260	...	7,529
Purchases of property, plant and equipment	(5,110)	(3,030)	(2,904)
Purchases of investments	(1,433)	(4,102)	(1,433)
Other	(2,780)	(637)	(4,200)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,063)</b>	<b>(7,769)</b>	<b>(1,008)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>...</b>	<b>(6,235)</b>	<b>...</b>
Opening Cash and Cash Equivalents	38,735	38,735	32,500
<b>Closing Cash and Cash Equivalents</b>	<b>38,735</b>	<b>32,500</b>	<b>32,500</b>
<b>Cash Flow Reconciliation</b>			
Net result	998	1,208	14
Non cash items added back	65	1,389	994
Change in operating assets and liabilities	...	(1,063)	...
<b>Net Cash Flows From Operating Activities</b>	<b>1,063</b>	<b>1,534</b>	<b>1,008</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 service involves delivering an extensive judicial education program, delivering a research and sentencing program and examining complaints against judicial officers promptly and efficiently.

## 2012-13 Budget Highlights

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In 2012-13, key initiatives will include spending:

- § \$150,000 to review and update the suggested directions to juries in the *Criminal Trial Courts Bench Book* (with emphasis on directions given in sexual assault trials) to ensure jurors can easily understand them
- § \$150,000 to review and update the *Civil Trials Bench Book* to reflect the amendments raised by the *Evidence Amendment Act 2007*
- § \$110,000 to focus education on the needs of regional and rural judicial officers and develop more online and distance learning resources to complement the current conference and seminar program.

## 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Judicial education days	no.	1,554	1,389	1,400	1,400	1,405
Average number of training days per judicial officer	no.	5.2	4.7	5.0	5.0	5.0
JIRS usage-page hits per month	no.	84,312	88,704	80,000	90,000	90,000
Sentencing monographs, sentencing trend papers, bench book updates and other publications	no.	32	30	27	29	29
Complaints finalised within 6 months	%	91	95	90	90	90
				———2011-12———		
				Budget	Revised	2012-13
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				5,694	5,586	5,541
Capital Expenditure				150	152	150

## Financial Statements

### Operating Statement

	—2011-12—		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	4,062	4,077	4,283
Other operating expenses	1,542	1,419	1,168
Depreciation and amortisation	90	90	90
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>5,694</b>	<b>5,586</b>	<b>5,541</b>
<b>Revenue</b>			
Recurrent appropriation	4,855	4,855	4,746
Capital appropriation	150	150	150
Sales of goods and services	400	528	411
Investment income	67	66	69
Acceptance by Crown Entity of employee benefits and other liabilities	222	199	198
Other revenue	41	65	42
<b>Total Revenue</b>	<b>5,735</b>	<b>5,863</b>	<b>5,616</b>
<b>Net Result</b>	<b>41</b>	<b>277</b>	<b>75</b>

## Balance Sheet

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	1,354	1,568	1,549
Receivables	66	64	61
<b>Total Current Assets</b>	<b>1,420</b>	<b>1,632</b>	<b>1,610</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	373	365	430
Intangibles	...	10	5
<b>Total Non Current Assets</b>	<b>373</b>	<b>375</b>	<b>435</b>
<b>Total Assets</b>	<b>1,793</b>	<b>2,007</b>	<b>2,045</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	226	226	250
Provisions	462	450	389
<b>Total Current Liabilities</b>	<b>688</b>	<b>676</b>	<b>639</b>
<b>Non Current Liabilities</b>			
Provisions	10	...	...
<b>Total Non Current Liabilities</b>	<b>10</b>	<b>...</b>	<b>...</b>
<b>Total Liabilities</b>	<b>698</b>	<b>676</b>	<b>639</b>
<b>Net Assets</b>	<b>1,095</b>	<b>1,331</b>	<b>1,406</b>
<b>Equity</b>			
Accumulated funds	1,095	1,331	1,406
<b>Total Equity</b>	<b>1,095</b>	<b>1,331</b>	<b>1,406</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	3,823	3,883	4,140
Other	1,803	1,680	1,326
<b>Total Payments</b>	<b>5,626</b>	<b>5,563</b>	<b>5,466</b>
<b>Receipts</b>			
Recurrent appropriation	4,855	4,855	4,746
Capital appropriation	150	150	150
Sale of goods and services	390	524	411
Interest	70	65	69
Cash transfers to the Consolidated Fund	(18)	(18)	...
Other	220	244	221
<b>Total Receipts</b>	<b>5,667</b>	<b>5,820</b>	<b>5,597</b>
<b>Net Cash Flows From Operating Activities</b>	<b>41</b>	<b>257</b>	<b>131</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(150)	(136)	(150)
Other	...	(16)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(150)</b>	<b>(152)</b>	<b>(150)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(109)</b>	<b>105</b>	<b>(19)</b>
Opening Cash and Cash Equivalents	1,463	1,463	1,568
<b>Closing Cash and Cash Equivalents</b>	<b>1,354</b>	<b>1,568</b>	<b>1,549</b>
<b>Cash Flow Reconciliation</b>			
Net result	41	277	75
Non cash items added back	90	90	90
Change in operating assets and liabilities	(90)	(110)	(34)
<b>Net Cash Flows From Operating Activities</b>	<b>41</b>	<b>257</b>	<b>131</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 the Prosecution Guidelines.

## Services

The ODPP's key services are:

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

## 2012-13 Budget Highlights

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In 2012-13, key initiatives will include spending:

- § \$103 million on prosecution services, including \$7.6 million in interim funding to retain core staff while the ODPP undergoes an expenditure review, which will determine its long-term funding needs
- § \$8 million on victim and witness assistance.

## Service Group Statements

### Prosecutions

**Service description:** This service group covers instituting and conducting prosecutions and related proceedings for indictable offences under NSW laws in the Supreme Court, District Courts and Local Courts on behalf of the Crown. 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Committals completed	no.	5,965	5,793	5,800	5,980	5,900
Cases summarily disposed of in Local Court	no.	2,447	2,190	2,500	2,730	2,800
Cases committed for trial	no.	1,777	1,799	1,600	1,600	1,500
Cases committed for sentence in higher courts	no.	1,742	1,804	1,700	1,650	1,600
Trial matters concluded	no.	1,905	1,755	1,700	1,900	1,800
				—2011-12—		2012-13
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				102,271	102,361	101,345
Capital Expenditure				1,715	1,715	1,293

### Victim and Witness Assistance

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

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Victim and witnesses assisted by the Witness Assistance Service	no.	4,232	4,487	4,600	4,500	4,500
				—2011-12—		2012-13
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				7,724	6,748	7,966
Capital Expenditure				99	99	75



## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	87,918	86,822	87,072
Other operating expenses	15,210	16,437	15,340
Depreciation and amortisation	3,166	2,739	3,085
Other expenses	3,701	3,111	3,814
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>109,995</b>	<b>109,109</b>	<b>109,311</b>
<b>Revenue</b>			
Recurrent appropriation	95,930	95,930	99,343
Capital appropriation	1,814	1,814	1,368
Sales of goods and services	68	55	70
Investment income	185	242	190
Grants and contributions	2,837	2,837	...
Acceptance by Crown Entity of employee benefits and other liabilities	7,775	7,375	7,968
Other revenue	29	264	30
<b>Total Revenue</b>	<b>108,638</b>	<b>108,517</b>	<b>108,969</b>
Gain/(loss) on disposal of non current assets	5	5	5
<b>Net Result</b>	<b>(1,352)</b>	<b>(587)</b>	<b>(337)</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	4,041	3,224	5,134
Receivables	829	1,286	829
<b>Total Current Assets</b>	<b>4,870</b>	<b>4,510</b>	<b>5,963</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	12,461	12,889	11,222
Intangibles	418	417	367
<b>Total Non Current Assets</b>	<b>12,879</b>	<b>13,306</b>	<b>11,589</b>
<b>Total Assets</b>	<b>17,749</b>	<b>17,816</b>	<b>17,552</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	3,310	2,610	2,710
Provisions	8,139	8,277	8,322
Other	150	150	150
<b>Total Current Liabilities</b>	<b>11,599</b>	<b>11,037</b>	<b>11,182</b>
<b>Non Current Liabilities</b>			
Provisions	422	422	400
Other	1,820	1,820	1,770
<b>Total Non Current Liabilities</b>	<b>2,242</b>	<b>2,242</b>	<b>2,170</b>
<b>Total Liabilities</b>	<b>13,841</b>	<b>13,279</b>	<b>13,352</b>
<b>Net Assets</b>	<b>3,908</b>	<b>4,537</b>	<b>4,200</b>
<b>Equity</b>			
Accumulated funds	3,908	4,537	4,200
<b>Total Equity</b>	<b>3,908</b>	<b>4,537</b>	<b>4,200</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	80,623	80,631	78,957
Other	21,236	22,477	20,788
<b>Total Payments</b>	<b>101,859</b>	<b>103,108</b>	<b>99,745</b>
<b>Receipts</b>			
Recurrent appropriation	95,930	95,930	99,343
Capital appropriation	1,814	1,814	1,368
Sale of goods and services	68	55	70
Interest	203	260	190
Grants and contributions	2,837	2,837	...
Cash transfers to the Consolidated Fund	(574)	(574)	...
Other	1,875	2,263	2,047
<b>Total Receipts</b>	<b>102,153</b>	<b>102,585</b>	<b>103,018</b>
<b>Net Cash Flows From Operating Activities</b>	<b>294</b>	<b>(523)</b>	<b>3,273</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	5	5	5
Purchases of property, plant and equipment	(1,714)	(1,714)	(1,268)
Other	(100)	(100)	(100)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,809)</b>	<b>(1,809)</b>	<b>(1,363)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,515)</b>	<b>(2,332)</b>	<b>1,910</b>
Opening Cash and Cash Equivalents	5,556	5,556	3,224
<b>Closing Cash and Cash Equivalents</b>	<b>4,041</b>	<b>3,224</b>	<b>5,134</b>
<b>Cash Flow Reconciliation</b>			
Net result	(1,352)	(587)	(337)
Non cash items added back	3,166	2,739	3,085
Change in operating assets and liabilities	(1,520)	(2,675)	525
<b>Net Cash Flows From Operating Activities</b>	<b>294</b>	<b>(523)</b>	<b>3,273</b>

### 3. Education and Communities Cluster

Agency	Expenses			Capital Expenditure		
	2011-12 Budget \$m	2012-13 Budget \$m	Var. %	2011-12 Budget \$m	2012-13 Budget \$m	Var. %
<b>Department of Education and Communities</b>						
Service Group						
Early Childhood Education Services .....	278.7	377.1	35.3	...	0.5	N/A
Primary Education Services in Government Schools .....	5,189.7	5,357.0	3.2	414.5	269.0	(35.1)
Secondary Education Services in Government Schools .....	4,729.4	4,851.7	2.6	225.8	177.7	(21.3)
Non-Government Schools .....	915.5	960.0	4.9	...	...	...
TAFE NSW .....	1,825.6	1,809.5	(0.9)	98.1	85.5	(12.9)
Vocational Education and Training .....	396.0	371.2	(6.3)	...	...	...
Sport and Recreation Services .....	133.2	225.3	69.1	12.0	9.3	(22.4)
Support Aboriginal Culture and Community Resilience .....	22.9	20.6	(10.1)	0.1	0.1	...
Citizenship and Communities .....	57.5	80.7	40.4	1.8	1.2	(33.4)
Personnel Services .....	27.5	27.9	1.4	...	...	...
Cluster Grant Funding .....	187.9	148.6	(20.9)	...	...	...
<b>Total</b>	<b>13,764.0</b>	<b>14,229.5</b>	<b>3.4</b>	<b>752.2</b>	<b>543.3</b>	<b>(27.8)</b>
<b>Community Relations Commission of New South Wales</b>						
Service Group						
Community Support Services .....	10.2	10.5	2.8	0.1	0.2	50.0
Language Services .....	9.0	8.9	(1.8)	...	...	...
<b>Total</b>	<b>19.2</b>	<b>19.3</b>	<b>0.6</b>	<b>0.1</b>	<b>0.2</b>	<b>50.0</b>
<b>Office of the Board of Studies</b>						
Service Group						
Curriculum Development and Support .....	13.2	11.5	(12.8)	0.2	0.3	24.5
Examinations, Assessments and Credentials ...	100.2	93.1	(7.1)	1.2	2.2	84.1
Registration and Accreditation .....	3.9	3.9	...	...	0.1	N/A
<b>Total</b>	<b>117.3</b>	<b>108.5</b>	<b>(7.5)</b>	<b>1.5</b>	<b>2.6</b>	<b>80.0</b>
<b>Sydney Olympic Park Authority</b>						
Service Group						
Precinct Management and Development .....	153.8	130.9	(14.9)	17.0	9.9	(41.9)
<b>Total</b>	<b>153.8</b>	<b>130.9</b>	<b>(14.9)</b>	<b>17.0</b>	<b>9.9</b>	<b>(41.9)</b>

## Introduction

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The Education and Communities cluster connects all stages of education from early childhood and schools to TAFE and tertiary education. It also aims to enhance quality of life and strengthen communities.

The Education and Communities cluster is the lead for achieving the following NSW 2021 goals.

- § Strengthen the NSW skill base.
- § Improve education and learning outcomes for all students.
- § Make it easier for people to be involved in their communities.
- § Fostering opportunity and partnership with Aboriginal people.

Its responsibilities include:

- § reaching around 1.7 million students a year through government schools, TAFE NSW Institutes and funding to non-government schools
- § regulating and providing funding to the vocational education and training (VET) sector and the early childhood education and care sector
- § supporting the people of New South Wales to build safe and engaged communities
- § developing syllabuses and curriculum support materials for schools
- § regulating non-government schools and home schooling
- § administering the new Record of School Achievement and conducting Higher School Certificate examinations.

## Services

The cluster's key services are:

- § regulating and supporting the early childhood education and care sector, which includes providing direct services at government-run preschools
- § providing government-run primary schools
- § providing government-run secondary schools
- § providing funding support to non-government schools
- § providing education, training and related services in TAFE NSW Institutes
- § providing vocational education and training through registered training providers, and regulating apprenticeships and traineeships
- § developing the sport and recreation industry by running sport, recreation and education programs, giving grants to sporting bodies and building facilities

- § supporting and promoting Aboriginal culture and community resilience, which includes administering the *Aboriginal Land Rights Act 1983*
- § coordinating and monitoring the Working with Children Check system and the Out-of-Home Care Accreditation Scheme, enhancing community awareness of volunteering, providing youth programs and supporting veterans' affairs
- § engaging the community through projects and partnerships, and reporting on how public authorities support multiculturalism
- § providing interpreters and translators
- § providing syllabuses and support materials that promote high standards of primary and secondary education
- § offering comprehensive, flexible and inclusive credentials that meet student and community needs and are internationally recognised
- § inspecting and monitoring non-government schools to ensure they meet statutory registration and accreditation requirements
- § supporting quality teaching through the NSW Institute of Teachers
- § managing and developing the Sydney Olympic Park precinct; for example, by coordinating activities for major precinct events.

## 2012-13 Budget Highlights

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In 2012-13, the Department of Education and Communities' total recurrent expenditure is budgeted at \$14.2 billion. This is an increase of \$466 million on the 2011-12 Budget.

The main increases include:

- § \$115 million for National Partnerships (NPs), mainly the Early Childhood Education, Smarter Schools, Empowering Local Schools, Skills Reform and More Support for Students with Disabilities NPs
- § \$100 million for the Sydney Cricket Ground stand redevelopment works
- § \$47 million for the Assisted School Travel program
- § \$21 million for additional school maintenance works and training of general assistants
- § \$14 million for the Literacy and Numeracy Action Plan.

The cluster's capital expenditure for 2012-13 is estimated at \$556 million. The reduction relative to 2011-12 is mainly due to reduced expenditure in the Commonwealth Government's Building the Education Revolution program.

## School Education

Key initiatives will include spending:

- § \$26 million in 2012-13 as part of the \$261 million five-year Literacy and Numeracy Action Plan, which began in 2011-12
- § \$20 million in additional maintenance in 2012-13 to bring school maintenance funding to \$318 million in 2012-13, a 22 per cent increase over the 2 years, from 2010-11.

Overall, spending in 2012-13 comprises:

- § \$10 billion on government-run primary and secondary schools to deliver quality education services that meet the diverse needs of students and help them make a successful transition to further education and work
- § \$960 million on funding support to non-government schools
- § \$197 million in minor works to meet school infrastructure requirements
- § \$133 million to continue 16 major building projects at government schools and carry out other significant works, such as enhancing information technology systems
- § \$12 million to start nine new building projects, including six new schools to address growing student enrolments.

## Vocational Education and Training

Spending in 2012-13 comprises:

- § \$2.2 billion on vocational education and training, which includes providing services through TAFE NSW Institutes and registered training providers and regulating apprenticeships and traineeships, to improve skills and increase higher qualification levels in New South Wales
- § \$76 million to commence 10 new building and information technology projects and continue 17 major building and information technology projects in TAFE NSW.

## Early Childhood Education and Care

Spending in 2012-13 comprises \$377 million to support and regulate the early childhood education and care sector. This is an increase of \$98 million from the 2011-12 Budget, focused on universal access to a quality early childhood education program in the 12 months prior to starting school.

## Communities

Key initiatives will include spending:

- § \$47 million for the Community Building Partnership program, supporting community groups and local councils to provide community infrastructure
- § \$5.5 million to enhance the Working with Children Check system.

Overall, spending in 2012-13 comprises:

- § \$125 million for a range of sport and recreation programs, which includes providing grants to peak sporting bodies and managing government-owned or controlled sporting and recreation facilities
- § \$100 million for the Sydney Cricket Ground stand redevelopment works
- § \$81 million for a range of community activities, which include coordinating the Working with Children Check system and the Out-of-Home Care Accreditation Scheme
- § \$21 million for strategies to build Aboriginal communities, strengthen Aboriginal culture and heritage and build Aboriginal community resilience
- § \$10 million in capital expenditure to develop sport, recreation and community facilities.

## Community Relations Commission of New South Wales

Spending in 2012-13 comprises:

- § \$10 million to advise the Government on community relations policy, provide community grants and ensure all government agencies follow the principles of multiculturalism to maximise the social and economic benefits of diversity
- § \$9 million to provide professional interpreting and translation services to culturally and linguistically diverse communities to ensure people have equal access to government and community services.



## **Office of the Board of Studies**

Key initiatives will include spending:

- § \$1.9 million to develop and implement the new Record of School Achievement for students leaving school before completing the Higher School Certificate
- § \$841,000 to continue developing Kindergarten to Year 10 syllabuses and materials to support the implementation of the Australian curriculum in English, mathematics, science and history.

## **Sydney Olympic Park Authority**

Spending in 2012-13 comprises:

- § \$30 million net expenditure to promote, develop and maintain the Sydney Olympic Park precinct
- § \$7 million in capital expenditure for asset replacement and renewal, major repairs and other minor works at the Sydney Olympic Park precinct, including the Aquatic and Athletic centres
- § \$2 million in developer contributions for park improvements at the Brickpit.

# Department of Education and Communities

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## Service Group Statements

### Early Childhood Education Services

**Service description:** The service group covers early childhood services to provide early childhood education and care, including pre-schools.

	2009-10	2010-11	2011-12	2011-12	2012-13
Units	Actual	Actual	Forecast	Revised	Forecast

**Service measures:**

Licensed child care places per day <sup>(a)</sup> thous	135.2	146.7	135.2	n.a.	n.a.
Funded child care places per day thous	49.6	47.7	49.6	49.9	50.3

(a) From 2009-10, licensed places at family day care are excluded from this measure to align with the Children's Services Regulation. The National Quality Framework will bring other services (outside school hours care) into the licensing system by 2011-12 but a reliable forecast of these new places is not available.

	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000

**Financial indicators:**

Total Expenses Excluding Losses	278,740	238,393	377,061
Capital Expenditure	...	1,000	500

## Primary Education Services in Government Schools

**Service description:** This service group covers the staffing and support of 1,630 primary schools, 67 central schools and 113 schools for special purposes to deliver quality education services that meet the diverse needs of all students.

	Units	2009 Actual	2010 Actual	2011 Actual	2012 Forecast
<b>Service measures:</b>					
Number of students	FTE	430,817	432,060	435,749	435,800
Aboriginal students	FTE	24,620	25,613	26,602	26,700
Students from non-English speaking backgrounds	no.	122,850	124,531	127,064	127,100
Students in special schools, support classes and receiving special education support in integrated settings	FTE	16,960	20,127	20,060	20,266
<b>NAPLAN participation rate:</b>					
<b>Reading - Year 3</b>					
All students	%	97.4	97.2	97.3	97.4
Aboriginal students	%	94.3	94.9	93.9	94.0
<b>Numeracy - Year 3</b>					
All students	%	97.1	97.0	97.0	97.1
Aboriginal Students	%	93.8	93.9	93.4	93.5
Teachers who are fully accredited under NSW Institute of Teachers' requirements (Total DEC) <sup>(a)</sup>	no.	4,000	5,200	6,808	8,000
Newly appointed teachers resigning from the Department of Education and Communities within their first five years (Total DEC) <sup>(a)</sup>	%	9.6	9.1	8.0	10.0

(a) These figures indicate a measure for the combined population of primary and secondary school teachers in NSW public schools.

	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	5,189,724	5,102,058	5,357,011
Capital Expenditure <sup>(a)</sup>	414,493	354,400	269,042

(a) The decrease from 2011-12 Budget is due to a \$157 million decrease in Commonwealth funding for the Building the Education Revolution program.

## Secondary Education Services in Government Schools

**Service description:** This service group covers the staffing and support of 398 secondary schools to deliver quality education aimed at increasing the attainment of students and meeting their diverse needs.

	Units	2009 Actual	2010 Actual	2011 Actual	2012 Forecast
<b>Service measures:</b>					
Number of students	FTE	305,830	310,081	309,791	310,000
Aboriginal students	FTE	15,985	17,235	18,582	18,600
Students from non-English speaking backgrounds	no.	91,824	95,101	96,512	96,600
Students in special schools, support classes and receiving special education support in integrated settings	FTE	16,130	14,501	15,424	15,906
<b>NAPLAN participation rate:</b>					
<b>Reading - Year 7</b>					
All students	%	97.2	97.3	97.1	97.2
Aboriginal students	%	91.6	90.9	91.2	91.3
<b>Numeracy - Year 7</b>					
All students	%	96.6	96.8	96.6	96.7
Aboriginal students	%	89.7	89.2	89.6	89.7
Newly appointed teachers resigning from the Department of Education and Communities within their first five years (Total DEC) <sup>(a)</sup>	%	9.6	9.1	8.0	10.0
Teachers who are fully accredited under NSW Institute of Teachers' requirements (Total DEC) <sup>(a)</sup>	no.	4,000	5,200	6,808	8,000

(a) These figures indicate a measure for the combined population of primary and secondary school teachers in NSW public schools.

	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	4,729,439	4,659,940	4,851,746
Capital Expenditure <sup>(a)</sup>	225,764	256,833	177,659

(a) The decrease from the 2011-12 Budget is due mostly to a \$24 million decrease in Commonwealth funded projects.

## 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	2009 Actual	2010 Actual	2011 Actual	2012 Forecast
<b>Service measures:</b>					
Students	no.	374,576	374,888	380,489	384,063
Schools	no.	917	934	934	939
			———2011-12——— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>					
Total Expenses Excluding Losses			915,529	911,408	959,953

## TAFE NSW

**Service description:** This service group covers delivery of cost-efficient training services through 130 TAFE campuses, online and in workplaces, to improve skills, increase higher qualification levels among the NSW population, both rural and urban, and support workforce development.

	Units	2009 Actual	2010 Actual	2011 Actual	2012 Forecast
<b>Service measures:</b>					
TAFE NSW annual student hours (includes Recognition for Prior Learning)	thous	119,521	119,181	118,691	118,454
TAFE NSW student enrolments	no.	524,838	556,340	552,856	551,750
TAFE NSW enrolments in AQF Certificate II and above:					
All students	no.	297,616	326,088	345,476	344,785
Aboriginal students	no.	13,591	17,501	19,383	19,344
TAFE NSW enrolments in Diploma and above courses	no.	54,731	61,915	66,793	66,659
Graduates satisfied with overall quality of all TAFE training	%	90	89	90	90
			———2011-12——— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>					
Total Expenses Excluding Losses			1,825,602	1,820,771	1,809,473
Capital Expenditure			98,149	89,769	85,490

## Vocational Education and Training

**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 through registered training providers. It also facilitates quality training by offering apprenticeships and traineeships, targeting skill shortage areas and upskilling existing workers.

	Units	2009 Actual	2010 Actual	2011 Actual	2012 Forecast
<b>Service measures:</b>					
Average VET NSW cost per annual student hour	\$	12.08	12.34	12.56	12.03
Graduates satisfied with overall quality of VET training	%	90.2	89.4	89.5	89.6
			—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>					
Total Expenses Excluding Losses			395,998	276,498	371,192
Capital Expenditure			...	...	5

## Sport and Recreation Services

**Service description:** This service group covers the delivery of sport and recreation programs, including implementing policy and regulatory frameworks, conducting compliance and education programs, and providing grants to peak sporting bodies. It also covers the administration of grant programs to assist in developing community sporting and recreational venues and facilities, and managing government-owned or controlled sporting and recreation facilities.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Grants to industry organisations	\$m	5	5	5	5	5
Participation in NSW Sport and Recreation Centre programs	no.	193,000	192,000	196,500	192,000	194,500
				—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				133,240	145,104	225,270
Capital Expenditure				11,953	11,974	9,280

## Support Aboriginal Culture and Community Resilience

**Service description:** This service group covers strategies to build communities and strengthen Aboriginal culture and heritage, coordinate and monitor the Government's Aboriginal policy objectives. It comprises regional and support programs, administration of the Aboriginal Land Rights Act 1983, community engagement strategies and language services.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Partnership communities with recognised governance bodies <sup>(a)</sup>	no.	3	21	40	34	34
Reference groups established in Aboriginal communities	no.	4	4	4	5	6

(a) The Draft Partnership Community Governance Framework, developed in 2009, proposed that all Community Working Parties go through a formal recognition process. While at least 40 Community Working Parties will be supported, not all will elect to go through the formal recognition process. This measure only reflects bodies that have been formally recognised.

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	22,872	25,596	20,555
Capital Expenditure	84	84	84

## Citizenship and Communities

**Service description:** This service group mainly covers research and advice to Government and non-government agencies relating to children's wellbeing and promoting the participation of children and young people in decisions that affect them. It also includes the Working With Children Check and covers regulating out-of-home care, adoption services and the prescribed employment of children under 15 in New South Wales. This service group also includes developing volunteering services, support for veterans' affairs, youth and other community activities.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Working With Children						
background checks completed <sup>(a)</sup>	no.	90,000	84,415	98,000	90,000	165,000
Background checks completed on time	%	84	87	90	94	90
Children's employment authorisations issued on time	%	100	98	100	99	100

(a) Increase in number of checks completed due to the consolidation of all agencies into one screening unit in late 2012.

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	57,477	57,806	80,669
Capital Expenditure	1,799	1,799	1,199

## Personnel Services

**Service description:** This service group covers providing personnel services to selected agencies. Agencies include Sydney Olympic Park Authority, Venues NSW and Combat Sports Authority NSW.

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	27,528	27,635	27,905



**Cluster Grant Funding**

**Service description:** This service group provides grant funding to agencies within the Education and Communities cluster. This includes funding to the Community Relations Commission of New South Wales, Office of the Board of Studies and Sydney Olympic Park Authority.

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	187,890	186,690	148,619
Expense Items of Interest:			
Grants and Subsidies			
Community Relations Commission of New South Wales	12,894	12,894	12,843
Office of the Board of Studies	106,759	105,559	99,703
Sydney Olympic Park Authority	68,237	68,237	36,073

## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	9,172,206	9,140,700	9,410,654
Other operating expenses	2,161,636	2,058,461	2,228,380
Depreciation and amortisation	558,989	519,003	530,556
Grants and subsidies	1,851,012	1,713,436	2,039,455
Finance costs	20,196	20,299	20,409
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>13,764,039</b>	<b>13,451,899</b>	<b>14,229,454</b>
<b>Revenue</b>			
Recurrent appropriation	11,679,254	11,378,840	12,079,394
Capital appropriation	694,184	661,736	514,944
Sales of goods and services	518,932	540,476	566,941
Investment income	47,184	52,078	48,168
Grants and contributions	402,292	408,859	403,194
Acceptance by Crown Entity of employee benefits and other liabilities	586,185	606,201	618,581
Other revenue	3,889	5,326	6,935
<b>Total Revenue</b>	<b>13,931,920</b>	<b>13,653,516</b>	<b>14,238,157</b>
Gain/(loss) on disposal of non current assets	...	(5,767)	...
Other gains/(losses)	(29)	1,369	(68)
<b>Net Result</b>	<b>167,852</b>	<b>197,219</b>	<b>8,635</b>

## Balance Sheet

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	824,804	849,558	756,754
Receivables	134,747	141,226	129,059
Other financial assets	474	...	...
Assets held for sale	778	702	702
Other	85	85	...
<b>Total Current Assets</b>	<b>960,888</b>	<b>991,571</b>	<b>886,515</b>
<b>Non Current Assets</b>			
Receivables	5,749	5,748	5,747
Other financial assets	1,859	1,374	2,994
Property, plant and equipment -			
Land and building	20,561,321	20,554,583	20,502,920
Plant and equipment	261,202	246,854	231,392
Intangibles	378,283	388,451	443,479
<b>Total Non Current Assets</b>	<b>21,208,414</b>	<b>21,197,010</b>	<b>21,186,532</b>
<b>Total Assets</b>	<b>22,169,302</b>	<b>22,188,581</b>	<b>22,073,047</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	472,708	464,999	504,031
Borrowings at amortised cost	141,741	141,741	5,453
Provisions	341,436	364,526	360,720
Other	117,607	114,773	100,105
<b>Total Current Liabilities</b>	<b>1,073,492</b>	<b>1,086,039</b>	<b>970,309</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	197,317	197,317	191,788
Provisions	13,514	13,518	10,608
Other	6,714	6,714	6,714
<b>Total Non Current Liabilities</b>	<b>217,545</b>	<b>217,549</b>	<b>209,110</b>
<b>Total Liabilities</b>	<b>1,291,037</b>	<b>1,303,588</b>	<b>1,179,419</b>
<b>Net Assets</b>	<b>20,878,265</b>	<b>20,884,993</b>	<b>20,893,628</b>
<b>Equity</b>			
Reserves	4,088,357	4,094,634	4,094,634
Accumulated funds	16,789,908	16,790,359	16,798,994
<b>Total Equity</b>	<b>20,878,265</b>	<b>20,884,993</b>	<b>20,893,628</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	8,576,680	8,531,894	8,770,721
Grants and subsidies	1,850,412	1,712,836	2,038,855
Finance costs	20,196	20,299	20,409
Other	2,409,858	2,324,518	2,464,462
<b>Total Payments</b>	<b>12,857,146</b>	<b>12,589,547</b>	<b>13,294,447</b>
<b>Receipts</b>			
Recurrent appropriation	11,679,254	11,378,840	12,079,394
Capital appropriation	694,184	661,736	514,944
Sale of goods and services	518,957	539,813	564,107
Interest	47,282	52,176	48,168
Grants and contributions	393,626	398,438	390,501
Cash transfers to the Consolidated Fund	(1,357)	(1,357)	...
Other	263,574	274,845	261,174
<b>Total Receipts</b>	<b>13,595,520</b>	<b>13,304,491</b>	<b>13,858,288</b>
<b>Net Cash Flows From Operating Activities</b>	<b>738,374</b>	<b>714,944</b>	<b>563,841</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	52,300	47,089	24,800
Advance repayments received	140	762	380
Purchases of property, plant and equipment	(632,975)	(583,648)	(439,688)
Advances made	...	...	(2,000)
Other	(119,267)	(116,294)	(98,320)
<b>Net Cash Flows From Investing Activities</b>	<b>(699,802)</b>	<b>(652,091)</b>	<b>(514,828)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(4,931)	(4,931)	(141,817)
<b>Net Cash Flows From Financing Activities</b>	<b>(4,931)</b>	<b>(4,931)</b>	<b>(141,817)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>33,641</b>	<b>57,922</b>	<b>(92,804)</b>
Opening Cash and Cash Equivalents	791,163	791,636	849,558
<b>Closing Cash and Cash Equivalents</b>	<b>824,804</b>	<b>849,558</b>	<b>756,754</b>
<b>Cash Flow Reconciliation</b>			
Net result	167,852	197,219	8,635
Non cash items added back	558,989	519,003	528,556
Change in operating assets and liabilities	11,533	(1,278)	26,650
<b>Net Cash Flows From Operating Activities</b>	<b>738,374</b>	<b>714,944</b>	<b>563,841</b>

# Community Relations Commission of New South Wales

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## Service Group Statements

### Community Support Services

**Service description:** This service group covers providing community relations policy advice to the Government, implementing the principles of multiculturalism by all government agencies, involvement in community projects and administration of the Community Development Grants program.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Expressions of interest						
received for grant applications	no.	530	710	710	750	750
Successful grant applications	%	85	85	85	95	95
				—2011-12—		2012-13
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				10,187	10,637	10,469
Capital Expenditure				100	100	150

### Language Services

**Service description:** This service group covers providing efficient, reliable and professional interpreting and translation services for community languages in a form relevant to client needs, provided by trained interpreters and translators.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Assignments performed						
	no.	47,000	48,263	49,000	48,000	48,000
Formal complaints registered						
	no.	100	146	144	130	130
				—2011-12—		2012-13
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				9,032	8,992	8,867

## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	14,030	14,251	13,908
Other operating expenses	2,846	2,987	2,878
Depreciation and amortisation	89	387	226
Grants and subsidies	2,254	2,004	2,324
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>19,219</b>	<b>19,629</b>	<b>19,336</b>
<b>Revenue</b>			
Sales of goods and services	5,468	5,508	5,470
Investment income	175	300	180
Grants and contributions	12,894	13,281	12,843
Acceptance by Crown Entity of employee benefits and other liabilities	634	634	629
Other revenue	16	102	21
<b>Total Revenue</b>	<b>19,187</b>	<b>19,825</b>	<b>19,143</b>
<b>Net Result</b>	<b>(32)</b>	<b>196</b>	<b>(193)</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	5,926	6,547	6,430
Receivables	802	802	802
<b>Total Current Assets</b>	<b>6,728</b>	<b>7,349</b>	<b>7,232</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	348	129	12
Plant and equipment	74	83	44
Intangibles	123	121	201
<b>Total Non Current Assets</b>	<b>545</b>	<b>333</b>	<b>257</b>
<b>Total Assets</b>	<b>7,273</b>	<b>7,682</b>	<b>7,489</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,027	1,027	1,027
Provisions	1,019	1,019	1,019
<b>Total Current Liabilities</b>	<b>2,046</b>	<b>2,046</b>	<b>2,046</b>
<b>Non Current Liabilities</b>			
Provisions	17	17	17
Other	422	422	422
<b>Total Non Current Liabilities</b>	<b>439</b>	<b>439</b>	<b>439</b>
<b>Total Liabilities</b>	<b>2,485</b>	<b>2,485</b>	<b>2,485</b>
<b>Net Assets</b>	<b>4,788</b>	<b>5,197</b>	<b>5,004</b>
<b>Equity</b>			
Accumulated funds	4,788	5,197	5,004
<b>Total Equity</b>	<b>4,788</b>	<b>5,197</b>	<b>5,004</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	13,570	13,791	13,279
Grants and subsidies	2,254	2,004	2,324
Other	3,473	3,416	3,328
<b>Total Payments</b>	<b>19,297</b>	<b>19,211</b>	<b>18,931</b>
<b>Receipts</b>			
Sale of goods and services	5,462	5,501	5,470
Interest	201	326	180
Grants and contributions	12,894	13,281	12,843
Other	501	488	471
<b>Total Receipts</b>	<b>19,058</b>	<b>19,596</b>	<b>18,964</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(239)</b>	<b>385</b>	<b>33</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(50)	(50)	(50)
Other	(50)	(50)	(100)
<b>Net Cash Flows From Investing Activities</b>	<b>(100)</b>	<b>(100)</b>	<b>(150)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(339)</b>	<b>285</b>	<b>(117)</b>
Opening Cash and Cash Equivalents	6,265	6,262	6,547
<b>Closing Cash and Cash Equivalents</b>	<b>5,926</b>	<b>6,547</b>	<b>6,430</b>
<b>Cash Flow Reconciliation</b>			
Net result	(32)	196	(193)
Non cash items added back	89	301	226
Change in operating assets and liabilities	(296)	(112)	...
<b>Net Cash Flows From Operating Activities</b>	<b>(239)</b>	<b>385</b>	<b>33</b>



# Office of the Board of Studies

## Service Group Statements

### Curriculum Development and Support

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

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Current K-12 syllabuses	no.	159	163	165	165	165
VET student course units of study	thous	130	136	136	144	144
Graded student work samples available online	no.	1,800	1,921	2,328	2,270	3,270
				—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				13,245	13,456	11,549
Capital Expenditure				249	386	310

### Examinations, Assessments and Credentials

**Service description:** This service group covers conducting School Certificate (SC) tests to 2011, Higher School Certificate (HSC) examinations, Australian Music Examinations Board (AMEB) examinations and administering the new Record of School Achievement from 2012.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
SC tests conducted <sup>(a)</sup>	no.	420,704	430,724	417,325	431,404	N/A
Records of School Achievement Granted <sup>(a)</sup>	no.	N/A	N/A	N/A	N/A	7,500
HSC examinations conducted	no.	334,422	346,895	354,628	354,000	368,000
AMEB examinations conducted	no.	40,805	39,275	40,026	38,776	38,400
				—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				100,158	98,612	93,096
Capital Expenditure				1,219	1,832	2,244

(a) The School Certificate has been replaced by the Record of School Achievement from 2012.

## 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.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Number of non-government schools inspected	no.	159	125	132	147	121
Assessments of home schooling applicants by authorised persons	no.	1,505	1,877	2,100	1,795	2,100
				———2011-12——— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				3,879	3,732	3,865
Capital Expenditure				...	250	88

## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	91,879	89,287	83,787
Other operating expenses	23,018	23,781	22,512
Depreciation and amortisation	2,359	2,706	2,185
Finance costs	26	26	26
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>117,282</b>	<b>115,800</b>	<b>108,510</b>
<b>Revenue</b>			
Sales of goods and services	6,218	6,036	6,392
Investment income	276	360	284
Grants and contributions	107,061	106,875	100,473
Acceptance by Crown Entity of employee benefits and other liabilities	1,348	1,276	1,486
Other revenue	960	762	197
<b>Total Revenue</b>	<b>115,863</b>	<b>115,309</b>	<b>108,832</b>
Gain/(loss) on disposal of non current assets	10	(349)	10
<b>Net Result</b>	<b>(1,409)</b>	<b>(840)</b>	<b>332</b>

## Balance Sheet

	—2011-12—		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	4,934	4,913	4,864
Receivables	1,437	1,543	1,487
Inventories	1,207	1,207	1,207
<b>Total Current Assets</b>	<b>7,578</b>	<b>7,663</b>	<b>7,558</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	1,356	1,720	1,715
Plant and equipment	4,016	3,624	4,411
Intangibles	2,024	2,356	2,011
<b>Total Non Current Assets</b>	<b>7,396</b>	<b>7,700</b>	<b>8,137</b>
<b>Total Assets</b>	<b>14,974</b>	<b>15,363</b>	<b>15,695</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,704	1,704	1,704
Provisions	2,586	2,586	2,586
Other	1,298	1,298	1,298
<b>Total Current Liabilities</b>	<b>5,588</b>	<b>5,588</b>	<b>5,588</b>
<b>Non Current Liabilities</b>			
Provisions	37	37	37
Other	211	211	211
<b>Total Non Current Liabilities</b>	<b>248</b>	<b>248</b>	<b>248</b>
<b>Total Liabilities</b>	<b>5,836</b>	<b>5,836</b>	<b>5,836</b>
<b>Net Assets</b>	<b>9,138</b>	<b>9,527</b>	<b>9,859</b>
<b>Equity</b>			
Accumulated funds	9,138	9,527	9,859
<b>Total Equity</b>	<b>9,138</b>	<b>9,527</b>	<b>9,859</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	90,877	88,537	82,301
Other	26,305	27,068	25,738
<b>Total Payments</b>	<b>117,182</b>	<b>115,605</b>	<b>108,039</b>
<b>Receipts</b>			
Sale of goods and services	6,144	5,962	6,392
Interest	293	327	284
Grants and contributions	107,061	106,875	100,473
Cash transfers to the Consolidated Fund	(56)	(56)	...
Other	4,617	4,363	3,453
<b>Total Receipts</b>	<b>118,059</b>	<b>117,471</b>	<b>110,602</b>
<b>Net Cash Flows From Operating Activities</b>	<b>877</b>	<b>1,866</b>	<b>2,563</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	30	20	30
Purchases of property, plant and equipment	(1,152)	(1,972)	(2,318)
Other	(316)	(496)	(324)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,438)</b>	<b>(2,448)</b>	<b>(2,612)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(561)</b>	<b>(582)</b>	<b>(49)</b>
Opening Cash and Cash Equivalents	5,495	5,495	4,913
<b>Closing Cash and Cash Equivalents</b>	<b>4,934</b>	<b>4,913</b>	<b>4,864</b>
<b>Cash Flow Reconciliation</b>			
Net result	(1,409)	(840)	332
Non cash items added back	2,359	2,706	2,185
Change in operating assets and liabilities	(73)	...	46
<b>Net Cash Flows From Operating Activities</b>	<b>877</b>	<b>1,866</b>	<b>2,563</b>

# Sydney Olympic Park Authority

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## 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Cost of services per venue event day	\$000	17	16	17	17	17
Cost of services per \$1 million of asset book value	\$000	8	8	9	9	9
Car parking revenue	\$m	14.1	15.5	14.5	14.4	14.1
Cash ratio of revenue to expenditure <sup>(a)</sup>	%	55	65	58	58	60

(a) Excludes the \$20 million grant to the Royal Agricultural Society of New South Wales in 2010-11 and \$25 million in 2011-12 and grant funding of \$68 million in 2011-12 from the Department of Education and Communities.

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	153,799	157,798	130,930
Capital Expenditure	16,969	16,969	9,853

## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	77,760	80,202	77,532
Depreciation and amortisation	51,039	52,596	53,398
Grants and subsidies	25,000	25,000	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>153,799</b>	<b>157,798</b>	<b>130,930</b>
<b>Revenue</b>			
Asset sale proceeds transferred to the Crown Entity	(377)	(1,004)	(1,000)
Sales of goods and services	44,205	44,591	44,793
Investment income	5,005	4,862	5,155
Retained taxes, fees and fines	460	654	460
Grants and contributions	70,884	72,572	38,581
Other revenue	30,393	31,048	32,688
<b>Total Revenue</b>	<b>150,570</b>	<b>152,723</b>	<b>120,677</b>
Gain/(loss) on disposal of non current assets	1	3,645	2,643
Other gains/(losses)	(3,582)	(3,240)	(3,582)
<b>Net Result</b>	<b>(6,810)</b>	<b>(4,670)</b>	<b>(11,192)</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	46,249	46,777	47,984
Receivables	14,514	14,550	14,485
Inventories	167	146	146
<b>Total Current Assets</b>	<b>60,930</b>	<b>61,473</b>	<b>62,615</b>
<b>Non Current Assets</b>			
Receivables	119,256	119,256	112,475
Inventories	1,923	1,804	1,804
Property, plant and equipment -			
Land and building	996,749	1,003,996	993,738
Plant and equipment	50,396	49,574	43,343
Infrastructure systems	337,994	338,568	318,293
Other	275,396	275,396	306,092
<b>Total Non Current Assets</b>	<b>1,781,714</b>	<b>1,788,594</b>	<b>1,775,745</b>
<b>Total Assets</b>	<b>1,842,644</b>	<b>1,850,067</b>	<b>1,838,360</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	5,527	5,548	5,053
Provisions	3,078	3,072	3,072
Other	10,130	10,159	10,159
<b>Total Current Liabilities</b>	<b>18,735</b>	<b>18,779</b>	<b>18,284</b>
<b>Non Current Liabilities</b>			
Other	1,778	1,757	1,737
<b>Total Non Current Liabilities</b>	<b>1,778</b>	<b>1,757</b>	<b>1,737</b>
<b>Total Liabilities</b>	<b>20,513</b>	<b>20,536</b>	<b>20,021</b>
<b>Net Assets</b>	<b>1,822,131</b>	<b>1,829,531</b>	<b>1,818,339</b>
<b>Equity</b>			
Reserves	620,374	625,012	625,012
Accumulated funds	1,201,757	1,204,519	1,193,327
<b>Total Equity</b>	<b>1,822,131</b>	<b>1,829,531</b>	<b>1,818,339</b>



## Cash Flow Statement

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	25,000	25,000	...
Other	87,327	89,590	86,772
<b>Total Payments</b>	<b>112,327</b>	<b>114,590</b>	<b>86,772</b>
<b>Receipts</b>			
Asset sale proceeds transferred to the Crown			
Entity	(377)	(1,004)	(1,000)
Sale of goods and services	44,205	44,592	44,793
Interest	5,205	5,026	5,150
Grants and contributions	68,237	68,237	36,073
Cash transfers to the Consolidated Fund	(94)	(94)	...
Other	10,922	11,764	10,668
<b>Total Receipts</b>	<b>128,098</b>	<b>128,521</b>	<b>95,684</b>
<b>Net Cash Flows From Operating Activities</b>	<b>15,771</b>	<b>13,931</b>	<b>8,912</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	2,001	4,348	2,643
Purchases of property, plant and equipment	(19,054)	(19,033)	(10,348)
<b>Net Cash Flows From Investing Activities</b>	<b>(17,053)</b>	<b>(14,685)</b>	<b>(7,705)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,282)</b>	<b>(754)</b>	<b>1,207</b>
Opening Cash and Cash Equivalents	47,531	47,531	46,777
<b>Closing Cash and Cash Equivalents</b>	<b>46,249</b>	<b>46,777</b>	<b>47,984</b>
<b>Cash Flow Reconciliation</b>			
Net result	(6,810)	(4,670)	(11,192)
Non cash items added back	22,076	21,633	22,702
Change in operating assets and liabilities	505	(3,032)	(2,598)
<b>Net Cash Flows From Operating Activities</b>	<b>15,771</b>	<b>13,931</b>	<b>8,912</b>

## 4. Family and Community Services Cluster

Agency	Expenses			Capital Expenditure		
	2011-12 Budget \$m	2012-13 Budget \$m	Var. %	2011-12 Budget \$m	2012-13 Budget \$m	Var. %
<b>Department of Family and Community Services</b>						
Service Group						
Community Support for People with a Disability, their Family and Carers .....	1,222.3	743.3	(39.2)	6.8	3.7	(46.3)
Short-term Interventions for People with a Disability, their Family and Carers .....	386.1	399.1	3.4	9.6	6.3	(34.3)
Supported Accommodation for People with a Disability .....	1,192.6	1,390.6	16.6	65.9	138.4	110.1
Community Development and Support .....	283.4	141.2	(50.2)	1.2	3.8	207.8
Child, Youth and Family Prevention and Early Intervention Services .....	168.6	131.2	(22.2)	5.8	3.7	(36.5)
Statutory Child Protection .....	424.8	411.6	(3.1)	21.1	11.8	(44.3)
Out-of-Home Care .....	700.3	723.0	3.2	10.4	20.7	99.2
Housing Policy and Assistance .....	801.4	888.7	10.9	...	7.0	N/A
Shared Services - Businesslink .....	76.2	71.4	(6.3)	...	...	...
<b>Total</b>	<b>5,255.8</b>	<b>4,900.1</b>	<b>(6.8)</b>	<b>120.9</b>	<b>195.4</b>	<b>61.6</b>
<b>Home Care Service of New South Wales</b>						
<b>Total</b>	<b>227.5</b>	<b>230.5</b>	<b>1.3</b>	<b>3.0</b>	<b>3.0</b>	<b>...</b>
<b>Aboriginal Housing Office</b>						
<b>Total</b>	<b>122.9</b>	<b>110.7</b>	<b>(10.0)</b>	<b>39.6</b>	<b>32.8</b>	<b>(17.2)</b>
<b>Home Purchase Assistance Fund</b>						
<b>Total</b>	<b>17.9</b>	<b>18.2</b>	<b>1.5</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>NSW Businesslink Pty Limited</b>						
<b>Total</b>	<b>187.2</b>	<b>179.1</b>	<b>(4.3)</b>	<b>89.7</b>	<b>66.4</b>	<b>(26.0)</b>

## Introduction

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The Family and Community Services cluster works to improve services for vulnerable and disadvantaged families and communities across New South Wales. The cluster provides and supports services to more than 3 million people to help the vulnerable and disadvantaged participate in social and economic life and to build stronger more sustainable communities.

The cluster is the lead for achieving the following NSW 2021 goals.

- § Better protect the most vulnerable members of our community and break the cycle of disadvantage.
- § Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential.
- § Increase opportunities for seniors in NSW to fully participate in community life.

The cluster's responsibilities include ensuring that:

- § children and young people are protected from abuse and neglect and their effects
- § vulnerable and disadvantaged people have suitable, stable and sustainable accommodation
- § people with a disability are supported to realise their potential
- § seniors participate fully in community life
- § women and children are safe from domestic, family and sexual violence
- § women have full and equal access to economic opportunities and participation.

## Services

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

- § support programs for people with a disability so they can participate in their communities
- § respite for people with a disability and their carers
- § specialist support services for people with a disability including therapy, allied health and home modifications
- § specialist accommodation for people with a disability
- § prevention and early 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
- § out-of-home care for children and young people who cannot live safely at home

- § funding for community projects, sector development and capacity building
- § information dissemination and programs to support healthy, active ageing and to keep seniors connected
- § co-ordination of the whole-of-government ageing strategy
- § specialist homelessness services for people who are homeless or at risk of homelessness
- § tenancy management for public housing and assistance for registered community housing providers to supply social and affordable housing
- § assistance for low income and disadvantaged people to move into private rental accommodation and home ownership.

## **2012-13 Budget Highlights**

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### **Protecting Children and Young People**

Key initiatives will include spending:

- § \$723 million for out-of-home care services to protect vulnerable children and young people who cannot live safely at home, with non-government organisations (NGOs) increasingly providing these services. This includes \$6.9 million for the Teenage Education Payment
- § \$141 million on community projects, capacity building for the NGO sector and services addressing domestic and family violence
- § \$131 million for prevention and early intervention services that respond to early signs of risk to children, with the majority of services from 2012-13 to be provided by the NGO sector.

The Keep Them Safe program continues in 2012-13 to address family dysfunction, protect children from harm, and reduce the need for statutory intervention and out-of-home care.

### **Social Housing and Support for the Homeless**

Key initiatives will include spending:

- § \$134 million for specialist homelessness services to 65,400 people, including crisis and transitional support and practical assistance to help break the cycle of repeat homelessness

- § \$131 million for Aboriginal Housing, including:
  - \$30 million to deliver 65 new dwellings under the National Partnership Agreement on Remote Indigenous Housing and through the Aboriginal Housing Office’s own capital works program
  - \$21 million to repair and maintain dwellings for the Aboriginal community housing sector and \$13.5 million to reform and strengthen the sector under the NSW Build and Grow strategy
- § \$50 million for piloted service initiatives under the National Partnership Agreement on Homelessness, including \$13.3 million for new accommodation places under the A Place to Call Home initiative.

### **Disability and Ageing Support**

A total of \$2.7 billion is provided for disability and ageing services in 2012-13.

Key initiatives include spending:

- § \$336 million to deliver the second year of Stronger Together Two, a five year commitment to expand disability services, including 9,125 new places for people with a disability in 2012-13
- § \$232 million for home and community care services, including home-based assistance and support for people with a disability to continue living in their communities.

From 2012-13, rather than making payments through the states and territories, the Commonwealth Government is directly paying for basic community care for people aged 65 years and over (50 years and over for Aboriginal and Torres Strait Islander people). In 2011-12, payments from the Commonwealth to the NSW Government for these services amounted to \$462.6 million.

### **Supporting Women**

Key initiatives include:

- § reforming the \$2.9 million domestic and family violence grants program to ensure funding is better targeted to high-need areas to assist women and children experiencing domestic violence
- § spending \$11 million over three years on the Staying Home, Leaving Violence program, continuing the Government’s commitment to expand the program to five new sites.

# Department of Family and Community Services

## Service Group Statements

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

**Service description:** This service group focuses on building skills and strengthening family and carer relationships to enable people to live in their own home and to participate in economic and community life.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
People in post-school programs	no.	6,500	6,800	7,600	7,400	8,100
People receiving respite services	no.	61,000	64,000	64,000	65,000	66,000
People receiving personal assistance <sup>(a)</sup>	no.	188,000	204,000	194,000	204,000	40,800
				—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(a)</sup>				1,222,317	1,200,574	743,327
Capital Expenditure				6,827	3,167	3,667

(a) The decrease in expenditure and the number of people receiving personal assistance in 2012-13 is due to the change in funding responsibility for basic community care between the Commonwealth and NSW Governments.

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

**Service description:** This service group supports seniors, people with a disability and carers to access services and community support in order to maximise independence and enable children with a disability to live with their families.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Families and children receiving support	no.	9,910	12,400	11,600	14,200	15,800
People receiving therapy and interventions	no.	67,000	73,000	73,000	80,000	85,000
				—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				386,053	381,922	399,103
Capital Expenditure				9,649	1,667	6,340

## Supported Accommodation for People with a Disability

**Service description:** This service group provides suitable accommodation and opportunities for personal growth and development for people with a disability who have ongoing intensive support needs.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
People in intensive supported accommodation	no.	9,000	9,200	9,700	9,500	10,000
Bed utilisation in Department operated services	%	98	98	98	98	98
				—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				1,192,637	1,185,510	1,390,613
Capital Expenditure				65,900	62,675	138,446

## Community Development and Support

**Service description:** This service group covers funding for community projects and support services (especially for families and young children). It includes services to reduce the incidence, severity and impact of violence against women and families.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Calls to the Domestic Violence Line	thous	23.0	22.1	21.4	21.4	21.5
Instances of service provided under Community Builders <sup>(a)</sup>	thous	n.a.	n.a.	n.a.	224	224
Staying Home Leaving Violence women and children supported <sup>(a)</sup>	thous	n.a.	n.a.	n.a.	1,493	1,500
				—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				283,417	297,945	141,231 <sup>(a)</sup>
Capital Expenditure				1,249	693	3,845

(a) These are new service measures, therefore data is not available for the periods prior to this year.

(a) The decrease in expenditure in 2012-13 is largely related to the reallocation of specialist homelessness services expenditure to the Housing Policy and Assistance service group.

**Child, Youth and Family Prevention and Early Intervention Services**

**Service description:** This service group supports at-risk children, young children and their families through case management, referrals and parenting information. It aims to strengthen families and enable children to grow up in safe, stable and nurturing environments.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Brighter Futures program:						
Families Engaged or Participating <sup>(a)</sup>	no.	3,580	3,698	4,400	3,400	2,900
Child and Family Support Services (families) <sup>(b)</sup>	no.	24,300	24,300	n.a.	26,900	26,900
Youth and Family Support Services (families) <sup>(b)</sup>	no.	24,200	24,200	n.a.	26,800	26,800

(a) The decrease in the number of families reflects the transfer of families from the Brighter Futures program to the Strengthening Families program.

(b) Figures indicate commissioned capacity. As this is a new service measure, the 2011-12 Forecast data is not available.

	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	168,631	150,908	131,177
Capital Expenditure	5,778	3,208	3,671



## Statutory Child Protection

**Service description:** This service group covers responding to reports of significant harm or risk to children, and assessing and investigating reports of child abuse and neglect. It also initiates and supports Children's Court action where appropriate, working with other agencies to ensure the safety, welfare and wellbeing of children, and developing and fulfilling case and care plans.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Children reported to the Department (Community Services)	thous	116.0	95.7	96.0	96.0	94.6
Child and young person concern/child protection reports <sup>(a)</sup>	thous	256.1	215.3	215.0	215.0	211.8
Reports of significant harm/referred reports <sup>(b)</sup>	thous	163.2	98.8	99.0	99.0	97.5
Average waiting time to talk to a caseworker when calling the Helpline	mins:sec	2:58	3:44	3:30	3:50	3:25
Strengthening Families: <sup>(c)</sup> Families assisted	no.	n.a.	n.a.	n.a.	1,000	3,600

(a) Child protection reports and reports referred to a Community Services Centre or a Joint Investigative Response Team for further assessment relate to data for the period prior to 24 January 2010. Child and young person concern reports and risk of significant harm reports relate to data for the period from 24 January 2010 onwards.

(b) On 24 January 2010 the reporting threshold was raised from 'risk of harm' to 'risk of significant harm' (ROSH). At this time 'child protection reports' were renamed 'child and young person concern reports' to better reflect the amended legislation. Child and young person concern reports comprise ROSH reports and non-ROSH reports.

(c) This is a new service measure, therefore data is not available for the periods prior to this year.

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	424,775	410,270	411,579
Capital Expenditure	21,118	11,727	11,762

**Out-of-Home Care**

**Service description:** This service group covers Out-of-home care (OOHC) services, such as foster and kinship care for children separated from their parents, monitoring and reviewing placements, recruiting and supporting carers, and supporting young people who have left care.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Children in OOHC at year end	thous	17.4	17.9	18.7	18.4	17.9
Real annualised expenditure per child in:-						
High and complex needs OOHC <sup>(a)</sup>	\$000	157	149	189	185	144
Kinship care	\$000	20	22	20	20	22
Department foster care	\$000	26	28	27	25	26
NGO foster care	\$000	47	40	43	48	38
Average cost, all children	\$000	38	37	39	41	38
Adoptions per year <sup>(b)</sup>	no.	48	45	n.a.	60	100

(a) The definition of high and complex needs has changed through the introduction of a new client assessment tool (relates to 2012-13 Forecast).

(b) New service measure included this year, therefore the 2011-12 Forecast data is not available.

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	700,331	753,138	723,009
Capital Expenditure	10,398	5,775	20,714

## Housing Policy and Assistance

**Service description:** This service group covers housing assistance for people on low incomes or who are otherwise unable to access or maintain appropriate housing, transitional support and accommodation services to children, young people and adults who are homeless or at risk of homelessness, and private rental assistance for people to sustain tenancies in the private rental market as an alternative to social housing and to support people to transition out of social housing.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Total households in social housing <sup>(a)</sup>	no.	137,206	140,425	141,415	141,000	141,000
New households assisted with public, community and Aboriginal housing (excluding crisis)	no.	10,631	14,438	14,944	14,850	10,500
Households receiving rent assistance in the private sector <sup>(b)</sup>	no.	37,174	38,930	40,100	39,680	37,500
Crisis accommodation places	no.	4,600	4,458	4,530	4,530	4,530
Units of accommodation available under the National Rental Affordability Scheme <sup>(c)</sup>	no.	629	977	1,569	1,557	2,213
Social Housing National Partnership and other Community and affordable housing units completed	no.	506	353	607	583	688
Clients receiving assistance under the Specialist: Homelessness Services <sup>(d)</sup>						
Adults	thous	41.7	44.1	41.7	44.1	44.1
Total clients (adults and children) <sup>(e)</sup>	thous	n.a.	n.a.	n.a.	65.4	65.4

(a) The measure was previously known as total households receiving housing assistance. The figure for 2009-10 has been revised from 2011-12 Budget Paper.

(b) This measure includes the Private Rental Subsidy (previously known as Special Assistance Subsidy).

(c) These figures reflect the total number of dwellings available for rent under the National Rental Affordability Scheme in NSW. In previous years the figure reported was the number of dwellings completed in any given year. The figures have been adjusted to provide a cumulative picture of the number of dwellings available under the Scheme.

(d) From 1 July 2011, the new Specialist Homelessness Services data collection began counting accompanying children as clients. This will impact client numbers for 2011-12 onwards.

(e) This is a new service measure, therefore data is not available for the periods prior to this year.

	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	801,436	725,310	888,665 <sup>(a)</sup>
Capital Expenditure	...	16,003	7,000

(a) The decrease in expenditure from 2011-12 Budget to 2011-12 Revised is mostly due to the restructure of the housing portfolio. The increase in expenditure in 2012-13 Budget is largely due to the re-allocation of specialist homelessness services expenditures from the Community Development and Support service group.

**Shared Services - Businesslink**

**Service description:** This service group covers the provision of personnel services to Businesslink Pty Ltd. Businesslink is a wholly owned shared services company providing a broad range of corporate, operational and organisational infrastructure and facilities to its clients in the Family and Community Services cluster.

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	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	76,185	75,740	71,396

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## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	1,438,041	1,423,339	1,396,978
Other operating expenses	333,896	388,626	444,027
Depreciation and amortisation	53,485	75,532	71,259
Grants and subsidies	3,411,810	3,275,270	2,969,458
Other expenses	18,550	18,550	18,378
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>5,255,782</b>	<b>5,181,317</b>	<b>4,900,100</b>
<b>Revenue</b>			
Recurrent appropriation	4,792,042	4,896,036	4,621,839
Capital appropriation	120,919	104,916	193,345
Asset sale proceeds transferred to the Crown Entity	(4,871)	(4,871)	(5,195)
Sales of goods and services	352,341	133,682	136,877
Investment income	9,518	10,832	10,600
Grants and contributions	8,099	15,416	15,166
Acceptance by Crown Entity of employee benefits and other liabilities	37,299	43,034	44,361
Other revenue	3,772	9,925	8,560
<b>Total Revenue</b>	<b>5,319,119</b>	<b>5,208,970</b>	<b>5,025,553</b>
Gain/(loss) on disposal of non current assets	(1,205)	(1,404)	(1,428)
Other gains/(losses)	(362)	(929)	(5,562)
<b>Net Result</b>	<b>61,770</b>	<b>25,320</b>	<b>118,463</b>

**Balance Sheet**

	—2011-12—		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	154,911	215,847	223,565
Receivables	169,844	109,027	115,123
Other financial assets	...	56,510	59,898
Inventories	300	300	300
<b>Total Current Assets</b>	<b>325,055</b>	<b>381,684</b>	<b>398,886</b>
<b>Non Current Assets</b>			
Receivables	54,853	4,701	5,374
Other financial assets	...	2,892	2,562
Property, plant and equipment -			
Land and building	730,967	798,134	915,275
Plant and equipment	90,244	88,682	90,103
Intangibles	36,168	83,555	74,052
<b>Total Non Current Assets</b>	<b>912,232</b>	<b>977,964</b>	<b>1,087,366</b>
<b>Total Assets</b>	<b>1,237,287</b>	<b>1,359,648</b>	<b>1,486,252</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	77,423	84,421	90,794
Provisions	199,480	155,147	159,949
Other	600	3,100	2,509
<b>Total Current Liabilities</b>	<b>277,503</b>	<b>242,668</b>	<b>253,252</b>
<b>Non Current Liabilities</b>			
Provisions	51,351	34,465	36,115
Other	37,751	4,119	26
<b>Total Non Current Liabilities</b>	<b>89,102</b>	<b>38,584</b>	<b>36,141</b>
<b>Total Liabilities</b>	<b>366,605</b>	<b>281,252</b>	<b>289,393</b>
<b>Net Assets</b>	<b>870,682</b>	<b>1,078,396</b>	<b>1,196,859</b>
<b>Equity</b>			
Reserves	18,722	51,871	51,871
Accumulated funds	851,960	1,026,525	1,144,988
<b>Total Equity</b>	<b>870,682</b>	<b>1,078,396</b>	<b>1,196,859</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	1,398,995	1,444,858	1,346,465
Grants and subsidies	3,411,810	3,275,270	2,969,458
Other	559,301	664,393	703,375
<b>Total Payments</b>	<b>5,370,106</b>	<b>5,384,521</b>	<b>5,019,298</b>
<b>Receipts</b>			
Recurrent appropriation	4,792,042	4,896,036	4,621,839
Capital appropriation	120,919	104,916	193,345
Asset sale proceeds transferred to the Crown Entity	(4,871)	(4,871)	(5,195)
Sale of goods and services	330,918	212,448	124,093
Interest	11,024	12,320	11,650
Grants and contributions	7,450	14,855	14,498
Cash transfers to the Consolidated Fund	(1,579)	(1,911)	...
Other	226,665	252,744	251,590
<b>Total Receipts</b>	<b>5,482,568</b>	<b>5,486,537</b>	<b>5,211,820</b>
<b>Net Cash Flows From Operating Activities</b>	<b>112,462</b>	<b>102,016</b>	<b>192,522</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	9,742	15,687	13,699
Purchases of property, plant and equipment	(105,022)	(88,697)	(182,721)
Purchases of investments	...	(2,195)	(3,058)
Other	(15,897)	45,548	(12,724)
<b>Net Cash Flows From Investing Activities</b>	<b>(111,177)</b>	<b>(29,657)</b>	<b>(184,804)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>1,285</b>	<b>72,359</b>	<b>7,718</b>
Opening Cash and Cash Equivalents	153,626	143,488	215,847
<b>Closing Cash and Cash Equivalents</b>	<b>154,911</b>	<b>215,847</b>	<b>223,565</b>
<b>Cash Flow Reconciliation</b>			
Net result	61,770	25,320	118,463
Non cash items added back	53,485	76,099	71,259
Change in operating assets and liabilities	(2,793)	597	2,800
<b>Net Cash Flows From Operating Activities</b>	<b>112,462</b>	<b>102,016</b>	<b>192,522</b>

# Home Care Service of New South Wales

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	182,409	183,881	185,676
Other operating expenses	42,998	43,637	42,610
Depreciation and amortisation	2,074	2,493	2,205
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>227,481</b>	<b>230,011</b>	<b>230,491</b>
<b>Revenue</b>			
Sales of goods and services	30,263	30,263	31,019
Investment income	3,862	4,392	3,959
Grants and contributions	191,709	192,993	193,756
Other revenue	675	1,391	721
<b>Total Revenue</b>	<b>226,509</b>	<b>229,039</b>	<b>229,455</b>
Other gains/(losses)	(181)	(181)	(186)
<b>Net Result</b>	<b>(1,153)</b>	<b>(1,153)</b>	<b>(1,222)</b>

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**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	52,963	60,315	58,043
Receivables	5,470	4,981	4,981
<b>Total Current Assets</b>	<b>58,433</b>	<b>65,296</b>	<b>63,024</b>
<b>Non Current Assets</b>			
Other financial assets	17,998	15,581	17,161
Property, plant and equipment -			
Land and building	483	540	540
Plant and equipment	7,408	7,004	7,217
<b>Total Non Current Assets</b>	<b>25,889</b>	<b>23,125</b>	<b>24,918</b>
<b>Total Assets</b>	<b>84,322</b>	<b>88,421</b>	<b>87,942</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	3,734	8,818	8,818
Provisions	28,303	28,086	29,030
Other	937	123	72
<b>Total Current Liabilities</b>	<b>32,974</b>	<b>37,027</b>	<b>37,920</b>
<b>Non Current Liabilities</b>			
Provisions	11,900	11,872	11,704
<b>Total Non Current Liabilities</b>	<b>11,900</b>	<b>11,872</b>	<b>11,704</b>
<b>Total Liabilities</b>	<b>44,874</b>	<b>48,899</b>	<b>49,624</b>
<b>Net Assets</b>	<b>39,448</b>	<b>39,522</b>	<b>38,318</b>
<b>Equity</b>			
Reserves	556	630	648
Accumulated funds	38,892	38,892	37,670
<b>Total Equity</b>	<b>39,448</b>	<b>39,522</b>	<b>38,318</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	183,456	180,704	184,741
Other	61,699	62,737	42,820
<b>Total Payments</b>	<b>245,155</b>	<b>243,441</b>	<b>227,561</b>
<b>Receipts</b>			
Sale of goods and services	30,121	30,121	30,833
Interest	2,321	5,268	2,379
Grants and contributions	191,709	192,993	193,756
Other	18,519	19,924	721
<b>Total Receipts</b>	<b>242,670</b>	<b>248,306</b>	<b>227,689</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(2,485)</b>	<b>4,865</b>	<b>128</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	1,000	1,000	600
Purchases of property, plant and equipment	(3,000)	(3,000)	(3,000)
<b>Net Cash Flows From Investing Activities</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,400)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(4,485)</b>	<b>2,865</b>	<b>(2,272)</b>
Opening Cash and Cash Equivalents	57,448	57,450	60,315
<b>Closing Cash and Cash Equivalents</b>	<b>52,963</b>	<b>60,315</b>	<b>58,043</b>
<b>Cash Flow Reconciliation</b>			
Net result	(1,153)	(1,153)	(1,222)
Non cash items added back	533	3,369	625
Change in operating assets and liabilities	(1,865)	2,649	725
<b>Net Cash Flows From Operating Activities</b>	<b>(2,485)</b>	<b>4,865</b>	<b>128</b>

# Aboriginal Housing Office

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	59,501	59,498	60,786
Depreciation and amortisation	9,663	10,906	11,965
Grants and subsidies	53,780	38,900	37,907
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>122,944</b>	<b>109,304</b>	<b>110,658</b>
<b>Revenue</b>			
Sales of goods and services	40,797	40,797	42,070
Investment income	764	764	743
Grants and contributions	214,057	135,918	117,067
<b>Total Revenue</b>	<b>255,618</b>	<b>177,479</b>	<b>159,880</b>
Gain/(loss) on disposal of non current assets	200	(150)	200
<b>Net Result</b>	<b>132,874</b>	<b>68,025</b>	<b>49,422</b>

Employee related expenses included in other operating expenses.

## Balance Sheet

	—2011-12—		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	19,372	38,115	34,496
Receivables	2,444	2,444	2,444
<b>Total Current Assets</b>	<b>21,816</b>	<b>40,559</b>	<b>36,940</b>
<b>Non Current Assets</b>			
Receivables	4,285	4,285	4,285
Property, plant and equipment -			
Land and building	1,275,524	1,191,932	1,247,248
Plant and equipment	759	759	1,210
Infrastructure systems	9,861	9,861	14,684
<b>Total Non Current Assets</b>	<b>1,290,429</b>	<b>1,206,837</b>	<b>1,267,427</b>
<b>Total Assets</b>	<b>1,312,245</b>	<b>1,247,396</b>	<b>1,304,367</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	29,694	29,694	29,619
<b>Total Current Liabilities</b>	<b>29,694</b>	<b>29,694</b>	<b>29,619</b>
<b>Total Liabilities</b>	<b>29,694</b>	<b>29,694</b>	<b>29,619</b>
<b>Net Assets</b>	<b>1,282,551</b>	<b>1,217,702</b>	<b>1,274,748</b>
<b>Equity</b>			
Reserves	452,624	451,271	458,895
Accumulated funds	829,927	766,431	815,853
<b>Total Equity</b>	<b>1,282,551</b>	<b>1,217,702</b>	<b>1,274,748</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	53,780	38,900	37,907
Other	61,328	61,325	60,361
<b>Total Payments</b>	<b>115,108</b>	<b>100,225</b>	<b>98,268</b>
<b>Receipts</b>			
Sale of goods and services	40,797	40,797	42,070
Interest	764	764	743
Grants and contributions	105,757	103,218	82,117
Other	1,752	1,752	(500)
<b>Total Receipts</b>	<b>149,070</b>	<b>146,531</b>	<b>124,430</b>
<b>Net Cash Flows From Operating Activities</b>	<b>33,962</b>	<b>46,306</b>	<b>26,162</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	3,000	2,650	3,000
Purchases of property, plant and equipment	(39,594)	(32,845)	(32,781)
<b>Net Cash Flows From Investing Activities</b>	<b>(36,594)</b>	<b>(30,195)</b>	<b>(29,781)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(2,632)</b>	<b>16,111</b>	<b>(3,619)</b>
Opening Cash and Cash Equivalents	22,004	22,004	38,115
<b>Closing Cash and Cash Equivalents</b>	<b>19,372</b>	<b>38,115</b>	<b>34,496</b>
<b>Cash Flow Reconciliation</b>			
Net result	132,874	68,025	49,422
Non cash items added back	(98,637)	(21,794)	(22,985)
Change in operating assets and liabilities	(275)	75	(275)
<b>Net Cash Flows From Operating Activities</b>	<b>33,962</b>	<b>46,306</b>	<b>26,162</b>

# Home Purchase Assistance Fund

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	297	297	278
Grants and subsidies	2,418	46,239	3,217
Finance costs	14,585	14,585	14,096
Other expenses	589	563	571
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>17,889</b>	<b>61,684</b>	<b>18,162</b>
<b>Revenue</b>			
Investment income	20,846	19,852	16,438
Other revenue	...	25	26
<b>Total Revenue</b>	<b>20,846</b>	<b>19,877</b>	<b>16,464</b>
<b>Net Result</b>	<b>2,957</b>	<b>(41,807)</b>	<b>(1,698)</b>

## Balance Sheet

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	100,499	88,271	84,715
Receivables	4,762	4,758	4,855
Other financial assets	230,905	197,935	196,115
<b>Total Current Assets</b>	<b>336,166</b>	<b>290,964</b>	<b>285,685</b>
<b>Non Current Assets</b>			
Other financial assets	20,441	20,843	17,760
<b>Total Non Current Assets</b>	<b>20,441</b>	<b>20,843</b>	<b>17,760</b>
<b>Total Assets</b>	<b>356,607</b>	<b>311,807</b>	<b>303,445</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	203	203	239
Borrowings at amortised cost	6,700	6,700	6,830
Provisions	...	55	55
<b>Total Current Liabilities</b>	<b>6,903</b>	<b>6,958</b>	<b>7,124</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	141,620	141,620	134,790
<b>Total Non Current Liabilities</b>	<b>141,620</b>	<b>141,620</b>	<b>134,790</b>
<b>Total Liabilities</b>	<b>148,523</b>	<b>148,578</b>	<b>141,914</b>
<b>Net Assets</b>	<b>208,084</b>	<b>163,229</b>	<b>161,531</b>
<b>Equity</b>			
Accumulated funds	208,084	163,229	161,531
<b>Total Equity</b>	<b>208,084</b>	<b>163,229</b>	<b>161,531</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	2,418	46,239	3,217
Finance costs	10,296	10,296	9,817
Other	905	878	813
<b>Total Payments</b>	<b>13,619</b>	<b>57,413</b>	<b>13,847</b>
<b>Receipts</b>			
Interest	19,963	18,941	16,341
Other	...	25	26
<b>Total Receipts</b>	<b>19,963</b>	<b>18,966</b>	<b>16,367</b>
<b>Net Cash Flows From Operating Activities</b>	<b>6,344</b>	<b>(38,447)</b>	<b>2,520</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of investments	3,377	2,974	4,827
Advance repayments received	88	88	76
Purchases of investments	(64,753)	(31,782)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(61,288)</b>	<b>(28,720)</b>	<b>4,903</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(10,828)	(10,828)	(10,979)
<b>Net Cash Flows From Financing Activities</b>	<b>(10,828)</b>	<b>(10,828)</b>	<b>(10,979)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(65,772)</b>	<b>(77,995)</b>	<b>(3,556)</b>
Opening Cash and Cash Equivalents	166,271	166,266	88,271
<b>Closing Cash and Cash Equivalents</b>	<b>100,499</b>	<b>88,271</b>	<b>84,715</b>
<b>Cash Flow Reconciliation</b>			
Net result	2,957	(41,807)	(1,698)
Non cash items added back	4,289	4,289	4,279
Change in operating assets and liabilities	(902)	(929)	(61)
<b>Net Cash Flows From Operating Activities</b>	<b>6,344</b>	<b>(38,447)</b>	<b>2,520</b>



## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	17,594	17,946	3,691
Other operating expenses	141,634	170,015	147,628
Depreciation and amortisation	27,198	25,022	26,674
Finance costs	767	919	1,146
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>187,193</b>	<b>213,902</b>	<b>179,139</b>
<b>Revenue</b>			
Sales of goods and services	164,394	210,298	173,449
Investment income	160	366	180
Grants and contributions	74,407	24,587	21,717
Other revenue	1,958	3,279	14,941
<b>Total Revenue</b>	<b>240,919</b>	<b>238,530</b>	<b>210,287</b>
<b>Net Result</b>	<b>53,726</b>	<b>24,628</b>	<b>31,148</b>

Employee related expenses refer to contract staff working in Businesslink. Other operating expenses include the costs of staff employed by the Department of Family and Community Services.

## Balance Sheet

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	13,753	19,890	11,002
Receivables	19,192	19,192	19,192
<b>Total Current Assets</b>	<b>32,945</b>	<b>39,082</b>	<b>30,194</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	134	72	...
Plant and equipment	58,122	41,804	65,614
Intangibles	73,024	60,472	76,448
<b>Total Non Current Assets</b>	<b>131,280</b>	<b>102,348</b>	<b>142,062</b>
<b>Total Assets</b>	<b>164,225</b>	<b>141,430</b>	<b>172,256</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	77,418	76,653	76,331
Borrowings at amortised cost	12,787	19,090	19,090
<b>Total Current Liabilities</b>	<b>90,205</b>	<b>95,743</b>	<b>95,421</b>
<b>Non Current Liabilities</b>			
Provisions	...	718	718
Other	718	...	...
<b>Total Non Current Liabilities</b>	<b>718</b>	<b>718</b>	<b>718</b>
<b>Total Liabilities</b>	<b>90,923</b>	<b>96,461</b>	<b>96,139</b>
<b>Net Assets</b>	<b>73,302</b>	<b>44,969</b>	<b>76,117</b>
<b>Equity</b>			
Accumulated funds	73,302	44,969	76,117
<b>Total Equity</b>	<b>73,302</b>	<b>44,969</b>	<b>76,117</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	17,594	17,946	3,691
Finance costs	767	919	1,146
Other	164,472	192,853	167,182
<b>Total Payments</b>	<b>182,833</b>	<b>211,718</b>	<b>172,019</b>
<b>Receipts</b>			
Sale of goods and services	164,394	210,298	173,449
Interest	160	366	180
Grants and contributions	74,407	24,587	21,717
Other	21,190	22,511	34,173
<b>Total Receipts</b>	<b>260,151</b>	<b>257,762</b>	<b>229,519</b>
<b>Net Cash Flows From Operating Activities</b>	<b>77,318</b>	<b>46,044</b>	<b>57,500</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(44,987)	(29,433)	(33,194)
Other	(44,735)	(29,181)	(33,194)
<b>Net Cash Flows From Investing Activities</b>	<b>(89,722)</b>	<b>(58,614)</b>	<b>(66,388)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	...	6,303	...
<b>Net Cash Flows From Financing Activities</b>	<b>...</b>	<b>6,303</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(12,404)</b>	<b>(6,267)</b>	<b>(8,888)</b>
Opening Cash and Cash Equivalents	26,157	26,157	19,890
<b>Closing Cash and Cash Equivalents</b>	<b>13,753</b>	<b>19,890</b>	<b>11,002</b>
<b>Cash Flow Reconciliation</b>			
Net result	53,726	24,628	31,148
Non cash items added back	27,198	25,022	26,674
Change in operating assets and liabilities	(3,606)	(3,606)	(322)
<b>Net Cash Flows From Operating Activities</b>	<b>77,318</b>	<b>46,044</b>	<b>57,500</b>

## 5. Finance and Services Cluster

Agency	Expenses			Capital Expenditure		
	2011-12 Budget \$m	2012-13 Budget \$m	Var. %	2011-12 Budget \$m	2012-13 Budget \$m	Var. %
<b>Department of Finance and Services</b>						
Service Group						
Finance, Policy and Strategy .....	229.8	256.8	11.7	5.6	3.7	(33.5)
Government Services .....	413.9	348.1	(15.9)	333.8	285.2	(14.6)
State Revenue .....	194.3	180.6	(7.1)	18.9	15.3	(18.8)
Fair Trading .....	168.2	157.1	(6.6)	8.7	6.4	(26.1)
Public Works .....	196.2	185.8	(5.3)	6.6	5.1	(21.9)
Land and Property Information .....	184.0	176.8	(3.9)	20.5	19.0	(7.5)
Personnel Services .....	92.3	148.6	61.0	...	...	...
<b>Total</b>	<b>1,478.8</b>	<b>1,453.7</b>	<b>(1.7)</b>	<b>394.0</b>	<b>334.8</b>	<b>(15.0)</b>
<b>Compensation Authorities Staff Division</b>						
<b>Total</b>	<b>176.6</b>	<b>178.4</b>	<b>1.0</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Long Service Corporation</b>						
<b>Total</b>	<b>123.5</b>	<b>132.0</b>	<b>6.9</b>	<b>0.6</b>	<b>0.4</b>	<b>(24.2)</b>
<b>Motor Accidents Authority</b>						
<b>Total</b>	<b>157.8</b>	<b>164.8</b>	<b>4.5</b>	<b>5.7</b>	<b>2.7</b>	<b>(52.2)</b>
<b>Rental Bond Board</b>						
<b>Total</b>	<b>51.1</b>	<b>54.5</b>	<b>6.7</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>State Property Authority</b>						
<b>Total</b>	<b>418.4</b>	<b>437.3</b>	<b>4.5</b>	<b>24.3</b>	<b>27.0</b>	<b>11.1</b>
<b>State Records Authority</b>						
<b>Total</b>	<b>20.9</b>	<b>21.1</b>	<b>0.7</b>	<b>1.2</b>	<b>1.2</b>	<b>...</b>
<b>WorkCover Authority</b>						
<b>Total</b>	<b>270.7</b>	<b>275.6</b>	<b>1.8</b>	<b>6.0</b>	<b>11.0</b>	<b>83.3</b>
<b>Workers' Compensation (Dust Diseases) Board</b>						
<b>Total</b>	<b>106.9</b>	<b>108.3</b>	<b>1.3</b>	<b>1.9</b>	<b>0.3</b>	<b>(87.0)</b>

## Introduction

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The Finance and Services cluster aims to make doing business in New South Wales simple and fair for employees, consumers and industry, while bringing value to the Government.

The cluster is the lead for achieving the NSW 2021 goal to place downward pressure on the cost of living.

Its responsibilities include:

- § providing whole-of-government advice on financial and other policies
- § providing support services to government agencies
- § administering government revenue
- § managing the NSW land and property registration system
- § aligning the government property portfolio to support agency service delivery
- § informing consumers, traders, employers and employees about relevant fair trading and industrial relations laws, and enforcing compliance
- § promoting and enforcing NSW work health and safety, workers compensation and injury management laws.

## Services

The cluster's key services are:

- § providing whole-of-government advice on financial policy, and formulating policies, strategies, and plans for metropolitan water, industrial relations, fair trading, information and communications technology (ICT) and procurement
- § enabling and delivering whole-of-government reform initiatives
- § providing revenue administration services, managing fines on behalf of the Crown, commercial clients and other NSW Government agencies, taking enforcement action and administering benefit services
- § providing procurement management, project management, architectural and engineering design services
- § maintaining fair trading and industrial relations regimes
- § conducting major public works and maintenance programs

- § managing the NSW land and property registration system, and providing titling, valuation, surveying, mapping and spatial services
- § administering portable long service leave schemes
- § monitoring the Compulsory Third Party scheme for motor vehicles
- § acting as the custodian of rental bonds for private tenancies
- § acquiring, managing and disposing of government-owned property
- § managing the State's archives and records
- § managing the State's workers compensation scheme and regulating the overall system.

## **2012-13 Budget Highlights**

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### **Policy Reform**

In 2012-13, key initiatives will include spending:

- § \$20 million to review corporate and shared services reform to make these services more streamlined and cost effective
- § \$16 million to develop and implement industrial relations policy, review industrial relations laws and the national workplace relations system, and provide compliance and information services
- § \$13 million to develop and implement whole-of-government policies and strategies for ICT, procurement and finance
- § \$12 million to advise Government on metropolitan water policy and reform, develop a new water plan for the Lower Hunter, coordinate and review the Metropolitan Water Plan for greater Sydney and undertake key actions
- § \$5 million for regulatory reform in important areas such as home building, residential parks, and strata and community title schemes.

## Improving and Supporting Service Delivery

In 2012-13, key initiatives will include spending:

- § \$206 million to provide expert procurement management advice and professional services in planning, design, delivery and maintenance for building and engineering projects, to help client agencies serve the community
- § \$201 million to provide services for land title registration, property information, valuation, surveying and mapping
- § \$169 million to promote competitiveness in the Compulsory Third Party market, and improve premium setting to ensure a fair, affordable and viable scheme
- § \$159 million to enforce fair trading laws, provide information and help to consumers and traders, and complete an essential upgrade of the web-based Customer Assistance System, which provides customers with information, dispute resolution and complaint investigation management
- § \$132 million to provide shared transactional and corporate services to the Government, including procurement, property management, fleet, ICT, human resources, finance and business services
- § \$119 million to generate savings and cost efficiencies through centralised government office accommodation and property management services, improved use of generic property assets and the identification and divestment of surplus NSW Government property
- § \$23 million to manage the State's archives and records, and build the Government's capacity to accept, preserve and make available its digital records
- § \$10 million to improve tax and fines debt management and resolution, expand and optimise fines service channels, and implement a modernised tax system.

## Service Group Statements

### Finance, Policy and Strategy

**Service description:** This service group covers industrial relations policy development and review, provision of information to employers and employees, and enforcement of industrial relations laws through inspection of NSW workplaces. This service group also covers the development of government ICT and procurement policy, administration of the Office of Finance and metropolitan water policy and planning.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Government radio network monthly availability	%	99.95	99.95	99.95	99.95	99.99
Industrial Relations complaints resolved within 180 days	%	89	72	95	60	90
				——2011-12—— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				229,834	243,809	256,763
Capital Expenditure				5,610	2,633	3,728



## Government Services

**Service description:** This service group is responsible for providing services to NSW Government agencies in the areas of procurement, motor vehicle fleet, information technology, human resources, finance and business services. In addition, this service group plays a pivotal role in supporting agencies in expenditure savings, information technology service delivery and corporate and shared services reform.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Transactions through State Contracts Control Board goods and services contracts <sup>(a)</sup>						
	\$m	3,670	3,727	3,900	3,553	3,900
Average performance score of 'Best Practice' accredited contractors for capital works <sup>(b)</sup>						
	%	76	76	70	71	67
Manage motor vehicle clearance rates at initial auction between 70 to 80 per cent <sup>(c)</sup>						
	%	83	83	80	80	75
Government licences administered through Government Licensing Service						
	mill	2.1	4.7	5.1	6.1	6.2
Client satisfaction with shared corporate services						
	%	90	88	80	80	80

(a) The decrease in the 2011-12 Revised estimate to \$3,553 million is affected by a number of factors including the longer lease period for motor vehicles, price control and reductions through procurement initiatives and spending by agencies outside State Contracts. The forecast for 2012-13 Budget has been maintained at the same level as the 2011-12 Budget in the expectation that agencies will use more State Contracts Control Board contracts to procure goods and services.

(b) Decline in performance scores is due to the introduction of new guidelines for performance reporting as a result of an external peer review in 2010.

(c) Reduced forecast for 2012-13 is due to softening of the used car market affecting clearance rates in regional areas.

	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	413,910	384,229	348,139
Capital Expenditure	333,781	280,422	285,182

**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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Payments received electronically	%	88	90	90	90	90
Cost to collect \$100 tax	\$	0.55	0.50	0.53	0.53	0.50
Telephone calls answered within 2 minutes - Revenue Admin Services <sup>(a)</sup>	%	88	86	80	78	78
Cost to administer \$100 fine <sup>(b)</sup>	\$	11.70	12.74	13.12	13.12	13.12
Telephone calls answered within 2 minutes - Fine Enforcement Management <sup>(a)</sup>	%	52	68	78	78	78
First home buyers payments issues <15 days from receipt of a completed claim <sup>(c)</sup>	%	98	99	85	95	95
Unclaimed money payments issued <10 days from receipt of a completed claim	%	78	84	85	85	85

- (a) In 2011-12 these service measures were consolidated to include both tax and fines revenue with a combined target of 78 per cent.
- (b) Due to structural changes in the Office of State Revenue, the 2012-13 Forecast excludes fine debt resolution.
- (c) In 2011-12 this service measure changed from <10 days to <15 days. This increase reflects a changed approach, with greater upfront compliance and investigation taking place to verify eligibility of applicants prior to issuing grants. The figures for 2009-10 and 2010-11 Actuals and 2011-12 Forecast have been restated for this change in reporting.

	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	194,301	158,571	180,561
Capital Expenditure	18,866	26,717	15,310

## Fair Trading

**Service description:** This service group covers fair trading policy development and regulatory review, provision of information to consumers and traders, enforcement of compliance with fair trading laws and impartial dispute resolution through an independent tribunal.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Complaints finalised within 30 days	%	92	90	85	85	85
Telephone enquiries answered within the guarantee of service	%	98	90	90	90	90
Proportion of prosecutions successful	%	90	86	90	90	90
				—2011-12—		2012-13
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				168,161	178,467	157,069
Capital Expenditure				8,707	6,234	6,433

## Public Works

**Service description:** This service group covers expert advice and professional services in the delivery of building and engineering projects, provided to government agencies on a 'fee for service basis', including the provision of planning and building, design services, managing construction projects, and finding sustainable solutions to the problems of capturing, treating and distributing water.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Lost time injury frequency ratio <sup>(a)</sup>	no.	2.4	2.9	5.0	5.0	5.0
(a) This measures lost time injuries per million hours worked.						
				—2011-12—		2012-13
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				196,244	191,795	185,781
Capital Expenditure				6,571	5,357	5,131

## Land and Property Information

**Service description:** This service group covers the provision of titling, valuation, surveying, mapping and spatial services to the public on a commercial basis. These services underpin the state's property market, and include the statutory functions of the Registrar General, Surveyor General and Valuer General.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Documents registered	thous	781	719	775	740	806
Plans registered	thous	9.8	9.9	10.5	10.0	10.0
Property information copies produced	thous	4,169	4,109	4,450	4,250	4,200
				—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				183,982	175,443	176,783
Capital Expenditure				20,500	24,042	18,966

## Personnel Services

**Service description:** This service group covers providing personnel services to the State Property Authority, Teachers Housing Authority, Waste Assets Management Corporation, State Records Authority, the Board of Surveying and Spatial Information, the Long Service Corporation and the Land and Housing Corporation.

				—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				92,343	135,650	148,632

## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	695,763	703,993	690,513
Other operating expenses	280,836	297,527	259,743
Depreciation and amortisation	215,559	202,683	204,369
Grants and subsidies	244,238	215,478	252,511
Finance costs	34,165	32,095	31,242
Other expenses	8,214	16,188	15,350
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>1,478,775</b>	<b>1,467,964</b>	<b>1,453,728</b>
<b>Revenue</b>			
Recurrent appropriation	515,878	385,894	371,006
Capital appropriation	70,483	66,134	19,929
Asset sale proceeds transferred to the Crown Entity	(50,342)	(50,317)	(50,401)
Sales of goods and services	859,556	961,482	958,358
Investment income	20,103	23,573	23,365
Retained taxes, fees and fines	59,414	61,716	62,864
Grants and contributions	14,448	13,206	13,530
Acceptance by Crown Entity of employee benefits and other liabilities	12,116	12,148	15,466
Other revenue	1,225	9,382	9,435
<b>Total Revenue</b>	<b>1,502,881</b>	<b>1,483,218</b>	<b>1,423,552</b>
Gain/(loss) on disposal of non current assets	27,161	34,212	28,818
<b>Net Result</b>	<b>51,267</b>	<b>49,466</b>	<b>(1,358)</b>

## Balance Sheet

	—2011-12—		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	389,245	491,481	483,548
Receivables	392,094	373,401	378,382
Other financial assets	22,048	21,510	21,510
Inventories	4,986	3,216	3,288
Other	55,943	47,394	48,579
<b>Total Current Assets</b>	<b>864,316</b>	<b>937,002</b>	<b>935,307</b>
<b>Non Current Assets</b>			
Receivables	8,429	9,959	10,144
Other financial assets	...	9,325	9,325
Inventories	4,787	4,142	3,819
Property, plant and equipment -			
Land and building	111,411	119,340	129,051
Plant and equipment	735,588	659,932	668,484
Intangibles	93,143	120,297	112,838
<b>Total Non Current Assets</b>	<b>953,358</b>	<b>922,995</b>	<b>933,661</b>
<b>Total Assets</b>	<b>1,817,674</b>	<b>1,859,997</b>	<b>1,868,968</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	324,933	356,583	365,232
Borrowings at amortised cost	223,585	212,934	212,934
Tax	1,822	...	...
Provisions	217,316	216,181	216,110
Other	10,255	8,425	8,636
<b>Total Current Liabilities</b>	<b>777,911</b>	<b>794,123</b>	<b>802,912</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	339,926	342,066	342,066
Provisions	143,124	268,257	268,223
Other	135,263	12,472	14,046
<b>Total Non Current Liabilities</b>	<b>618,313</b>	<b>622,795</b>	<b>624,335</b>
<b>Total Liabilities</b>	<b>1,396,224</b>	<b>1,416,918</b>	<b>1,427,247</b>
<b>Net Assets</b>	<b>421,450</b>	<b>443,079</b>	<b>441,721</b>
<b>Equity</b>			
Reserves	7,924	3,103	3,103
Accumulated funds	413,526	439,976	438,618
<b>Total Equity</b>	<b>421,450</b>	<b>443,079</b>	<b>441,721</b>

**Cash Flow Statement**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	644,933	711,160	673,141
Grants and subsidies	244,238	215,478	252,511
Finance costs	34,165	32,095	31,242
Other	586,705	575,053	561,620
<b>Total Payments</b>	<b>1,510,041</b>	<b>1,533,786</b>	<b>1,518,514</b>
<b>Receipts</b>			
Recurrent appropriation	515,878	385,894	371,006
Capital appropriation	70,483	66,134	19,929
Sale of goods and services	804,039	941,640	959,701
Interest	20,418	23,441	23,229
Retained taxes, fees and fines	118	118	121
Grants and contributions	14,448	13,200	13,530
Cash transfers to the Consolidated Fund	(103,117)	(74,202)	(50,401)
Other	349,033	350,380	359,319
<b>Total Receipts</b>	<b>1,671,300</b>	<b>1,706,605</b>	<b>1,696,434</b>
<b>Net Cash Flows From Operating Activities</b>	<b>161,259</b>	<b>172,819</b>	<b>177,920</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	142,483	149,520	148,395
Purchases of property, plant and equipment	(379,559)	(303,139)	(298,799)
Purchases of investments	...	(9,301)	...
Other	(14,560)	(42,263)	(35,948)
<b>Net Cash Flows From Investing Activities</b>	<b>(251,636)</b>	<b>(205,183)</b>	<b>(186,352)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	270,504	261,993	261,993
Repayment of borrowings and advances	(251,293)	(251,293)	(261,993)
Other	(2,077)	34,972	84
<b>Net Cash Flows From Financing Activities</b>	<b>17,134</b>	<b>45,672</b>	<b>84</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(73,243)</b>	<b>13,308</b>	<b>(8,348)</b>
Opening Cash and Cash Equivalents	461,558	473,773	491,481
Reclassification of Cash Equivalents	930	4,400	415
<b>Closing Cash and Cash Equivalents</b>	<b>389,245</b>	<b>491,481</b>	<b>483,548</b>
<b>Cash Flow Reconciliation</b>			
Net result	51,267	49,466	(1,358)
Non cash items added back	215,761	198,320	204,046
Change in operating assets and liabilities	(105,769)	(74,967)	(24,768)
<b>Net Cash Flows From Operating Activities</b>	<b>161,259</b>	<b>172,819</b>	<b>177,920</b>

# Compensation Authorities Staff Division

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	176,623	164,861	178,434
Other operating expenses	14	14	14
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>176,637</b>	<b>164,875</b>	<b>178,448</b>
<b>Revenue</b>			
Sales of goods and services	176,562	164,800	178,371
Investment income	75	75	77
<b>Total Revenue</b>	<b>176,637</b>	<b>164,875</b>	<b>178,448</b>
<b>Net Result</b>	...	...	...



## Balance Sheet

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	6,000	6,000	6,000
Receivables	53,794	53,248	53,015
<b>Total Current Assets</b>	<b>59,794</b>	<b>59,248</b>	<b>59,015</b>
<b>Non Current Assets</b>			
Receivables	68,403	68,315	68,315
<b>Total Non Current Assets</b>	<b>68,403</b>	<b>68,315</b>	<b>68,315</b>
<b>Total Assets</b>	<b>128,197</b>	<b>127,563</b>	<b>127,330</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	9,818	9,826	9,839
Provisions	49,976	49,422	49,176
<b>Total Current Liabilities</b>	<b>59,794</b>	<b>59,248</b>	<b>59,015</b>
<b>Non Current Liabilities</b>			
Provisions	68,403	68,315	68,315
<b>Total Non Current Liabilities</b>	<b>68,403</b>	<b>68,315</b>	<b>68,315</b>
<b>Total Liabilities</b>	<b>128,197</b>	<b>127,563</b>	<b>127,330</b>
<b>Equity</b>			
<b>Total Equity</b>	...	...	...

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**Cash Flow Statement**


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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	176,655	165,527	178,667
Other	22	22	14
<b>Total Payments</b>	<b>176,677</b>	<b>165,549</b>	<b>178,681</b>
<b>Receipts</b>			
Sale of goods and services	176,463	165,335	178,604
Interest	75	75	77
<b>Total Receipts</b>	<b>176,538</b>	<b>165,410</b>	<b>178,681</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(139)</b>	<b>(139)</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(139)</b>	<b>(139)</b>	<b>...</b>
Opening Cash and Cash Equivalents	6,139	6,139	6,000
<b>Closing Cash and Cash Equivalents</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
<b>Cash Flow Reconciliation</b>			
Change in operating assets and liabilities	(139)	(139)	...
<b>Net Cash Flows From Operating Activities</b>	<b>(139)</b>	<b>(139)</b>	<b>...</b>

# Long Service Corporation

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	459	437	184
Other operating expenses	10,045	27,019	10,990
Depreciation and amortisation	867	572	589
Grants and subsidies	110,300	113,582	118,400
Finance costs	211	209	171
Other expenses	1,617	2,252	1,634
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>123,499</b>	<b>144,071</b>	<b>131,968</b>
<b>Revenue</b>			
Investment income	48,142	32,807	51,779
Retained taxes, fees and fines	101,700	89,393	114,400
Other revenue	6	1	27
<b>Total Revenue</b>	<b>149,848</b>	<b>122,201</b>	<b>166,206</b>
Gain/(loss) on disposal of non current assets	...	1	...
<b>Net Result</b>	<b>26,349</b>	<b>(21,869)</b>	<b>34,238</b>

## Balance Sheet

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	17,354	33,612	12,629
Receivables	5,717	3,693	3,623
<b>Total Current Assets</b>	<b>23,071</b>	<b>37,305</b>	<b>16,252</b>
<b>Non Current Assets</b>			
Other financial assets	668,975	626,416	728,692
Property, plant and equipment - Plant and equipment	554	588	426
Intangibles	51	277	245
<b>Total Non Current Assets</b>	<b>669,580</b>	<b>627,281</b>	<b>729,363</b>
<b>Total Assets</b>	<b>692,651</b>	<b>664,586</b>	<b>745,615</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	3,602	4,384	4,335
Borrowings at amortised cost	706	706	706
Provisions	404,778	404,779	404,778
<b>Total Current Liabilities</b>	<b>409,086</b>	<b>409,869</b>	<b>409,819</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	2,588	2,587	1,828
Provisions	313,100	333,055	380,655
<b>Total Non Current Liabilities</b>	<b>315,688</b>	<b>335,642</b>	<b>382,483</b>
<b>Total Liabilities</b>	<b>724,774</b>	<b>745,511</b>	<b>792,302</b>
<b>Net Assets</b>	<b>(32,123)</b>	<b>(80,925)</b>	<b>(46,687)</b>
<b>Equity</b>			
Accumulated funds	(32,123)	(80,925)	(46,687)
<b>Total Equity</b>	<b>(32,123)</b>	<b>(80,925)</b>	<b>(46,687)</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	459	437	184
Grants and subsidies	110,300	113,582	118,400
Finance costs	211	...	...
Other	(37,000)	(40,577)	(36,328)
<b>Total Payments</b>	<b>73,970</b>	<b>73,442</b>	<b>82,256</b>
<b>Receipts</b>			
Sale of goods and services	10	...	...
Interest	626	1,168	462
Retained taxes, fees and fines	97,840	86,546	112,802
Other	220	204	293
<b>Total Receipts</b>	<b>98,696</b>	<b>87,918</b>	<b>113,557</b>
<b>Net Cash Flows From Operating Activities</b>	<b>24,726</b>	<b>14,476</b>	<b>31,301</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	30	25	31
Purchases of property, plant and equipment	(50)	(90)	(46)
Purchases of investments	(32,249)	(5,567)	(50,959)
Other	(512)	(431)	(380)
<b>Net Cash Flows From Investing Activities</b>	<b>(32,781)</b>	<b>(6,063)</b>	<b>(51,354)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	211	...	...
Repayment of borrowings and advances	(929)	(928)	(930)
<b>Net Cash Flows From Financing Activities</b>	<b>(718)</b>	<b>(928)</b>	<b>(930)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(8,773)</b>	<b>7,485</b>	<b>(20,983)</b>
Opening Cash and Cash Equivalents	26,127	26,127	33,612
<b>Closing Cash and Cash Equivalents</b>	<b>17,354</b>	<b>33,612</b>	<b>12,629</b>
<b>Cash Flow Reconciliation</b>			
Net result	26,349	(21,869)	34,238
Non cash items added back	(46,649)	(30,858)	(50,557)
Change in operating assets and liabilities	45,026	67,203	47,620
<b>Net Cash Flows From Operating Activities</b>	<b>24,726</b>	<b>14,476</b>	<b>31,301</b>

# Motor Accidents Authority

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	471	2,057	2,249
Other operating expenses	39,178	36,199	38,604
Depreciation and amortisation	1,603	1,006	2,446
Grants and subsidies	9,000	7,524	9,681
Other expenses	107,500	106,603	111,800
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>157,752</b>	<b>153,389</b>	<b>164,780</b>
<b>Revenue</b>			
Investment income	2,191	2,443	2,009
Retained taxes, fees and fines	142,535	142,547	151,187
Other revenue	70	39	72
<b>Total Revenue</b>	<b>144,796</b>	<b>145,029</b>	<b>153,268</b>
Gain/(loss) on disposal of non current assets	...	2	...
<b>Net Result</b>	<b>(12,956)</b>	<b>(8,358)</b>	<b>(11,512)</b>

## Balance Sheet

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	49,676	50,205	39,497
Receivables	25,581	21,699	27,525
<b>Total Current Assets</b>	<b>75,257</b>	<b>71,904</b>	<b>67,022</b>
<b>Non Current Assets</b>			
Receivables	34,535	61,101	49,175
Property, plant and equipment - Plant and equipment	2,053	2,236	1,929
Intangibles	5,161	5,556	6,136
<b>Total Non Current Assets</b>	<b>41,749</b>	<b>68,893</b>	<b>57,240</b>
<b>Total Assets</b>	<b>117,006</b>	<b>140,797</b>	<b>124,262</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	22,419	13,417	22,005
Provisions	5,644	5,644	5,869
Other	10,112	14,664	11,926
<b>Total Current Liabilities</b>	<b>38,175</b>	<b>33,725</b>	<b>39,800</b>
<b>Non Current Liabilities</b>			
Provisions	811	15	843
Other	36,610	61,101	49,175
<b>Total Non Current Liabilities</b>	<b>37,421</b>	<b>61,116</b>	<b>50,018</b>
<b>Total Liabilities</b>	<b>75,596</b>	<b>94,841</b>	<b>89,818</b>
<b>Net Assets</b>	<b>41,410</b>	<b>45,956</b>	<b>34,444</b>
<b>Equity</b>			
Accumulated funds	41,410	45,956	34,444
<b>Total Equity</b>	<b>41,410</b>	<b>45,956</b>	<b>34,444</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	430	2,032	2,230
Grants and subsidies	9,000	7,524	9,681
Other	152,710	136,566	158,867
<b>Total Payments</b>	<b>162,140</b>	<b>146,122</b>	<b>170,778</b>
<b>Receipts</b>			
Sale of goods and services	(838)	(838)	...
Interest	2,191	2,443	2,009
Retained taxes, fees and fines	144,254	151,679	143,144
Other	18,699	(4,487)	17,636
<b>Total Receipts</b>	<b>164,306</b>	<b>148,797</b>	<b>162,789</b>
<b>Net Cash Flows From Operating Activities</b>	<b>2,166</b>	<b>2,675</b>	<b>(7,989)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	20	...
Purchases of property, plant and equipment	(825)	(825)	(239)
Other	(4,860)	(4,860)	(2,480)
<b>Net Cash Flows From Investing Activities</b>	<b>(5,685)</b>	<b>(5,665)</b>	<b>(2,719)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(3,519)</b>	<b>(2,990)</b>	<b>(10,708)</b>
Opening Cash and Cash Equivalents	53,195	53,195	50,205
<b>Closing Cash and Cash Equivalents</b>	<b>49,676</b>	<b>50,205</b>	<b>39,497</b>
<b>Cash Flow Reconciliation</b>			
Net result	(12,956)	(8,358)	(11,512)
Non cash items added back	1,603	1,006	2,446
Change in operating assets and liabilities	13,519	10,027	1,077
<b>Net Cash Flows From Operating Activities</b>	<b>2,166</b>	<b>2,675</b>	<b>(7,989)</b>



# Rental Bond Board

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	23,356	23,305	25,019
Grants and subsidies	27,721	26,473	28,719
Finance costs	...	723	749
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>51,077</b>	<b>50,501</b>	<b>54,487</b>
<b>Revenue</b>			
Investment income	54,770	57,089	59,458
<b>Total Revenue</b>	<b>54,770</b>	<b>57,089</b>	<b>59,458</b>
<b>Net Result</b>	<b>3,693</b>	<b>6,588</b>	<b>4,971</b>

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**Balance Sheet**


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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	50,204	53,099	59,008
Receivables	4,494	4,494	4,656
<b>Total Current Assets</b>	<b>54,698</b>	<b>57,593</b>	<b>63,664</b>
<b>Total Assets</b>	<b>54,698</b>	<b>57,593</b>	<b>63,664</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Other	454	454	1,554
<b>Total Current Liabilities</b>	<b>454</b>	<b>454</b>	<b>1,554</b>
<b>Total Liabilities</b>	<b>454</b>	<b>454</b>	<b>1,554</b>
<b>Net Assets</b>	<b>54,244</b>	<b>57,139</b>	<b>62,110</b>
<b>Equity</b>			
Accumulated funds	54,244	57,139	62,110
<b>Total Equity</b>	<b>54,244</b>	<b>57,139</b>	<b>62,110</b>

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## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	27,721	26,473	28,719
Finance costs	...	723	749
Other	24,361	24,609	24,214
<b>Total Payments</b>	<b>52,082</b>	<b>51,805</b>	<b>53,682</b>
<b>Receipts</b>			
Interest	54,861	57,180	59,297
Other	78	377	294
<b>Total Receipts</b>	<b>54,939</b>	<b>57,557</b>	<b>59,591</b>
<b>Net Cash Flows From Operating Activities</b>	<b>2,857</b>	<b>5,752</b>	<b>5,909</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>2,857</b>	<b>5,752</b>	<b>5,909</b>
Opening Cash and Cash Equivalents	47,347	47,347	53,099
<b>Closing Cash and Cash Equivalents</b>	<b>50,204</b>	<b>53,099</b>	<b>59,008</b>
<b>Cash Flow Reconciliation</b>			
Net result	3,693	6,588	4,971
Change in operating assets and liabilities	(836)	(836)	938
<b>Net Cash Flows From Operating Activities</b>	<b>2,857</b>	<b>5,752</b>	<b>5,909</b>

# State Property Authority

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	381,615	388,232	401,498
Depreciation and amortisation	28,114	27,993	28,908
Finance costs	8,626	8,626	6,854
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>418,355</b>	<b>424,851</b>	<b>437,260</b>
<b>Revenue</b>			
Sales of goods and services	415,463	422,399	437,804
Investment income	10,925	10,613	8,792
Grants and contributions	30,018	30,018	32,515
Other revenue	450	450	450
<b>Total Revenue</b>	<b>456,856</b>	<b>463,480</b>	<b>479,561</b>
Gain/(loss) on disposal of non current assets	51	244	579
Other gains/(losses)	(300)	(300)	(300)
<b>Net Result</b>	<b>38,252</b>	<b>38,573</b>	<b>42,580</b>

## Balance Sheet

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	91,326	93,919	60,872
Receivables	48,119	50,071	49,124
<b>Total Current Assets</b>	<b>139,445</b>	<b>143,990</b>	<b>109,996</b>
<b>Non Current Assets</b>			
Receivables	187,844	193,393	192,474
Property, plant and equipment -			
Land and building	895,557	892,042	891,257
Plant and equipment	5,345	7,364	6,242
Intangibles	818	1,152	1,163
Other	2,650	2,650	3,100
<b>Total Non Current Assets</b>	<b>1,092,214</b>	<b>1,096,601</b>	<b>1,094,236</b>
<b>Total Assets</b>	<b>1,231,659</b>	<b>1,240,591</b>	<b>1,204,232</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	7,837	6,837	5,837
Borrowings at amortised cost	2,698	2,698	2,912
Provisions	63,558	71,066	70,626
Other	3,860	5,133	4,289
<b>Total Current Liabilities</b>	<b>77,953</b>	<b>85,734</b>	<b>83,664</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	43,076	43,076	40,177
Provisions	99,008	99,008	99,008
Other	56,031	59,328	18,358
<b>Total Non Current Liabilities</b>	<b>198,115</b>	<b>201,412</b>	<b>157,543</b>
<b>Total Liabilities</b>	<b>276,068</b>	<b>287,146</b>	<b>241,207</b>
<b>Net Assets</b>	<b>955,591</b>	<b>953,445</b>	<b>963,025</b>
<b>Equity</b>			
Reserves	14,811	12,781	12,781
Accumulated funds	940,780	940,664	950,244
<b>Total Equity</b>	<b>955,591</b>	<b>953,445</b>	<b>963,025</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	...	(295)
Finance costs	3,504	3,504	3,305
Other	430,104	433,493	443,463
<b>Total Payments</b>	<b>433,608</b>	<b>436,997</b>	<b>446,473</b>
<b>Receipts</b>			
Sale of goods and services	414,033	419,454	437,804
Interest	11,072	11,097	9,739
Grants and contributions	30,018	30,018	32,515
Cash transfers to the Consolidated Fund	(35,500)	(35,937)	(33,000)
Other	(1,671)	(1,172)	(3,100)
<b>Total Receipts</b>	<b>417,952</b>	<b>423,460</b>	<b>443,958</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(15,656)</b>	<b>(13,537)</b>	<b>(2,515)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	4,501	5,977	(1)
Purchases of property, plant and equipment	(25,245)	(26,025)	(26,452)
Advances made	(772)	(774)	(834)
Other	(300)	(520)	(560)
<b>Net Cash Flows From Investing Activities</b>	<b>(21,816)</b>	<b>(21,342)</b>	<b>(27,847)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(2,340)	(2,340)	(2,685)
<b>Net Cash Flows From Financing Activities</b>	<b>(2,340)</b>	<b>(2,340)</b>	<b>(2,685)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(39,812)</b>	<b>(37,219)</b>	<b>(33,047)</b>
Opening Cash and Cash Equivalents	131,138	131,138	93,919
<b>Closing Cash and Cash Equivalents</b>	<b>91,326</b>	<b>93,919</b>	<b>60,872</b>
<b>Cash Flow Reconciliation</b>			
Net result	38,252	38,573	42,580
Non cash items added back	27,664	27,539	28,458
Change in operating assets and liabilities	(81,572)	(79,649)	(73,553)
<b>Net Cash Flows From Operating Activities</b>	<b>(15,656)</b>	<b>(13,537)</b>	<b>(2,515)</b>

# State Records Authority

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	18,585	18,585	18,238
Depreciation and amortisation	2,255	2,255	2,842
Finance costs	93	93	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>20,933</b>	<b>20,933</b>	<b>21,080</b>
<b>Revenue</b>			
Sales of goods and services	13,725	13,725	14,790
Investment income	173	173	173
Grants and contributions	7,258	7,258	6,939
<b>Total Revenue</b>	<b>21,156</b>	<b>21,156</b>	<b>21,902</b>
<b>Net Result</b>	<b>223</b>	<b>223</b>	<b>822</b>

## Balance Sheet

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	4,300	4,300	6,646
Receivables	2,369	2,369	2,502
Inventories	96	96	96
Other	1,489	1,489	1,527
<b>Total Current Assets</b>	<b>8,254</b>	<b>8,254</b>	<b>10,771</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	50,935	50,935	48,702
Plant and equipment	7,714	7,714	8,298
Intangibles	18	18	9
<b>Total Non Current Assets</b>	<b>58,667</b>	<b>58,667</b>	<b>57,009</b>
<b>Total Assets</b>	<b>66,921</b>	<b>66,921</b>	<b>67,780</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,819	1,819	1,814
Provisions	2,718	2,718	2,760
<b>Total Current Liabilities</b>	<b>4,537</b>	<b>4,537</b>	<b>4,574</b>
<b>Total Liabilities</b>	<b>4,537</b>	<b>4,537</b>	<b>4,574</b>
<b>Net Assets</b>	<b>62,384</b>	<b>62,384</b>	<b>63,206</b>
<b>Equity</b>			
Reserves	19,814	19,814	19,814
Accumulated funds	42,570	42,570	43,392
<b>Total Equity</b>	<b>62,384</b>	<b>62,384</b>	<b>63,206</b>



## Cash Flow Statement

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	36	36	(143)
Finance costs	113	74	...
Other	18,260	18,299	18,199
<b>Total Payments</b>	<b>18,409</b>	<b>18,409</b>	<b>18,056</b>
<b>Receipts</b>			
Sale of goods and services	13,851	13,851	14,664
Interest	184	184	157
Grants and contributions	6,712	6,712	6,380
Other	290	290	385
<b>Total Receipts</b>	<b>21,037</b>	<b>21,037</b>	<b>21,586</b>
<b>Net Cash Flows From Operating Activities</b>	<b>2,628</b>	<b>2,628</b>	<b>3,530</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(1,238)	(1,238)	(1,164)
Other	(19)	(19)	(20)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,257)</b>	<b>(1,257)</b>	<b>(1,184)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(1,974)	(1,974)	...
<b>Net Cash Flows From Financing Activities</b>	<b>(1,974)</b>	<b>(1,974)</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(603)</b>	<b>(603)</b>	<b>2,346</b>
Opening Cash and Cash Equivalents	4,903	4,903	4,300
<b>Closing Cash and Cash Equivalents</b>	<b>4,300</b>	<b>4,300</b>	<b>6,646</b>
<b>Cash Flow Reconciliation</b>			
Net result	223	223	822
Non cash items added back	2,255	2,255	2,842
Change in operating assets and liabilities	150	150	(134)
<b>Net Cash Flows From Operating Activities</b>	<b>2,628</b>	<b>2,628</b>	<b>3,530</b>

# WorkCover Authority

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	8,144	9,747	8,730
Other operating expenses	213,794	198,254	218,441
Depreciation and amortisation	12,088	8,450	10,780
Grants and subsidies	6,428	3,455	6,428
Other expenses	30,294	31,344	31,245
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>270,748</b>	<b>251,250</b>	<b>275,624</b>
<b>Revenue</b>			
Sales of goods and services	37,045	31,255	45,043
Investment income	10,829	8,329	10,383
Retained taxes, fees and fines	217,305	204,365	213,736
Grants and contributions	356	356	338
Other revenue	6,565	9,301	8,065
<b>Total Revenue</b>	<b>272,100</b>	<b>253,606</b>	<b>277,565</b>
Gain/(loss) on disposal of non current assets	...	48	...
Other gains/(losses)	(1,352)	(2,404)	(1,941)
<b>Net Result</b>	<b>...</b>	<b>...</b>	<b>...</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	60,386	59,456	57,981
Receivables	16,663	16,424	16,653
Inventories	874	...	...
<b>Total Current Assets</b>	<b>77,923</b>	<b>75,880</b>	<b>74,634</b>
<b>Non Current Assets</b>			
Receivables	36,519	35,042	37,504
Other financial assets	132,225	130,544	130,633
Property, plant and equipment -			
Land and building	17,350	16,508	16,078
Plant and equipment	8,292	8,703	8,932
Intangibles	5,119	7,822	8,243
<b>Total Non Current Assets</b>	<b>199,505</b>	<b>198,619</b>	<b>201,390</b>
<b>Total Assets</b>	<b>277,428</b>	<b>274,499</b>	<b>276,024</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	53,041	53,076	53,204
Provisions	1,894	1,980	1,910
Other	16,185	14,673	11,807
<b>Total Current Liabilities</b>	<b>71,120</b>	<b>69,729</b>	<b>66,921</b>
<b>Non Current Liabilities</b>			
Provisions	125,323	125,708	126,890
Other	117,546	115,057	118,208
<b>Total Non Current Liabilities</b>	<b>242,869</b>	<b>240,765</b>	<b>245,098</b>
<b>Total Liabilities</b>	<b>313,989</b>	<b>310,494</b>	<b>312,019</b>
<b>Net Assets</b>	<b>(36,561)</b>	<b>(35,995)</b>	<b>(35,995)</b>
<b>Equity</b>			
Reserves	16,969	16,969	16,969
Accumulated funds	(53,530)	(52,964)	(52,964)
<b>Total Equity</b>	<b>(36,561)</b>	<b>(35,995)</b>	<b>(35,995)</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	9,275	10,897	9,870
Grants and subsidies	6,428	3,455	6,428
Other	249,880	235,675	254,521
<b>Total Payments</b>	<b>265,583</b>	<b>250,027</b>	<b>270,819</b>
<b>Receipts</b>			
Sale of goods and services	42,829	40,023	51,874
Interest	2,505	2,634	2,566
Retained taxes, fees and fines	213,212	200,437	210,875
Grants and contributions	356	356	338
Other	9,385	7,886	6,963
<b>Total Receipts</b>	<b>268,287</b>	<b>251,336</b>	<b>272,616</b>
<b>Net Cash Flows From Operating Activities</b>	<b>2,704</b>	<b>1,309</b>	<b>1,797</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	748	...
Proceeds from sale of investments	8,871	7,923	7,728
Purchases of property, plant and equipment	(3,830)	(2,063)	(3,850)
Other	(2,360)	(3,462)	(7,150)
<b>Net Cash Flows From Investing Activities</b>	<b>2,681</b>	<b>3,146</b>	<b>(3,272)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>5,385</b>	<b>4,455</b>	<b>(1,475)</b>
Opening Cash and Cash Equivalents	55,001	55,001	59,456
<b>Closing Cash and Cash Equivalents</b>	<b>60,386</b>	<b>59,456</b>	<b>57,981</b>
<b>Cash Flow Reconciliation</b>			
Non cash items added back	4,587	4,432	2,963
Change in operating assets and liabilities	(1,883)	(3,123)	(1,166)
<b>Net Cash Flows From Operating Activities</b>	<b>2,704</b>	<b>1,309</b>	<b>1,797</b>

# Workers' Compensation (Dust Diseases) Board

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	3	323	283
Other operating expenses	9,567	5,935	10,331
Depreciation and amortisation	824	628	848
Grants and subsidies	6,066	5,911	6,253
Finance costs	90,410	90,410	90,575
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>106,870</b>	<b>103,207</b>	<b>108,290</b>
<b>Revenue</b>			
Sales of goods and services	456	643	470
Investment income	68,032	7,299	72,747
Retained taxes, fees and fines	37,562	94,045	34,233
Other revenue	820	1,223	845
<b>Total Revenue</b>	<b>106,870</b>	<b>103,210</b>	<b>108,295</b>
Other gains/(losses)	...	(3)	(5)
<b>Net Result</b>	...	...	...

## Balance Sheet

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	27,403	70,525	20,009
Receivables	695	695	695
Other financial assets	191,508	191,508	149,711
<b>Total Current Assets</b>	<b>219,606</b>	<b>262,728</b>	<b>170,415</b>
<b>Non Current Assets</b>			
Receivables	958,177	1,015,038	954,414
Other financial assets	514,183	411,022	569,801
Property, plant and equipment -			
Land and building	5,695	5,687	5,533
Plant and equipment	720	741	487
Intangibles	1,459	1,642	1,452
<b>Total Non Current Assets</b>	<b>1,480,234</b>	<b>1,434,130</b>	<b>1,531,687</b>
<b>Total Assets</b>	<b>1,699,840</b>	<b>1,696,858</b>	<b>1,702,102</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	3,825	842	3,716
Provisions	95,167	95,167	97,537
<b>Total Current Liabilities</b>	<b>98,992</b>	<b>96,009</b>	<b>101,253</b>
<b>Non Current Liabilities</b>			
Provisions	1,591,872	1,591,872	1,591,872
<b>Total Non Current Liabilities</b>	<b>1,591,872</b>	<b>1,591,872</b>	<b>1,591,872</b>
<b>Total Liabilities</b>	<b>1,690,864</b>	<b>1,687,881</b>	<b>1,693,125</b>
<b>Net Assets</b>	<b>8,976</b>	<b>8,977</b>	<b>8,977</b>
<b>Equity</b>			
Reserves	2,208	2,208	2,208
Accumulated funds	6,768	6,769	6,769
<b>Total Equity</b>	<b>8,976</b>	<b>8,977</b>	<b>8,977</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	19	339	283
Grants and subsidies	6,066	5,911	6,253
Other	98,004	97,380	96,163
<b>Total Payments</b>	<b>104,089</b>	<b>103,630</b>	<b>102,699</b>
<b>Receipts</b>			
Sale of goods and services	456	643	470
Interest	34,888	34,748	37,345
Retained taxes, fees and fines	90,978	90,624	94,857
Other	2,706	3,108	1,341
<b>Total Receipts</b>	<b>129,028</b>	<b>129,123</b>	<b>134,013</b>
<b>Net Cash Flows From Operating Activities</b>	<b>24,939</b>	<b>25,493</b>	<b>31,314</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of investments	...	44,348	...
Purchases of property, plant and equipment	(100)	(100)	(50)
Purchases of investments	(56,543)	(58,323)	(81,580)
Other	(1,830)	(1,830)	(200)
<b>Net Cash Flows From Investing Activities</b>	<b>(58,473)</b>	<b>(15,905)</b>	<b>(81,830)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(33,534)</b>	<b>9,588</b>	<b>(50,516)</b>
Opening Cash and Cash Equivalents	60,937	60,937	70,525
<b>Closing Cash and Cash Equivalents</b>	<b>27,403</b>	<b>70,525</b>	<b>20,009</b>
<b>Cash Flow Reconciliation</b>			
Non cash items added back	(32,320)	28,075	(34,554)
Change in operating assets and liabilities	57,259	(2,582)	65,868
<b>Net Cash Flows From Operating Activities</b>	<b>24,939</b>	<b>25,493</b>	<b>31,314</b>

## 6. Health Cluster

Agency	Expenses			Capital Expenditure		
	2011-12 Budget \$m	2012-13 Budget \$m	Var. %	2011-12 Budget \$m	2012-13 Budget \$m	Var. %
<b>Ministry of Health</b>						
Service Group						
Population Health Services .....	554.6	405.0	(27.0)	...	...	...
Primary and Community Based Services .....	1,186.9	1,227.6	3.4	12.3	63.6	417.3
Aboriginal Health Services .....	97.3	100.2	3.0	...	...	...
Outpatient Services .....	1,665.3	1,717.3	3.1	117.5	186.3	58.5
Emergency Services .....	1,767.3	1,836.2	3.9	63.1	210.3	233.2
Inpatient Hospital Services .....	7,728.2	8,239.1	6.6	493.6	457.0	(7.4)
Mental Health Services .....	1,340.0	1,412.2	5.4	113.8	48.3	(57.5)
Rehabilitation and Extended Care Services .....	1,265.4	1,324.0	4.6	103.2	31.3	(69.6)
Teaching and Research .....	805.6	839.4	4.2	17.4	7.6	(56.6)
Cluster Grant Funding .....	10.2	176.8	N/A	...	...	...
<b>Total</b>	<b>16,420.9</b>	<b>17,277.7</b>	<b>5.2</b>	<b>921.0</b>	<b>1,004.5</b>	<b>9.1</b>
<b>Health Care Complaints Commission</b>						
Service Group						
Complaints Handling .....	11.0	11.9	8.4	...	0.5	N/A
<b>Total</b>	<b>11.0</b>	<b>11.9</b>	<b>8.4</b>	<b>...</b>	<b>0.5</b>	<b>N/A</b>
<b>Mental Health Commission</b>						
<b>Total</b>	<b>...</b>	<b>8.3</b>	<b>N/A</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Cancer Institute NSW</b>						
<b>Total</b>	<b>156.9</b>	<b>161.0</b>	<b>2.6</b>	<b>2.9</b>	<b>1.1</b>	<b>(59.8)</b>



## Introduction

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The Health cluster aims to protect the health and safety of the public by managing and regulating the NSW public health care system.

Its work includes:

- § providing health care services to patients and the community
- § promoting wellness and illness prevention
- § developing health care policy and planning
- § managing, monitoring and reporting on health system performance.

The Health cluster is the lead for achieving the following NSW 2021 goals.

- § Keep people healthy and out of hospital.
- § Provide world class clinical services with timely access and effective infrastructure.

The Health cluster comprises Ministry of Health, the Cancer Institute NSW, the Health Care Complaints Commission and the Mental Health Commission.

## Services

The Health cluster's key services are:

- § promoting and regulating public health
- § providing preventive health services
- § delivering services in community health centres, outpatient clinics and the home
- § providing services to people with chronic illness to avoid unnecessary hospitalisation
- § providing health services to Aboriginal people
- § providing emergency transport and treatment
- § providing health care to patients admitted to hospitals
- § providing mental health, rehabilitation and long-term care services
- § conducting professional training and investing in research
- § managing complaints.

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## 2012-13 Budget Highlights

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In 2012-13, the total expenses for the Ministry of Health will be \$17.3 billion.

This covers the following grants:

- § \$157 million for the Cancer Institute NSW
- § \$11 million for the Health Care Complaints Commission
- § \$8.3 million to establish the NSW Mental Health Commission.

### A New Health Funding System

In 2012-13, New South Wales will begin the transition to a new Activity Based Funding (ABF) model for public hospitals, in line with the National Health Reform Agreement (NHRA). The new funding model will:

- § provide a clearer, more transparent basis for funding and comparing hospital costs, to enhance patient-centred services
- § improve quality and efficiency within the health system, reinforcing new models of care for improved patient outcomes and better use of resources.

In 2012-13, an estimated \$10 billion of NSW and Commonwealth funding will be provided for public hospital services as defined under the NHRA. This includes:

- § an estimated 1.2 million acute inpatient separations in 2012-13 - a 2.6 per cent (30,000) increase from 2011-12 - including 2,000 additional elective surgery cases on top of increased levels of elective surgery delivered in the previous year
- § an estimated 2.6 million emergency department attendances in 2012-13 - a 2 per cent (50,000) increase from 2011-12.

A further \$4 million will be provided in 2012-13 under the National Partnership Agreement on Health and Hospital Workforce Reform to support the implementation of ABF.

### Patient Services

Key initiatives will include spending:

- § \$1 billion of capital expenditure for health sector upgrades and redevelopments, including commencing Blacktown–Mt Druitt Hospitals Expansion Stage 1, Hornsby–Ku-ring-gai Hospital Redevelopment Stage 1, Tamworth Hospital Redevelopment Stage 2, and a new South East Regional Hospital at Bega; as well as continuing work on Campbelltown, Liverpool, Nepean and Royal North Shore hospitals

- § \$42 million to provide more sub-acute services including general rehabilitation, palliative care and mental health services under the third year of the National Partnership Agreement on Improving Public Hospital Services
- § \$9.8 million on additional intensive care services for adults, children and babies, allowing an estimated 388 more patients to receive intensive care treatment
- § \$7.6 million to expand radiotherapy services in rural and regional areas for patients living with cancer
- § \$5 million to increase the availability of palliative care services
- § \$5 million to boost pain management services
- § \$3 million to improve the emergency response capacity of ambulances
- § \$1.8 million to increase the statewide Involuntary Drug and Alcohol Treatment Service to help severely substance-dependent people
- § \$1 million on more cochlear implants for children.

### **Preventive Health**

Included in the \$405 million expenditure on Population Health Services, key initiatives will include spending \$29 million to implement the Healthy Children and Healthy Workers initiatives under the National Partnership Agreement on Preventive Health. These initiatives will promote healthy weight, healthy eating and physical activity in children and will support workplaces and workers to be healthier.

### **Nurses, Doctors and Allied Health Professionals**

Key initiatives will include spending:

- § \$64 million for approximately 500 more nurses at hospitals throughout the state
- § \$10 million from Health Workforce Australia to support professional entry clinical training and to build the skills of the existing workforce
- § \$4.4 million to employ more clinical nurse/midwife educators and specialists
- § \$1.9 million to support the Health Professionals Workforce Plan, including expanding medical specialist training positions and the allied health workforce to better align it with health service demands.

## Medical Research

Key initiatives will include spending:

- § \$55 million on a capital grant to Westmead Millennium Institute for construction of a new medical research facility at Westmead Hospital
- § a further \$5 million to bring annual support for the Medical Research Support Program to \$37 million
- § \$5 million for a Medical Devices Seeding Fund to encourage investment in medical devices that will lead to new treatments and diagnostic techniques
- § \$3.5 million to begin implementation of a 10-year NSW Health and Medical Research Strategic Plan.

## Mental Health Services

As part of the \$1.4 billion expenditure on mental health services, key initiatives will include spending:

- § \$30 million over three years to establish the NSW Mental Health Commission, with \$8.3 million provided for its first year of operation in 2012-13
- § \$16 million for additional mental health services at new and expanded mental health facilities
- § \$14 million under National Partnership Agreements to improve the care and support of people living with severe mental illness.

## Cancer Services

Key initiatives will include providing an additional \$7.5 million to the Cancer Institute NSW to improve outcomes in cancer diagnosis, treatment, care and survival, and to promote the objectives of the NSW Cancer Plan 2011-2015.

In 2012-13, the Cancer Institute NSW will provide \$28 million in research grants, an increase of \$1.1 million from 2011-12.

## Transparent Reporting

Key initiatives will include spending \$1 million to enhance the Bureau of Health Information's program of work to enable more reporting on patient outcomes and clinical variations, to improve patient care.

## Complaints Handling

Key initiatives will include spending an additional \$1.1 million to help the Health Care Complaints Commission manage complaints more efficiently.

## 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Two-yearly participation rate of women within breast cancer screening target group (50-69)	%	53.3	51.4	53.0	50.5	51.3
Two-yearly participation rate of women within cervical cancer screening target group (20-69)	%	60.3	55.6	57.0	56.5	57.0
Needles and syringes distributed	thous	9,270	9,980	10,379	10,616	11,551
				—2011-12—		2012-13
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				554,647	536,734	405,028
Expense Items of Interest:						
Grants and subsidies						
Cancer Institute NSW				149,551	147,051	... <sup>(a)</sup>

(a) Grants to the Cancer Institute NSW are reclassified to Cluster Grant Funding service group in 2012-13.

## 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, community based women's health, dental, drug and alcohol and HIV/AIDS services. It also covers the provision of grants to non-government organisations for community health purposes.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Dental health non-inpatient weighted occasions of service	thous	2,614	2,735	2,871	2,804	3,015
Home nursing occasions of service	thous	380	380	380	380	380
Opioid treatment clients	no.	19,114	18,831	16,370	18,500	18,500
Withdrawal management (detoxification) people treated <sup>(a)</sup>	no.	9,583	10,048	11,500	11,500	11,500
Hospital in the Home episodes	no.	14,600	16,006	17,000	18,400	21,000

(a) The figures have been revised due to data cleansing and re-feed processes which update and correct data provided by the Local Health Districts.

	2011-12 Budget \$000	2011-12 Revised \$000	2012-13 Budget \$000
Total Expenses Excluding Losses	1,186,912	1,188,089	1,227,573
Capital Expenditure	12,289	50,698	63,576

### Financial indicators:

Total Expenses Excluding Losses	1,186,912	1,188,089	1,227,573
Capital Expenditure	12,289	50,698	63,576

## 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Antenatal visits - confinements for Aboriginal women where first antenatal visit was before 14 weeks gestation <sup>(a)</sup>	%	69	71	N/A	73	75

(a) Antenatal visits before 14 weeks are in line with the national indicator reported under the Indigenous Early Childhood National Partnership Agreement. This is a new measure which replaces the previously reported indicator of 'before 20 weeks gestation'. The data is collected and reported by calendar year.

	2011-12 Budget \$000	2011-12 Revised \$000	2012-13 Budget \$000
Total Expenses Excluding Losses	97,297	96,856	100,225

### Financial indicators:

Total Expenses Excluding Losses	97,297	96,856	100,225
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## 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Outpatient clinics occasions of service <sup>(a)</sup>	thous	9,000	9,200	9,400	9,400	9,600
Diagnostics occasions of service	thous	2,320	2,320	2,400	2,400	2,450

(a) Current unit estimates are based on historical data collection methods, which under Activity Based Funding are being reviewed to align with national cost data standards.

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	1,665,318	1,667,014	1,717,296
Capital Expenditure	117,534	48,862	186,302

## 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Attendances in emergency departments	thous	2,443	2,486	2,544	2,530	2,580
Attendances admitted	thous	505	504	538	529	555
Emergency road transport cases	thous	507	505	508	520	530
Emergency department weighted attendances <sup>(a)</sup>	no.	1,880	1,962	1,972	1,990	2,030

(a) Includes emergency departments with electronic data submission only.

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	1,767,349	1,772,931	1,836,157
Capital Expenditure	63,120	49,562	210,295

## 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Acute separations:						
Same day	thous	304	309	327	321	330
Overnight	thous	804	811	840	835	856
Acute weighted separations: <sup>(a)</sup>						
Same day	thous	150	154	158	160	165
Overnight	thous	1,432	1,442	1,470	1,485	1,522
Average length of stay for overnight separations						
	days	5.1	5.1	5.1	5.1	5.1
Total bed days for acute patients	thous	4,398	4,378	4,533	4,422	4,466

(a) The results reflect a change in the patient classifications system and the related cost weights used to measure this service. Results for all periods have been revised using the updated patient classification system and weights.

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	7,728,235	7,732,300	8,239,073
Capital Expenditure	493,631	504,683	457,031

## 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast																				
<b>Service measures:</b>																										
Acute mental health service overnight separations																										
	no.	29,016	30,007	30,294	30,560	31,170																				
Non-acute mental health inpatient days																										
	thous	278	319	306	325	333																				
<table border="1"> <thead> <tr> <th></th> <th colspan="2">—2011-12—</th> <th>2012-13</th> </tr> <tr> <th></th> <th>Budget</th> <th>Revised</th> <th>Budget</th> </tr> <tr> <th></th> <th>\$000</th> <th>\$000</th> <th>\$000</th> </tr> </thead> <tbody> <tr> <td>Total Expenses Excluding Losses</td> <td>1,340,004</td> <td>1,340,196</td> <td>1,412,212</td> </tr> <tr> <td>Capital Expenditure</td> <td>113,829</td> <td>23,605</td> <td>48,349</td> </tr> </tbody> </table>								—2011-12—		2012-13		Budget	Revised	Budget		\$000	\$000	\$000	Total Expenses Excluding Losses	1,340,004	1,340,196	1,412,212	Capital Expenditure	113,829	23,605	48,349
	—2011-12—		2012-13																							
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Capital Expenditure	113,829	23,605	48,349																							
<b>Financial indicators:</b>																										
Total Expenses Excluding Losses				1,340,004	1,340,196	1,412,212																				
Capital Expenditure				113,829	23,605	48,349																				



## 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-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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Total separations to usual place of residence	no.	29,895	31,906	34,000	34,150	35,000
Total non-inpatient occasions of service	thous	3,230	3,390	3,560	3,560	3,740
				—2011-12— Budget Revised \$000 \$000		2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				1,265,395	1,234,466	1,323,953
Capital Expenditure				103,174	6,832	31,347

## 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 research and development to improve the health and wellbeing of the people of New South Wales.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Interns	no.	679	764	824	850	905
First year resident medical officers	no.	588	645	726	726	807
Total clinical trials approved for conduct within the NSW public health system	no.	300	304	300	300	300
				—2011-12— Budget Revised \$000 \$000		2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				805,608	804,719	839,372
Capital Expenditure				17,417	20,692	7,558

## Cluster Grant Funding

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

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	10,181	10,181	176,782
Expense Items of Interest:			
Grants and subsidies			
Health Care Complaints Commission	10,181	10,181	11,485
Mental Health Commission	...	...	8,300
Cancer Institute NSW <sup>(a)</sup>	...	...	156,997

(a) Grants to the Cancer Institute NSW are now reported under this service group in 2012-13. For comparative purposes, the grants paid to the Cancer Institute NSW in 2011-12 are \$149,551,000 (Budget) and \$147,051,000 (Revised).

## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	9,976,089	10,003,004	10,471,470
Other operating expenses	4,466,922	4,451,047	4,691,135
Depreciation and amortisation	550,138	550,138	572,122
Grants and subsidies	1,147,063	1,130,563	1,168,136
Finance costs	76,469	44,469	43,508
Other expenses	204,265	204,265	331,300
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>16,420,946</b>	<b>16,383,486</b>	<b>17,277,671</b>
<b>Revenue</b>			
Recurrent appropriation	13,097,141	13,049,803	9,192,556 <sup>(a)</sup>
Capital appropriation	703,889	487,631	807,506
Sales of goods and services	1,840,715	1,882,415	2,106,490
Investment income	96,003	89,003	86,162
Grants and contributions	418,730	442,747	4,847,781 <sup>(a)</sup>
Acceptance by Crown Entity of employee benefits and other liabilities	553,399	569,399	579,159
Other revenue	87,106	73,706	59,393
<b>Total Revenue</b>	<b>16,796,983</b>	<b>16,594,704</b>	<b>17,679,047</b>
Gain/(loss) on disposal of non current assets	...	...	(42,000)
Other gains/(losses)	(10,283)	(30,283)	(10,283)
<b>Net Result</b>	<b>365,754</b>	<b>180,935</b>	<b>349,093</b>

(a) From 2012-13, the Commonwealth will provide National Health Reform payments of \$4.3 billion which are recognised as revenue by the Ministry of Health. In previous years these were provided as Specific Purpose Payments via Consolidated Funds.

## Balance Sheet

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	1,125,145	1,239,104	1,139,104
Receivables	438,253	438,253	462,582
Other financial assets	207,451	207,451	207,451
Inventories	126,387	126,387	126,387
Assets held for sale	71,808	50,915	62,000
<b>Total Current Assets</b>	<b>1,969,044</b>	<b>2,062,110</b>	<b>1,997,524</b>
<b>Non Current Assets</b>			
Receivables	12,459	12,459	12,459
Other financial assets	40,464	40,464	40,464
Property, plant and equipment -			
Land and building	9,322,241	9,455,161	9,551,464
Plant and equipment	963,239	908,805	1,085,260
Infrastructure systems	348,028	81,509	85,087
Intangibles	264,210	254,537	306,537
Other	24,636	24,636	24,636
<b>Total Non Current Assets</b>	<b>10,975,277</b>	<b>10,777,571</b>	<b>11,105,907</b>
<b>Total Assets</b>	<b>12,944,321</b>	<b>12,839,681</b>	<b>13,103,431</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,113,655	1,113,655	1,007,598
Borrowings at amortised cost	11,031	11,031	14,191
Provisions	1,337,735	1,418,914	1,455,509
Other	24,980	24,980	24,980
<b>Total Current Liabilities</b>	<b>2,487,401</b>	<b>2,568,580</b>	<b>2,502,278</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	439,049	439,049	424,008
Provisions	9,524	9,524	9,524
Other	108,102	107,102	103,102
<b>Total Non Current Liabilities</b>	<b>556,675</b>	<b>555,675</b>	<b>536,634</b>
<b>Total Liabilities</b>	<b>3,044,076</b>	<b>3,124,255</b>	<b>3,038,912</b>
<b>Net Assets</b>	<b>9,900,245</b>	<b>9,715,426</b>	<b>10,064,519</b>
<b>Equity</b>			
Reserves	455,032	2,369,334	2,369,334
Accumulated funds	9,445,213	7,346,092	7,695,185
<b>Total Equity</b>	<b>9,900,245</b>	<b>9,715,426</b>	<b>10,064,519</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	9,439,763	9,369,499	9,963,532
Grants and subsidies	1,147,063	1,130,563	1,168,136
Finance costs	76,469	44,469	43,508
Other	5,337,815	5,361,107	5,587,087
<b>Total Payments</b>	<b>16,001,110</b>	<b>15,905,638</b>	<b>16,762,263</b>
<b>Receipts</b>			
Recurrent appropriation	13,097,141	13,049,803	9,192,556 <sup>(a)</sup>
Capital appropriation	703,889	487,631	807,506
Sale of goods and services	1,806,934	1,873,801	2,041,646
Interest	96,002	89,002	86,162
Grants and contributions	252,166	292,570	4,678,768 <sup>(a)</sup>
Other	932,844	896,057	821,049
<b>Total Receipts</b>	<b>16,888,976</b>	<b>16,688,864</b>	<b>17,627,687</b>
<b>Net Cash Flows From Operating Activities</b>	<b>887,866</b>	<b>783,226</b>	<b>865,424</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	44,159	46,698	50,915
Purchases of property, plant and equipment	(850,894)	(644,507)	(934,358)
Other	(70,100)	(60,427)	(70,100)
<b>Net Cash Flows From Investing Activities</b>	<b>(876,835)</b>	<b>(658,236)</b>	<b>(953,543)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	...	...	2,182
Repayment of borrowings and advances	(11,031)	(11,031)	(14,063)
<b>Net Cash Flows From Financing Activities</b>	<b>(11,031)</b>	<b>(11,031)</b>	<b>(11,881)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>...</b>	<b>113,959</b>	<b>(100,000)</b>
Opening Cash and Cash Equivalents	1,125,145	1,125,145	1,239,104
<b>Closing Cash and Cash Equivalents</b>	<b>1,125,145</b>	<b>1,239,104</b>	<b>1,139,104</b>
<b>Cash Flow Reconciliation</b>			
Net result	365,754	180,935	349,093
Non cash items added back	550,138	550,138	572,122
Change in operating assets and liabilities	(28,026)	52,153	(55,791)
<b>Net Cash Flows From Operating Activities</b>	<b>887,866</b>	<b>783,226</b>	<b>865,424</b>

(a) From 2012-13, the Commonwealth will provide National Health Reform payments of \$4.3 billion which are recognised as revenue by the Ministry of Health. In previous years these were provided as Specific Purpose Payments via Consolidated Funds.

# Health Care Complaints Commission

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## Service Group Statements

### Complaints Handling

**Service description:** This service group covers the processing, assessment and resolution of health care complaints, which are dealt with through assisted resolution, facilitated conciliation or referral for investigation. Serious cases of inappropriate health care are investigated and prosecuted, and recommendations made to health organisations to address systemic health care issues.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Complaints received	no.	3,515	4,104	4,561	4,160	4,218
Complaints assessed	no.	3,512	4,073	4,525	3,995	4,200
Complaints assessed within 60 days	%	82	85	85	86	87
Complaints resolved through assisted resolution	%	77	82	80	90	80
Complaint investigations completed	no.	272	203	180	228	200
Referrals for disciplinary action or prosecution	no.	141	109	85	143	130
Disciplinary or appeal cases run	no.	97	107	100	87	100
				———2011-12———		
				Budget	Revised	2012-13
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				10,975	10,855	11,897
Capital Expenditure				25	25	475

## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	7,659	7,598	8,473
Other operating expenses	3,106	3,043	3,205
Depreciation and amortisation	210	214	219
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>10,975</b>	<b>10,855</b>	<b>11,897</b>
<b>Revenue</b>			
Sales of goods and services	2	...	...
Investment income	40	45	45
Grants and contributions	10,181	10,181	11,485
Acceptance by Crown Entity of employee benefits and other liabilities	333	36	216
Other revenue	310	425	372
<b>Total Revenue</b>	<b>10,866</b>	<b>10,687</b>	<b>12,118</b>
<b>Net Result</b>	<b>(109)</b>	<b>(168)</b>	<b>221</b>

## Balance Sheet

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	640	552	524
Receivables	258	258	258
<b>Total Current Assets</b>	<b>898</b>	<b>810</b>	<b>782</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	5	4	...
Plant and equipment	99	121	422
Intangibles	136	111	70
<b>Total Non Current Assets</b>	<b>240</b>	<b>236</b>	<b>492</b>
<b>Total Assets</b>	<b>1,138</b>	<b>1,046</b>	<b>1,274</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	268	268	275
Provisions	802	802	802
<b>Total Current Liabilities</b>	<b>1,070</b>	<b>1,070</b>	<b>1,077</b>
<b>Non Current Liabilities</b>			
Provisions	20	...	...
<b>Total Non Current Liabilities</b>	<b>20</b>	<b>...</b>	<b>...</b>
<b>Total Liabilities</b>	<b>1,090</b>	<b>1,070</b>	<b>1,077</b>
<b>Net Assets</b>	<b>48</b>	<b>(24)</b>	<b>197</b>
<b>Equity</b>			
Accumulated funds	48	(24)	197
<b>Total Equity</b>	<b>48</b>	<b>(24)</b>	<b>197</b>



## Cash Flow Statement

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	7,430	7,686	8,250
Other	3,479	3,416	3,504
<b>Total Payments</b>	<b>10,909</b>	<b>11,102</b>	<b>11,754</b>
<b>Receipts</b>			
Sale of goods and services	18	16	...
Interest	36	41	45
Grants and contributions	10,181	10,181	11,485
Other	639	741	671
<b>Total Receipts</b>	<b>10,874</b>	<b>10,979</b>	<b>12,201</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(35)</b>	<b>(123)</b>	<b>447</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(25)	(23)	(445)
Other	...	(2)	(30)
<b>Net Cash Flows From Investing Activities</b>	<b>(25)</b>	<b>(25)</b>	<b>(475)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(60)</b>	<b>(148)</b>	<b>(28)</b>
Opening Cash and Cash Equivalents	700	700	552
<b>Closing Cash and Cash Equivalents</b>	<b>640</b>	<b>552</b>	<b>524</b>
<b>Cash Flow Reconciliation</b>			
Net result	(109)	(168)	221
Non cash items added back	210	214	219
Change in operating assets and liabilities	(136)	(169)	7
<b>Net Cash Flows From Operating Activities</b>	<b>(35)</b>	<b>(123)</b>	<b>447</b>

# Mental Health Commission

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## Financial Statements <sup>(a)</sup>

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### Operating Statement

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	...	4,231
Other operating expenses	...	...	524
Grants and subsidies	...	...	3,545
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	...	...	<b>8,300</b>
<b>Revenue</b>			
Grants and contributions	...	...	8,300
<b>Total Revenue</b>	...	...	<b>8,300</b>
<b>Net Result</b>	...	...	...

(a) The Mental Health Commission will commence operations 1 July 2012. No prior year data is available.

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**Cash Flow Statement**


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	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	...	4,231
Grants and subsidies	...	...	3,545
Other	...	...	524
<b>Total Payments</b>	...	...	<b>8,300</b>
<b>Receipts</b>			
Grants and contributions	...	...	8,300
<b>Total Receipts</b>	...	...	<b>8,300</b>
<b>Net Cash Flows From Operating Activities</b>	...	...	...

## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	23,991	24,144	24,789
Other operating expenses	31,655	29,543	33,968
Depreciation and amortisation	1,332	1,331	1,816
Grants and subsidies	99,964	99,964	100,351
Finance costs	...	31	32
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>156,942</b>	<b>155,013</b>	<b>160,956</b>
<b>Revenue</b>			
Investment income	2,333	2,751	2,800
Grants and contributions	152,159	149,659	158,489
Other revenue	833	986	850
<b>Total Revenue</b>	<b>155,325</b>	<b>153,396</b>	<b>162,139</b>
<b>Net Result</b>	<b>(1,617)</b>	<b>(1,617)</b>	<b>1,183</b>

## Balance Sheet

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	38,935	38,644	40,062
Receivables	2,823	2,823	2,801
<b>Total Current Assets</b>	<b>41,758</b>	<b>41,467</b>	<b>42,863</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	4,082	4,082	4,292
Intangibles	3,216	3,216	2,338
<b>Total Non Current Assets</b>	<b>7,298</b>	<b>7,298</b>	<b>6,630</b>
<b>Total Assets</b>	<b>49,056</b>	<b>48,765</b>	<b>49,493</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	4,893	4,893	4,820
Provisions	3,683	3,683	3,827
<b>Total Current Liabilities</b>	<b>8,576</b>	<b>8,576</b>	<b>8,647</b>
<b>Non Current Liabilities</b>			
Provisions	530	530	530
Other	2,781	2,781	2,255
<b>Total Non Current Liabilities</b>	<b>3,311</b>	<b>3,311</b>	<b>2,785</b>
<b>Total Liabilities</b>	<b>11,887</b>	<b>11,887</b>	<b>11,432</b>
<b>Net Assets</b>	<b>37,169</b>	<b>36,878</b>	<b>38,061</b>
<b>Equity</b>			
Accumulated funds	37,169	36,878	38,061
<b>Total Equity</b>	<b>37,169</b>	<b>36,878</b>	<b>38,061</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	24,248	24,660	24,789
Grants and subsidies	99,964	99,964	100,351
Finance costs	...	31	32
Other	61,876	59,700	62,085
<b>Total Payments</b>	<b>186,088</b>	<b>184,355</b>	<b>187,257</b>
<b>Receipts</b>			
Sale of goods and services	1,399	1,336	...
Interest	2,574	2,958	2,800
Grants and contributions	151,848	149,348	158,139
Other	28,131	28,285	28,884
<b>Total Receipts</b>	<b>183,952</b>	<b>181,927</b>	<b>189,823</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(2,136)</b>	<b>(2,428)</b>	<b>2,566</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(900)	(899)	(1,148)
Other	(1,956)	(1,956)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(2,856)</b>	<b>(2,855)</b>	<b>(1,148)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(4,992)</b>	<b>(5,283)</b>	<b>1,418</b>
Opening Cash and Cash Equivalents	43,927	43,927	38,644
<b>Closing Cash and Cash Equivalents</b>	<b>38,935</b>	<b>38,644</b>	<b>40,062</b>
<b>Cash Flow Reconciliation</b>			
Net result	(1,617)	(1,617)	1,183
Non cash items added back	1,332	1,331	1,816
Change in operating assets and liabilities	(1,851)	(2,142)	(433)
<b>Net Cash Flows From Operating Activities</b>	<b>(2,136)</b>	<b>(2,428)</b>	<b>2,566</b>

## 7. Premier and Cabinet Cluster

Agency	Expenses			Capital Expenditure		
	2011-12 Budget \$m	2012-13 Budget \$m	Var. %	2011-12 Budget \$m	2012-13 Budget \$m	Var. %
<b>Department of Premier and Cabinet</b>						
Service Group						
NSW 2021 Plan Leadership and Support .....	4.1	7.0	68.9	...	...	...
Delivery and Implementation Group .....	21.6	20.9	(3.1)	...	...	...
Services and Capabilities Improvement .....	9.6	5.7	(40.2)	...	...	...
Policy Support .....	27.9	38.2	36.8	0.2	2.1	>999.9
Administrative Support for Government .....	105.9	119.8	13.1	1.1	2.6	143.5
Communications and Advertising .....	5.4	5.6	4.3	...	...	...
Capacity Building, Oversight and Provision of Advice for Local Government .....	13.6	25.6	88.2	0.1	0.1	...
Pensioner Rebate Scheme .....	76.0	76.0	...	...	...	...
Companion Animals Program .....	6.4	6.4	...	...	...	...
Environment and Heritage, Policy and Programs .....	660.9	590.2	(10.7)	8.0	3.1	(61.2)
Country, Culture and Heritage .....	13.3	14.0	5.2	0.3	0.3	...
Parks and Wildlife .....	411.2	418.6	1.8	40.9	39.0	(4.6)
Scientific Services .....	48.7	55.0	12.9	6.5	2.9	(55.4)
Personnel Services .....	55.9	57.6	3.0	...	...	...
Cluster Grant Funding .....	228.7	228.9	0.1	...	...	...
<b>Total</b>	<b>1,689.3</b>	<b>1,669.6</b>	<b>(1.2)</b>	<b>57.1</b>	<b>50.2</b>	<b>(12.1)</b>
<b>Environmental Trust</b>						
Service Group						
Competitive Grants .....	15.1	13.6	(10.3)	...	...	...
Major Programs.....	60.0	61.4	2.3	...	...	...
<b>Total</b>	<b>75.2</b>	<b>75.0</b>	<b>(0.2)</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Infrastructure NSW</b>						
<b>Total</b>	<b>14.2</b>	<b>17.6</b>	<b>23.7</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Natural Resources Commission</b>						
Service Group						
Natural Resources Commission .....	4.9	4.8	(0.9)	...	...	...
<b>Total</b>	<b>4.9</b>	<b>4.8</b>	<b>(0.9)</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Royal Botanic Gardens and Domain Trust</b>						
Service Group						
Science and Public Programs .....	9.2	10.0	8.2	11.8	4.1	(65.5)
Botanic Gardens and Parks .....	33.3	36.2	8.7	4.8	14.4	199.3
<b>Total</b>	<b>42.6</b>	<b>46.2</b>	<b>8.6</b>	<b>16.6</b>	<b>18.5</b>	<b>11.2</b>
<b>Barangaroo Delivery Authority</b>						
<b>Total</b>	<b>53.6</b>	<b>45.7</b>	<b>(14.7)</b>	<b>32.0</b>	<b>57.0</b>	<b>78.4</b>
<b>Centennial Park and Moore Park Trust</b>						
<b>Total</b>	<b>26.2</b>	<b>25.5</b>	<b>(2.7)</b>	<b>7.1</b>	<b>5.0</b>	<b>(29.9)</b>

Agency	Expenses			Capital Expenditure		
	2011-12 Budget \$m	2012-13 Budget \$m	Var. %	2011-12 Budget \$m	2012-13 Budget \$m	Var. %
<b>Environment Protection Authority</b>						
Service Group						
Environment Protection and Regulation .....	117.2	120.9	3.1	1.3	0.2	(88.4)
Total	117.2	120.9	3.1	1.3	0.2	(88.4)
<b>Historic Houses Trust of New South Wales</b>						
Total	26.3	25.8	(2.0)	1.0	1.0	...
<b>Western Sydney Parklands Trust</b>						
Total	7.8	8.3	7.1	11.4	8.3	(27.7)
<b>Department of Planning and Infrastructure</b>						
Service Group						
Strategies and Land Release .....	71.2	56.6	(20.5)	0.9	1.3	35.6
Plan Making and Urban Renewal .....	47.2	64.0	35.5	2.0	4.4	115.0
Development Assessment .....	44.4	52.7	18.6	5.2	1.9	(64.1)
Personnel Services .....	33.1	33.0	(0.3)	...	...	...
Total	195.9	206.2	5.3	8.2	7.5	(8.2)
<b>Hunter Development Corporation</b>						
Total	50.5	28.7	(43.3)	...	...	...
<b>Luna Park Reserve Trust</b>						
Total	1.6	1.5	(5.2)	...	...	...
<b>Minister Administering the Environmental Planning and Assessment Act</b>						
Total	70.8	86.3	22.0	88.0	75.0	(14.8)
<b>Sydney Metropolitan Development Authority</b>						
Total	30.9	25.0	(19.2)	3.6	4.0	11.0
<b>Audit Office of New South Wales</b>						
Total	41.2	42.2	2.4	5.1	5.7	11.2
<b>Independent Commission Against Corruption</b>						
Service Group						
Corruption Investigation, Prevention, Research and Education .....	23.5	23.0	(2.4)	7.1	2.4	(66.0)
Total	23.5	23.0	(2.4)	7.1	2.4	(66.0)
<b>Independent Pricing and Regulatory Tribunal</b>						
Service Group						
Utilities Pricing, Regulation and Analysis and Policy Work .....	23.2	26.0	12.4	0.2	0.2	...
Total	23.2	26.0	12.4	0.2	0.2	...



Agency	Expenses			Capital Expenditure		
	2011-12 Budget \$m	2012-13 Budget \$m	Var. %	2011-12 Budget \$m	2012-13 Budget \$m	Var. %
<b>New South Wales Electoral Commission</b>						
Service Group						
Conduct and Management of Elections .....	81.8	58.9	(28.0)	1.8	4.2	138.1
Total	81.8	58.9	(28.0)	1.8	4.2	138.1
<b>Ombudsman's Office</b>						
Service Group						
Complaint Resolution, Investigation, Oversight and Scrutiny .....	25.5	26.3	2.8	0.2	0.3	34.2
Total	25.5	26.3	2.8	0.2	0.3	34.2
<b>Police Integrity Commission</b>						
Service Group						
Investigations, Research and Complaint Management.....	20.5	20.3	(0.8)	1.8	1.8	...
Total	20.5	20.3	(0.8)	1.8	1.8	...
<b>Public Service Commission</b>						
Service Group						
Services and Capabilities Improvement .....	28.2	31.5	11.6	3.3	1.8	(47.1)
Total	28.2	31.5	11.6	3.3	1.8	(47.1)

### Introduction

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This cluster works for the people of New South Wales by supporting the Premier and Cabinet, driving government objectives under NSW 2021, coordinating policy and services across the whole-of-government and enabling effective stewardship of the public service.

The cluster encompasses the Environment and Heritage portfolio, which develops policy and ensures effective environmental management and regulation throughout the state. The cluster also oversees investment in infrastructure and coordinates 'independent accountability organisations' such as the Ombudsman's Office and the Independent Commission Against Corruption.

The Premier and Cabinet cluster is the lead for achieving the following NSW 2021 goals.

- § Protect our natural environment.
- § Restore trust in state and local government as a service provider.
- § Involve the community in decision-making on government policy, services and projects.
- § Improve government transparency by increasing access to government information.
- § Invest in critical infrastructure.

It is also the co-lead for the NSW 2021 goal to increase opportunities for people to look after their own neighbourhoods and environments.

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
- § coordinates and leads departments to deliver key community programs
- § manages machinery-of-government issues
- § takes a lead in national policy and intergovernmental relations
- § coordinates government services in rural and regional communities
- § drives the government-wide achievement of NSW 2021 goals
- § contributes to an efficient, customer-focused public sector
- § facilitates private sector partnerships and investment
- § provides independent advice to help the Government identify - and prioritise the delivery of - critical public infrastructure across the state
- § 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.

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## Services

The cluster's key services are:

- § supporting and coordinating the delivery of Government priorities identified in NSW 2021
- § coordinating significant infrastructure and investment projects to support economic development
- § supporting the Cabinet process and the Premier's participation in meetings of the Council of Australian Governments
- § coordinating the activities of NSW Government agencies to ensure they are aligned at a regional level
- § drafting and publishing legislation
- § providing ministerial support
- § using a whole-of-government approach for special events, which includes supporting the Governor, Premier and Ministers
- § undertaking a series of targeted red tape reduction reviews in conjunction with the Independent Pricing and Regulatory Tribunal
- § applying the 20-year State Infrastructure Strategy to assess the State's infrastructure needs and priorities to 2031
- § monitoring and reviewing major capital projects worth over \$100 million through Infrastructure NSW, in partnership with NSW Treasury
- § coordinating infrastructure funding submissions to Infrastructure Australia
- § implementing policy and regulatory programs to protect the environment and respond to pollution and emergency incidents
- § implementing policy and regulatory programs to reduce waste, increase recycling and tackle illegal dumping and littering
- § supporting the Heritage Council, including recommending items for the State Heritage Register and helping councils protect local heritage
- § working with Aboriginal communities, private and public landowners, local councils and Catchment Management Authorities to protect and conserve Aboriginal heritage
- § analysing, monitoring, evaluating, reporting on and providing the community with information on natural resources, the environment, urban sustainability and adaptation to the impacts of climate change
- § delivering programs for biodiversity, native vegetation, environmental and water management and landscape conservation, including private land conservation programs such as the Biobanking Scheme
- § managing a comprehensive system of protected areas and providing opportunities for people to visit and enjoy national parks and reserves

- § carrying out botanical research, managing scientific collections, displaying horticultural collections and running public programs
- § managing and enhancing urban parklands, gardens and historic places, which includes providing community and sporting facilities, venues for commercial operators and education and visitor programs
- § delivering the foreshore urban renewal project at Barangaroo
- § funding community groups, schools, Aboriginal organisations, industry, research bodies, and state and local government agencies to undertake restoration, rehabilitation, education, research and urban sustainability initiatives
- § addressing key environmental initiatives, including acquiring land for national parks and promoting waste management and resource recovery
- § advising the Government on strategic and technical natural resource management issues, as well as developing standards and targets, undertaking independent reviews, reporting on progress and recommending improvements
- § overseeing local government programs, resources and policies, including for capacity building, and administering pensioner rebates
- § managing the State's heritage properties (of historical, natural and cultural significance), natural resources, gardens and parklands
- § overseeing and advising on local government practices and finances, which includes administering specific schemes and registers.

## 2012-13 Budget Highlights

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In 2012-13, key initiatives will include spending:

- § \$368 million on programs funded through the Climate Change Fund, including \$220 million for the Solar Bonus Scheme reimbursement program, \$53 million for programs focused on energy efficiency and water savings, and \$49 million for clean energy supply programs
- § \$121 million to support a modern, independent NSW Environment Protection Authority to ensure public health and safety and protect the broader environment
- § \$71 million to manage pest animals and weeds and improve fire management in national parks
- § \$46 million to manage and make accessible botanic gardens, and to research plant diversity, cultivation and pathology
- § \$28 million to maintain essential infrastructure for the NSW reserve system
- § \$26 million for the Centennial Parklands and Moore Park Trust to provide venues and services

- § \$25 million for the Historic Houses Trust to conserve and manage heritage properties and conduct education and public programs
- § \$19 million to help local councils prepare and implement coastal, floodplain and estuary management plans
- § \$18 million for Infrastructure NSW to finalise the State Infrastructure Strategy and five-year infrastructure plans, implement an integrated reporting system for capital projects worth over \$100 million and manage the tender process for the redevelopment of the Sydney International Convention, Exhibition and Entertainment Precinct at Darling Harbour
- § \$17 million in payments to the Zoological Parks Board of New South Wales
- § \$8.3 million to improve public access and enhance biodiversity within the Western Sydney Parklands
- § \$7.5 million to conserve heritage assets
- § \$4.8 million for the Natural Resources Commission to advise the Government on strategic and technical natural resource management issues.

The cluster's capital expenditure in 2012-13 will include:

- § \$57 million to construct Headland Park at Barangaroo
- § \$21 million to construct and restore exhibits at the Taronga and Western Plains zoos
- § \$11 million to construct the PlantBank research, conservation and education facility
- § \$8.3 million on parkland, streetscape, public domain and other infrastructure works for the Western Sydney Parklands Trust
- § \$6.2 million to buy land for parks across New South Wales
- § \$5.2 million to manage river red gum parks in the Riverina - Murray Region.

## Service Group Statements

### NSW 2021 Plan Leadership and Support

**Service description:** This service group covers the provision of leadership and support in implementing the NSW 2021 Plan. Services include working with government agencies to support the development of quality performance systems and robust measures, analysing achievement of targets and identifying strategies to address performance priorities.

	2009-10 Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
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#### Service measures:

NSW 2021 measures under development <sup>(a)</sup>	%	N/A	N/A	N/A	42	21
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(a) This refers to NSW 2021 indicators where the measure or baseline has not been defined, the data source has not been developed or there is no trend data. This figure will decrease over time as measures are developed and data becomes available.

	2011-12 Budget \$000	2011-12 Revised \$000	2012-13 Budget \$000
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#### Financial indicators:

Total Expenses Excluding Losses	4,137	6,865	6,988
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### Delivery and Implementation Group

**Service description:** This service group covers coordinating activities and implementing reforms to ensure that the Government's priorities are delivered across the state. This includes delivery of NSW 2021 outcomes across rural and regional New South Wales, and facilitation of major public and private sector projects that can contribute to economic and employment growth.

	2009-10 Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
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#### Service measures:

Unsolicited private sector proposals that reach Stage 1 of the assessment within 90 Days <sup>(a)</sup>	%	N/A	N/A	N/A	100	100
Actions in the Regional Action Plans that meet required milestones <sup>(b)</sup>	%	N/A	N/A	N/A	N/A	100
Trust Accounts assessed by the Aboriginal Trust Fund Repayment Scheme <sup>(c)</sup>	no.	578	3,832	n.a.	618	N/A

(a) This measure commenced reporting in 2011-12.

(b) This measure will commence reporting in 2012-13.

(c) The assessment of Trust Accounts has ceased from 2011-12.

	2011-12 Budget \$000	2011-12 Revised \$000	2012-13 Budget \$000
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#### Financial indicators:

Total Expenses Excluding Losses	21,583	34,283	20,914
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## Services and Capabilities Improvement

**Service description:** This service group covers the enhancement of public policy and service delivery performance. It involves working with public sector agencies to develop specific policy, service delivery, regulatory reform and red tape reduction initiatives, as well as developing sector-wide governance and management improvement strategies.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
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### Service measures:

Policy, service delivery and performance projects <sup>(a)</sup>	no.	N/A	N/A	N/A	21	18
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(a) This service measure has been changed to reflect a broader range of the sector wide performance improvement activities.

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000

### Financial indicators:

Total Expenses Excluding Losses		9,576	5,865	5,731
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## Policy Support

**Service description:** This service group covers the provision of integrated sector-wide policy advice, counsel and legislative support services.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
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### Service measures:

Executive Council meetings supported	no.	52	58	49	49	52
Legislative website visits <sup>(a)</sup>	mill	172.6	176.7	150.0	130.0	175.0

(a) The method for reporting website visits has changed and is now based on site hits. The figures for previous years have been amended to provide a point of comparison.

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000

### Financial indicators:

Total Expenses Excluding Losses		27,931	35,185	38,223
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Capital Expenditure		188	168	2,116
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## Administrative Support for Government

**Service description:** This service group covers a range of administrative and coordination functions to support the Governor, Premier, Executive Government, Cabinet and Remuneration Tribunals. It includes managing state protocol, coordinating special events, providing logistic and information services, supporting special inquiries, and delivering corporate governance and support services.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Protocol and official hospitality events organised <sup>(a)</sup>	no.	130	107	130	118	130
Ministers' offices supported <sup>(b)</sup>	no.	23	23	23	22	22
Appointments to Government boards and committees	no.	1,284	1,175	1,500	1,700	1,500

(a) The figure for 2011-12 Forecast has been corrected from 682.

(b) The number of offices supported was reduced by one following the April 2011 State election.

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
Total Expenses Excluding Losses	105,919	121,990	119,825
Capital Expenditure	1,050	1,357	2,557

### Financial indicators:

Total Expenses Excluding Losses	105,919	121,990	119,825
Capital Expenditure	1,050	1,357	2,557

## Communications and Advertising

**Service description:** This service group covers the policy and central administration of Government advertising and online publishing. It manages whole-of-government Master Media contracts and the approval process for proposed Government advertising activity and publishes the Government's website and Government Gazette.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Savings to government achieved through centralised media contracts compared to market media rates <sup>(a)</sup>	%	38	41	40	39	35

(a) Savings represent a percentage saving against total expenditure. The figures for 2009-10 Actual and 2011-12 Forecast have been corrected from 66 and 50 respectively.

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
Total Expenses Excluding Losses	5,400	5,566	5,634

### Financial indicators:

Total Expenses Excluding Losses	5,400	5,566	5,634
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## 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Promoting Better Practice Program reviews undertaken	no.	12	11	12	13	16
				——2011-12—— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				13,595	13,294	25,582
Capital Expenditure				145	145	145

## 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 eligible pensioner council rates.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Rebate claims processed	no.	161	158	158	155	158
				——2011-12—— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				76,000	76,362	76,000

## Companion Animals Program

**Service description:** This service group covers the Companion Animals Program. The program regulates the ownership, care and management of companion animals by maintaining a record of registered cats and dogs and promoting the care and management of companion animals.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Companion Animal registrations	no.	106,414	104,672	106,000	106,000	106,000
				——2011-12—— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				6,437	6,437	6,361

## Environment and Heritage, Policy and Programs

**Service description:** This service group covers the State's delivery of policy and programs for water and energy efficiency, sustainability, native vegetation, biodiversity, environment protection, environmental water management, floodplain management and coastal protection. It develops and manages private land conservation programs, such as the Biobanking Scheme. The service group also identifies and assesses heritage items in New South Wales.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Home Saver Rebates under the Climate Change Fund: <sup>(a)</sup>						
Hot water systems	no.	90,262	29,565	7,836	7,836	N/A
Rainwater tanks	no.	13,311	8,475	4,448	4,448	N/A
Hot water circulators	no.	N/A	14	6	13	N/A
Dual-flush toilets	no.	1,095	14,734	1,787	5,611	N/A
Visits to NSW environmental websites	thous	3,247	3,989	4,320	4,500	4,600
Requests handled by NSW environmental information centre	no.	306,942	231,317	260,000	240,000	250,000
Rural floodplain, coastal and estuary management plans completed (cumulative)	no.	110	115	124	125	127
Agreements for private land in New South Wales to be managed by landholders for conservation outcomes (including wildlife refuges and voluntary conservation) (cumulative)	no.	927	972	990	1,010	1,020
Heritage development applications permits processed annually	no.	672	897	720	833	865
Items included on the State Heritage Register	no.	26	31	20	27	20
Local Environment Plans with heritage schedules	%	91	92	100	92	95

(a) The Home Saver Rebates program closed in 2010-11, but will be completed in 2011-12.

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	660,878	456,321	590,201
Capital Expenditure	8,010	7,959	3,104

## Country, Culture and Heritage

**Service description:** This service group works with government, Aboriginal communities and private and public landholders to manage and conserve Aboriginal cultural heritage. It develops policies, strategies, programs and systems that support Aboriginal participation in the management of their traditional lands, waters and natural resources. The service group also provides technical services for the conservation of cultural heritage within parks, reserves and botanic gardens, and administers the statutory Aboriginal Cultural Heritage Advisory Committee and the Aboriginal Heritage Information Management System.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Aboriginal places declared (cumulative)	no.	70	71	86	86	96
Environment/heritage projects undertaken with Aboriginal communities	no.	36	53	15	25	15
Repatriation to Aboriginal communities of Aboriginal remains and collections of cultural material:						
Held under the National Parks & Wildlife Act 1974 (NPW Act)	no.	65	8	10	10	10
Held other than under the NPW Act <sup>(a)</sup>	no.	4	26	15	15	15

(a) This indicator 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 NPW Act.

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	13,268	12,995	13,964
Capital Expenditure	321	353	327

## Parks and Wildlife

**Service description:** This service group is responsible for managing land within the protected area reserve system to conserve native plants, animals, ecosystems and significant cultural values. It provides opportunities for people to access and enjoy a wide variety of landscapes and unique visitor experiences across the State. The service group controls pests and weeds, suppresses and manages fires, and manages Aboriginal and historic heritage sites. It partners with Aboriginal communities and other members of the broader community in delivering conservation outcomes. It also protects and manages native wildlife by providing information, education and a regulatory system that includes licensing.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Area of reserves covered by:						
Plan management	000 ha	5,066	5,490	5,550	5,800	5,900
Fire management strategy	000 ha	6,704	6,928	7,095	6,990	7,055
Regional pest management strategy	000 ha	6,764	7,078	7,095	7,097	7,155
Hazard reduction treatments in parks and reserves: <sup>(a)</sup>						
Number	no.	567	669	800	750	800
hectare	ha	95,673	58,092	135,000	40,000	135,000
Participation in Discovery community education programs:						
Participants	no.	218,009	290,561	296,402	293,467	296,402
Satisfied	%	98	98	98	98	98

(a) The revised forecast for 2011-12 is dependent on weather conditions.

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	411,201	418,953	418,608
Capital Expenditure	40,894	50,954	39,023

## Scientific Services

**Service description:** This service group provides scientific advice, research, monitoring, analysis and reporting on a range of climate change, natural resource, environmental and pollution matters. It manages, interprets and communicates environmental information to underpin regulatory and planning processes, and to inform internal and external decision making. It also provides laboratory and analytical services to support environmental protection, conservation and natural resource programs, and emergency services.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Time valid air quality data available from NSW government monitoring network	%	92	94	95	95	95
Ecotoxicological tests undertaken to inform NSW Government responses to impacts of chemicals on plants and animals	no.	223	427	250	250	250
Chemical tests undertaken to inform pollution investigations and air and water monitoring/research	no.	51,430	71,000	50,000	90,000	50,000
				—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				48,741	52,751	55,043
Capital Expenditure				6,472	6,471	2,889

## Personnel Services

**Service description:** This service group covers providing personnel services to selected agencies. Personnel services are provided to the Centennial Park and Moore Park Trust, Historic Houses Trust of New South Wales, Lord Howe Island Board, Parramatta Park Trust, Royal Botanic Gardens and Domain Trust and Western Sydney Parklands Trust.

			—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>					
Total Expenses Excluding Losses			55,908	55,908	57,592

## Cluster Grant Funding

**Service description:** This service group covers the provision of grant funding to agencies within the Premier and Cabinet cluster including Environment Protection Authority, Environmental Trust, Infrastructure NSW, Natural Resources Commission and Royal Botanic Gardens and Domain Trust.

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	228,736	210,081	228,922
Expense Items of Interest:			
Grants and Subsidies			
Environment Protection Authority	101,954	101,954	104,957
Environmental Trust	72,221	59,465	71,792
Royal Botanic Gardens and Domain Trust	35,598	29,699	37,342
Infrastructure NSW	14,213	14,213	10,118
Natural Resources Commission	4,750	4,750	4,713

## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	489,864	493,000	486,701
Other operating expenses	269,510	299,938	325,058
Depreciation and amortisation	89,960	90,018	94,339
Grants and subsidies	827,128	622,443	743,348
Finance costs	9,655	4,264	16,859
Other expenses	3,193	3,193	3,283
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>1,689,310</b>	<b>1,512,856</b>	<b>1,669,588</b>
<b>Revenue</b>			
Recurrent appropriation	922,868	914,649	943,515
Capital appropriation	37,437	37,831	39,385
Sales of goods and services	111,658	111,957	111,532
Investment income	7,186	16,511	5,898
Retained taxes, fees and fines	9,185	9,185	9,169
Grants and contributions	269,844	263,789	381,332
Acceptance by Crown Entity of employee benefits and other liabilities	37,545	29,748	30,986
Other revenue	36,553	33,779	32,965
<b>Total Revenue</b>	<b>1,432,276</b>	<b>1,417,449</b>	<b>1,554,782</b>
Gain/(loss) on disposal of non current assets	(840)	(721)	(840)
Other gains/(losses)	(100)	(100)	(100)
<b>Net Result</b>	<b>(257,974)</b>	<b>(96,228)</b>	<b>(115,746)</b>

## Balance Sheet

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	137,609	105,380	125,782
Receivables	60,756	60,756	58,631
Other financial assets	45	45	45
Inventories	737	737	736
Other	658	658	600
<b>Total Current Assets</b>	<b>199,805</b>	<b>167,576</b>	<b>185,794</b>
<b>Non Current Assets</b>			
Receivables	61	61	61
Property, plant and equipment -			
Land and building	2,150,266	2,184,022	2,166,890
Plant and equipment	97,563	88,771	83,247
Infrastructure systems	1,033,343	1,023,343	1,001,610
Intangibles	183,671	178,884	177,967
<b>Total Non Current Assets</b>	<b>3,464,904</b>	<b>3,475,081</b>	<b>3,429,775</b>
<b>Total Assets</b>	<b>3,664,709</b>	<b>3,642,657</b>	<b>3,615,569</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	54,457	54,457	56,668
Provisions	70,720	70,720	66,738
Other	1,854	1,854	3,060
<b>Total Current Liabilities</b>	<b>127,031</b>	<b>127,031</b>	<b>126,466</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	289,037	103,941	168,053
Provisions	17,269	17,227	37,117
Other	5,094	5,094	10,315
<b>Total Non Current Liabilities</b>	<b>311,400</b>	<b>126,262</b>	<b>215,485</b>
<b>Total Liabilities</b>	<b>438,431</b>	<b>253,293</b>	<b>341,951</b>
<b>Net Assets</b>	<b>3,226,278</b>	<b>3,389,364</b>	<b>3,273,618</b>
<b>Equity</b>			
Reserves	1,543,178	1,553,308	1,553,308
Accumulated funds	1,683,100	1,836,056	1,720,310
<b>Total Equity</b>	<b>3,226,278</b>	<b>3,389,364</b>	<b>3,273,618</b>



## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	432,717	443,692	455,755
Grants and subsidies	827,128	622,443	743,348
Finance costs	2,980	2,980	3,298
Other	418,603	463,758	332,396
<b>Total Payments</b>	<b>1,681,428</b>	<b>1,532,873</b>	<b>1,534,797</b>
<b>Receipts</b>			
Recurrent appropriation	922,868	914,649	943,515
Capital appropriation	37,437	37,831	39,385
Sale of goods and services	108,760	109,059	131,856
Interest	9,067	18,392	5,898
Retained taxes, fees and fines	(1,007)	(1,007)	...
Grants and contributions	219,721	215,499	321,652
Other	112,381	107,510	111,508
<b>Total Receipts</b>	<b>1,409,227</b>	<b>1,401,933</b>	<b>1,553,814</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(272,201)</b>	<b>(130,940)</b>	<b>19,017</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	996	2,497	995
Purchases of property, plant and equipment	(48,347)	(56,655)	(45,045)
Other	(29,402)	(14,548)	(5,116)
<b>Net Cash Flows From Investing Activities</b>	<b>(76,753)</b>	<b>(68,706)</b>	<b>(49,166)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	217,207	30,827	51,220
Repayment of borrowings and advances	(624)	(4,710)	(669)
<b>Net Cash Flows From Financing Activities</b>	<b>216,583</b>	<b>26,117</b>	<b>50,551</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(132,371)</b>	<b>(173,529)</b>	<b>20,402</b>
Opening Cash and Cash Equivalents	269,980	278,909	105,380
<b>Closing Cash and Cash Equivalents</b>	<b>137,609</b>	<b>105,380</b>	<b>125,782</b>
<b>Cash Flow Reconciliation</b>			
Net result	(257,974)	(96,228)	(115,746)
Non cash items added back	95,935	90,602	107,193
Change in operating assets and liabilities	(110,162)	(125,314)	27,570
<b>Net Cash Flows From Operating Activities</b>	<b>(272,201)</b>	<b>(130,940)</b>	<b>19,017</b>

# Environmental Trust

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## Service Group Statements

### Competitive Grants

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

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Grants awarded	no.	179	199	163	163	172
Funding provided	\$m	25.4	27.2	14.2	15.2	12.6
				——2011-12—— Budget \$000	Revised \$000	2012-13 Budget \$000

### Financial indicators:

Total Expenses Excluding Losses				15,130	16,337	13,578
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### Major Programs

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

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Grants awarded	no.	17	28	33	30	28
Funding provided	\$m	52.1	61.4	59.1	45.6	60.5
				——2011-12—— Budget \$000	Revised \$000	2012-13 Budget \$000

### Financial indicators:

Total Expenses Excluding Losses				60,025	46,702	61,418
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## Financial Statements

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### Operating Statement

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	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	1,850	2,240	1,857
Grants and subsidies	73,305	60,799	73,139
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>75,155</b>	<b>63,039</b>	<b>74,996</b>
<b>Revenue</b>			
Investment income	1,173	1,343	1,173
Grants and contributions	72,221	59,465	71,792
Other revenue	380	850	1,350
<b>Total Revenue</b>	<b>73,774</b>	<b>61,658</b>	<b>74,315</b>
<b>Net Result</b>	<b>(1,381)</b>	<b>(1,381)</b>	<b>(681)</b>

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**Balance Sheet**


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	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	17,117	17,117	16,436
Receivables	1,947	1,947	1,947
<b>Total Current Assets</b>	<b>19,064</b>	<b>19,064</b>	<b>18,383</b>
<b>Total Assets</b>	<b>19,064</b>	<b>19,064</b>	<b>18,383</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,448	2,448	2,448
<b>Total Current Liabilities</b>	<b>2,448</b>	<b>2,448</b>	<b>2,448</b>
<b>Total Liabilities</b>	<b>2,448</b>	<b>2,448</b>	<b>2,448</b>
<b>Net Assets</b>	<b>16,616</b>	<b>16,616</b>	<b>15,935</b>
<b>Equity</b>			
Accumulated funds	16,616	16,616	15,935
<b>Total Equity</b>	<b>16,616</b>	<b>16,616</b>	<b>15,935</b>

## Cash Flow Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	73,305	60,799	73,139
Other	11,245	11,635	2,107
<b>Total Payments</b>	<b>84,550</b>	<b>72,434</b>	<b>75,246</b>
<b>Receipts</b>			
Interest	1,093	1,263	1,173
Grants and contributions	72,221	59,465	71,792
Cash transfers to the Consolidated Fund	(470)	(470)	...
Other	369	839	1,600
<b>Total Receipts</b>	<b>73,213</b>	<b>61,097</b>	<b>74,565</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(11,337)</b>	<b>(11,337)</b>	<b>(681)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(11,337)</b>	<b>(11,337)</b>	<b>(681)</b>
Opening Cash and Cash Equivalents	28,454	28,454	17,117
<b>Closing Cash and Cash Equivalents</b>	<b>17,117</b>	<b>17,117</b>	<b>16,436</b>
<b>Cash Flow Reconciliation</b>			
Net result	(1,381)	(1,381)	(681)
Change in operating assets and liabilities	(9,956)	(9,956)	...
<b>Net Cash Flows From Operating Activities</b>	<b>(11,337)</b>	<b>(11,337)</b>	<b>(681)</b>

## Financial Statements

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### Operating Statement

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	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	4,455	3,175	4,506
Other operating expenses	9,758	15,709	13,121
Other expenses	...	...	(50)
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>14,213</b>	<b>18,884</b>	<b>17,577</b>
<b>Revenue</b>			
Sales of goods and services	...	7,984	7,459
Grants and contributions	14,213	10,900	10,118
<b>Total Revenue</b>	<b>14,213</b>	<b>18,884</b>	<b>17,577</b>
<b>Net Result</b>	...	...	...

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**Cash Flow Statement**


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	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	4,455	3,175	4,506
Other	9,758	15,709	13,071
<b>Total Payments</b>	<b>14,213</b>	<b>18,884</b>	<b>17,577</b>
<b>Receipts</b>			
Sale of goods and services	...	7,984	7,459
Grants and contributions	14,213	10,900	10,118
<b>Total Receipts</b>	<b>14,213</b>	<b>18,884</b>	<b>17,577</b>
<b>Net Cash Flows From Operating Activities</b>	...	...	...

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# 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 NSW Government on natural resource management (NRM) issues which enables NRM decisions to be based on sound science and best practice management and ensures decisions are made in the environmental, social and economic interests of the State.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Reviews and audits of the Catchment Action Plans and CMAs	no.	6	4	5	4	12
Reviews of the Standard and recommendations to facilitate wider adoption	no.	2	5	5	6	3
				———2011-12——— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				4,873	4,873	4,830



## Financial Statements

### Operating Statement

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	2,550	2,550	3,230
Other operating expenses	2,223	2,223	1,509
Depreciation and amortisation	100	100	91
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>4,873</b>	<b>4,873</b>	<b>4,830</b>
<b>Revenue</b>			
Investment income	25	25	26
Grants and contributions	4,750	4,750	4,713
Acceptance by Crown Entity of employee benefits and other liabilities	60	60	37
<b>Total Revenue</b>	<b>4,835</b>	<b>4,835</b>	<b>4,776</b>
<b>Net Result</b>	<b>(38)</b>	<b>(38)</b>	<b>(54)</b>

## Balance Sheet

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	42	4	40
Receivables	227	227	227
<b>Total Current Assets</b>	<b>269</b>	<b>231</b>	<b>267</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	91	91	...
Intangibles	3	3	3
<b>Total Non Current Assets</b>	<b>94</b>	<b>94</b>	<b>3</b>
<b>Total Assets</b>	<b>363</b>	<b>325</b>	<b>270</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	121	184	183
Provisions	160	97	97
Other	2	2	2
<b>Total Current Liabilities</b>	<b>283</b>	<b>283</b>	<b>282</b>
<b>Non Current Liabilities</b>			
Provisions	1	1	1
Other	64	64	64
<b>Total Non Current Liabilities</b>	<b>65</b>	<b>65</b>	<b>65</b>
<b>Total Liabilities</b>	<b>348</b>	<b>348</b>	<b>347</b>
<b>Net Assets</b>	<b>15</b>	<b>(23)</b>	<b>(77)</b>
<b>Equity</b>			
Accumulated funds	15	(23)	(77)
<b>Total Equity</b>	<b>15</b>	<b>(23)</b>	<b>(77)</b>

## Cash Flow Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	2,485	2,548	3,192
Other	2,451	2,388	1,511
<b>Total Payments</b>	<b>4,936</b>	<b>4,936</b>	<b>4,703</b>
<b>Receipts</b>			
Interest	4	4	26
Grants and contributions	4,750	4,750	4,713
Cash transfers to the Consolidated Fund	(194)	(232)	...
Other	(34)	(34)	...
<b>Total Receipts</b>	<b>4,526</b>	<b>4,488</b>	<b>4,739</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(410)</b>	<b>(448)</b>	<b>36</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(410)</b>	<b>(448)</b>	<b>36</b>
Opening Cash and Cash Equivalents	452	452	4
<b>Closing Cash and Cash Equivalents</b>	<b>42</b>	<b>4</b>	<b>40</b>
<b>Cash Flow Reconciliation</b>			
Net result	(38)	(38)	(54)
Non cash items added back	100	100	91
Change in operating assets and liabilities	(472)	(510)	(1)
<b>Net Cash Flows From Operating Activities</b>	<b>(410)</b>	<b>(448)</b>	<b>36</b>

# Royal Botanic Gardens and Domain Trust

## Service Group Statements

### Science and Public Programs

**Service description:** This service group covers researching plant diversity cultivation and pathology; informing and contributing to policies relating to flora, vegetation and biodiversity; enhancing and maintaining the State collection of preserved plants and the NSW Seedbank; designing and delivering plant-related programs for specific visitor and outreach groups; and delivering volunteer programs to support Trust objectives.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Research projects funded by external grants	no.	19	21	25	27	28
Total participants in school and public education programs	no.	75,964	80,711	82,000	80,000	80,500
Proportion of education program participants in Aboriginal programs	%	7.0	6.2	7.3	7.5	8.0
Trust articles in peer-reviewed scientific publications, articles and presentations for scientific and general audiences	no.	152	122	165	140	165
				—2011-12—		2012-13
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				9,216	9,672	9,976
Capital Expenditure				11,817	2,322	4,073

**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 recreational events.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Visitors to Trust estates satisfied with facilities, services and programs	%	94	97	95	95	95
Total water use for irrigation from non-potable sources at the Australian Botanic Garden, Mount Annan	%	61	60	60	50	65
Reduction in use of potable water at the Royal Botanic Gardens, Sydney since base year 2001-02 <sup>(a)</sup>	%	27.5	52.8	50.0	80.0	50.0

(a) Total water usage was lower than average in 2011-12 due to plentiful rainfall over summer. The proportion of non-potable water used was therefore greater.

	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	33,349	35,104	36,239
Capital Expenditure	4,825	8,229	14,441

## Financial Statements

### Operating Statement

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	37,322	37,761	38,268
Depreciation and amortisation	5,191	6,963	7,897
Grants and subsidies	52	52	50
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>42,565</b>	<b>44,776</b>	<b>46,215</b>
<b>Revenue</b>			
Sales of goods and services	11,821	12,130	12,137
Investment income	122	160	150
Retained taxes, fees and fines	1,200	1,200	1,200
Grants and contributions	40,578	34,499	42,685
Other revenue	451	715	660
<b>Total Revenue</b>	<b>54,172</b>	<b>48,704</b>	<b>56,832</b>
Gain/(loss) on disposal of non current assets	...	(150)	...
<b>Net Result</b>	<b>11,607</b>	<b>3,778</b>	<b>10,617</b>

## Balance Sheet

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,777	2,823	2,823
Receivables	809	809	809
Inventories	216	216	216
<b>Total Current Assets</b>	<b>3,802</b>	<b>3,848</b>	<b>3,848</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	257,277	250,216	259,943
Plant and equipment	45,260	44,909	44,588
Infrastructure systems	54,994	54,776	55,987
<b>Total Non Current Assets</b>	<b>357,531</b>	<b>349,901</b>	<b>360,518</b>
<b>Total Assets</b>	<b>361,333</b>	<b>353,749</b>	<b>364,366</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,742	1,664	1,664
Provisions	2,283	2,283	2,283
Other	172	250	250
<b>Total Current Liabilities</b>	<b>4,197</b>	<b>4,197</b>	<b>4,197</b>
<b>Non Current Liabilities</b>			
Other	24	24	24
<b>Total Non Current Liabilities</b>	<b>24</b>	<b>24</b>	<b>24</b>
<b>Total Liabilities</b>	<b>4,221</b>	<b>4,221</b>	<b>4,221</b>
<b>Net Assets</b>	<b>357,112</b>	<b>349,528</b>	<b>360,145</b>
<b>Equity</b>			
Reserves	189,238	189,483	189,483
Accumulated funds	167,874	160,045	170,662
<b>Total Equity</b>	<b>357,112</b>	<b>349,528</b>	<b>360,145</b>

## Cash Flow Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	17	17	...
Grants and subsidies	52	52	50
Other	35,439	35,971	36,508
<b>Total Payments</b>	<b>35,508</b>	<b>36,040</b>	<b>36,558</b>
<b>Receipts</b>			
Sale of goods and services	11,762	12,149	12,137
Interest	122	160	150
Grants and contributions	36,278	30,329	37,815
Other	4,272	4,243	4,970
<b>Total Receipts</b>	<b>52,434</b>	<b>46,881</b>	<b>55,072</b>
<b>Net Cash Flows From Operating Activities</b>	<b>16,926</b>	<b>10,841</b>	<b>18,514</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	40	...
Purchases of property, plant and equipment	(16,642)	(10,551)	(18,514)
<b>Net Cash Flows From Investing Activities</b>	<b>(16,642)</b>	<b>(10,511)</b>	<b>(18,514)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>284</b>	<b>330</b>	<b>...</b>
Opening Cash and Cash Equivalents	2,493	2,493	2,823
<b>Closing Cash and Cash Equivalents</b>	<b>2,777</b>	<b>2,823</b>	<b>2,823</b>
<b>Cash Flow Reconciliation</b>			
Net result	11,607	3,778	10,617
Non cash items added back	5,191	6,788	7,897
Change in operating assets and liabilities	128	275	...
<b>Net Cash Flows From Operating Activities</b>	<b>16,926</b>	<b>10,841</b>	<b>18,514</b>



# Barangaroo Delivery Authority

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## Financial Statements

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### Operating Statement

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	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	7,302	6,506	7,720
Other operating expenses	8,052	8,670	7,615
Depreciation and amortisation	349	530	345
Grants and subsidies	30,285	18,533	20,000
Finance costs	7,654	5,121	10,064
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>53,642</b>	<b>39,360</b>	<b>45,744</b> <sup>(a)</sup>
<b>Revenue</b>			
Investment income	2,517	930	...
Grants and contributions	58,078	29,078	66,279
Other revenue	...	628	...
<b>Total Revenue</b>	<b>60,595</b>	<b>30,636</b>	<b>66,279</b>
Gain/(loss) on disposal of non current assets	136,855	...	...
<b>Net Result</b>	<b>143,808</b>	<b>(8,724)</b>	<b>20,535</b>

(a) The decrease from the 2011-12 Budget is due to expenses being deferred to align with the development of Barangaroo South, which is delayed due to the Barangaroo review.

## Balance Sheet

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	100	100	218
Receivables	51,832	152	37,725
Assets held for sale	...	163,986	32,316
<b>Total Current Assets</b>	<b>51,932</b>	<b>164,238</b>	<b>70,259</b>
<b>Non Current Assets</b>			
Receivables	69,012	29,078	75,641
Investment properties	261,247	...	...
Property, plant and equipment -			
Land and building	54,345	166,041	133,725
Plant and equipment	803	1,076	731
Infrastructure systems	54,947	33,892	90,892
<b>Total Non Current Assets</b>	<b>440,354</b>	<b>230,087</b>	<b>300,989</b>
<b>Total Assets</b>	<b>492,286</b>	<b>394,325</b>	<b>371,248</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	9,005	4,453	2,779
Borrowings at amortised cost	34,790	...	104,714
Provisions	50,800	72,270	43,330
Other	22,746	74,732	10,000
<b>Total Current Liabilities</b>	<b>117,341</b>	<b>151,455</b>	<b>160,823</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	96,005	96,005	96,005
Provisions	64	64	84
Other	64,728	85,186	32,186
<b>Total Non Current Liabilities</b>	<b>160,797</b>	<b>181,255</b>	<b>128,275</b>
<b>Total Liabilities</b>	<b>278,138</b>	<b>332,710</b>	<b>289,098</b>
<b>Net Assets</b>	<b>214,148</b>	<b>61,615</b>	<b>82,150</b>
<b>Equity</b>			
Reserves	20,000	20,000	20,000
Accumulated funds	194,148	41,615	62,150
<b>Total Equity</b>	<b>214,148</b>	<b>61,615</b>	<b>82,150</b>

## Cash Flow Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	7,202	6,406	7,660
Grants and subsidies	30,285	18,533	20,000
Finance costs	7,306	4,773	9,824
Other	163,085	33,599	89,637
<b>Total Payments</b>	<b>207,878</b>	<b>63,311</b>	<b>127,121</b>
<b>Receipts</b>			
Interest	2,517	930	...
Cash transfers to the Consolidated Fund	(21,907)	(21,907)	...
Other	83,612	12,191	1,548
<b>Total Receipts</b>	<b>64,222</b>	<b>(8,786)</b>	<b>1,548</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(143,656)</b>	<b>(72,097)</b>	<b>(125,573)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	231,263	79,973	163,986
Purchases of property, plant and equipment	(31,952)	(9,045)	(58,872)
Advances made	(120,692)	(29,078)	(84,137)
<b>Net Cash Flows From Investing Activities</b>	<b>78,619</b>	<b>41,850</b>	<b>20,977</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	54,795	20,005	104,714
<b>Net Cash Flows From Financing Activities</b>	<b>54,795</b>	<b>20,005</b>	<b>104,714</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(10,242)</b>	<b>(10,242)</b>	<b>118</b>
Opening Cash and Cash Equivalents	10,342	10,342	100
<b>Closing Cash and Cash Equivalents</b>	<b>100</b>	<b>100</b>	<b>218</b>
<b>Cash Flow Reconciliation</b>			
Net result	143,808	(8,724)	20,535
Non cash items added back	349	530	345
Change in operating assets and liabilities	(287,813)	(63,903)	(146,453)
<b>Net Cash Flows From Operating Activities</b>	<b>(143,656)</b>	<b>(72,097)</b>	<b>(125,573)</b>

# Centennial Park and Moore Park Trust

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## Financial Statements

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### Operating Statement

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	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	380	187
Other operating expenses	20,264	19,871	19,754
Depreciation and amortisation	5,960	5,960	5,570
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>26,224</b>	<b>26,211</b>	<b>25,511</b>
<b>Revenue</b>			
Sales of goods and services	18,465	18,435	19,252
Investment income	607	597	598
Retained taxes, fees and fines	212	232	276
Grants and contributions	7,400	7,200	6,378
Other revenue	1,349	1,569	1,397
<b>Total Revenue</b>	<b>28,033</b>	<b>28,033</b>	<b>27,901</b>
Other gains/(losses)	...	(13)	...
<b>Net Result</b>	<b>1,809</b>	<b>1,809</b>	<b>2,390</b>

## Balance Sheet

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	3,113	3,248	4,273
Receivables	2,120	2,033	1,960
Other financial assets	6,697	6,697	7,060
Inventories	162	162	166
<b>Total Current Assets</b>	<b>12,092</b>	<b>12,140</b>	<b>13,459</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	468,728	468,728	466,893
Plant and equipment	924	924	901
Infrastructure systems	323,457	323,322	325,667
Intangibles	111	111	8
Other	93	93	93
<b>Total Non Current Assets</b>	<b>793,313</b>	<b>793,178</b>	<b>793,562</b>
<b>Total Assets</b>	<b>805,405</b>	<b>805,318</b>	<b>807,021</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,164	2,164	2,169
Provisions	610	610	625
Other	1,885	1,885	1,768
<b>Total Current Liabilities</b>	<b>4,659</b>	<b>4,659</b>	<b>4,562</b>
<b>Non Current Liabilities</b>			
Other	4,098	4,098	3,508
<b>Total Non Current Liabilities</b>	<b>4,098</b>	<b>4,098</b>	<b>3,508</b>
<b>Total Liabilities</b>	<b>8,757</b>	<b>8,757</b>	<b>8,070</b>
<b>Net Assets</b>	<b>796,648</b>	<b>796,561</b>	<b>798,951</b>
<b>Equity</b>			
Reserves	200,425	200,425	200,425
Accumulated funds	596,223	596,136	598,526
<b>Total Equity</b>	<b>796,648</b>	<b>796,561</b>	<b>798,951</b>

## Cash Flow Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	380	187
Other	25,945	25,543	23,769
<b>Total Payments</b>	<b>25,945</b>	<b>25,923</b>	<b>23,956</b>
<b>Receipts</b>			
Sale of goods and services	18,103	18,051	19,214
Interest	607	597	598
Grants and contributions	5,524	5,324	5,040
Other	5,731	5,971	5,446
<b>Total Receipts</b>	<b>29,965</b>	<b>29,943</b>	<b>30,298</b>
<b>Net Cash Flows From Operating Activities</b>	<b>4,020</b>	<b>4,020</b>	<b>6,342</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	135	...
Purchases of property, plant and equipment	(7,008)	(7,008)	(4,954)
Purchases of investments	(315)	(315)	(363)
<b>Net Cash Flows From Investing Activities</b>	<b>(7,323)</b>	<b>(7,188)</b>	<b>(5,317)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(3,303)</b>	<b>(3,168)</b>	<b>1,025</b>
Opening Cash and Cash Equivalents	6,416	6,416	3,248
<b>Closing Cash and Cash Equivalents</b>	<b>3,113</b>	<b>3,248</b>	<b>4,273</b>
<b>Cash Flow Reconciliation</b>			
Net result	1,809	1,809	2,390
Non cash items added back	4,960	4,960	4,570
Change in operating assets and liabilities	(2,749)	(2,749)	(618)
<b>Net Cash Flows From Operating Activities</b>	<b>4,020</b>	<b>4,020</b>	<b>6,342</b>

# Environment Protection Authority

## Service Group Statements

### Environment Protection and Regulation

**Service description:** This service group delivers targeted and cost-effective regulatory services across a range of environment protection areas. It implements market-based programs as well as providing 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.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Penalty infringement notices issued:						
Notices <sup>(a)</sup>	no.	1,546	1,512	1,400	1,400	1,400
Fines imposed	\$m	0.6	0.9	0.7	0.7	0.7
Licences, permits, certificates and registrations in effect under environment legislation <sup>(b)</sup>						
	no.	32,559	33,194	30,000	30,000	24,000
Contaminated sites remediated (cumulative)						
	no.	92	101	112	111	121
Consents granted to landholders under the Private Native Forestry Codes of Practice (cumulative)						
	no.	1,281	1,801	2,100	2,600	3,050

(a) The figure for 2009-10 Actual has been corrected from 1,574.

(b) This service measure includes only licences and permits administered by the EPA, which has been separated from the Office of Environment and Heritage.

	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	117,214	117,214	120,898
Capital Expenditure	1,296	1,296	150

## Financial Statements

### Operating Statement

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	43,651	43,651	44,364
Other operating expenses	33,260	33,260	32,198
Depreciation and amortisation	641	641	774
Grants and subsidies	39,662	39,662	43,562
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>117,214</b>	<b>117,214</b>	<b>120,898</b>
<b>Revenue</b>			
Sales of goods and services	506	506	165
Investment income	150	150	150
Retained taxes, fees and fines	200	200	50
Grants and contributions	113,164	113,164	115,934
Acceptance by Crown Entity of employee benefits and other liabilities	3,860	3,860	3,875
Other revenue	200	200	100
<b>Total Revenue</b>	<b>118,080</b>	<b>118,080</b>	<b>120,274</b>
<b>Net Result</b>	<b>866</b>	<b>866</b>	<b>(624)</b>



## Balance Sheet

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	3,932	3,932	4,057
Receivables	250	250	250
<b>Total Current Assets</b>	<b>4,182</b>	<b>4,182</b>	<b>4,307</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	492	492	42
Intangibles	3,600	3,600	3,426
<b>Total Non Current Assets</b>	<b>4,092</b>	<b>4,092</b>	<b>3,468</b>
<b>Total Assets</b>	<b>8,274</b>	<b>8,274</b>	<b>7,775</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	50	50	50
Provisions	3,481	3,481	3,606
<b>Total Current Liabilities</b>	<b>3,531</b>	<b>3,531</b>	<b>3,656</b>
<b>Total Liabilities</b>	<b>3,531</b>	<b>3,531</b>	<b>3,656</b>
<b>Net Assets</b>	<b>4,743</b>	<b>4,743</b>	<b>4,119</b>
<b>Equity</b>			
Accumulated funds	4,743	4,743	4,119
<b>Total Equity</b>	<b>4,743</b>	<b>4,743</b>	<b>4,119</b>

## Cash Flow Statement

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	39,666	39,666	40,364
Grants and subsidies	39,662	39,662	43,562
Other	33,210	33,210	32,198
<b>Total Payments</b>	<b>112,538</b>	<b>112,538</b>	<b>116,124</b>
<b>Receipts</b>			
Sale of goods and services	506	506	165
Interest	150	150	150
Grants and contributions	112,164	112,164	115,884
Other	1,150	1,150	200
<b>Total Receipts</b>	<b>113,970</b>	<b>113,970</b>	<b>116,399</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,432</b>	<b>1,432</b>	<b>275</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(90)	(90)	(50)
Other	2,590	2,590	(100)
<b>Net Cash Flows From Investing Activities</b>	<b>2,500</b>	<b>2,500</b>	<b>(150)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>3,932</b>	<b>3,932</b>	<b>125</b>
Opening Cash and Cash Equivalents	...	...	3,932
<b>Closing Cash and Cash Equivalents</b>	<b>3,932</b>	<b>3,932</b>	<b>4,057</b>
<b>Cash Flow Reconciliation</b>			
Net result	866	866	(624)
Non cash items added back	641	641	774
Change in operating assets and liabilities	(75)	(75)	125
<b>Net Cash Flows From Operating Activities</b>	<b>1,432</b>	<b>1,432</b>	<b>275</b>

# Historic Houses Trust of New South Wales

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## Financial Statements

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### Operating Statement

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	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	25,767	25,796	25,238
Depreciation and amortisation	536	536	546
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>26,303</b>	<b>26,332</b>	<b>25,784</b>
<b>Revenue</b>			
Sales of goods and services	5,361	5,756	5,572
Investment income	370	370	290
Grants and contributions	21,334	21,012	20,762
Other revenue	60	180	11
<b>Total Revenue</b>	<b>27,125</b>	<b>27,318</b>	<b>26,635</b>
<b>Net Result</b>	<b>822</b>	<b>986</b>	<b>851</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	4,009	3,871	4,381
Receivables	746	746	688
Other financial assets	4,656	4,656	4,700
Inventories	854	854	755
<b>Total Current Assets</b>	<b>10,265</b>	<b>10,127</b>	<b>10,524</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	282,483	282,483	283,280
Plant and equipment	38,102	38,799	37,190
Infrastructure systems	1,005	1,005	2,277
Intangibles	76	76	70
<b>Total Non Current Assets</b>	<b>321,666</b>	<b>322,363</b>	<b>322,817</b>
<b>Total Assets</b>	<b>331,931</b>	<b>332,490</b>	<b>333,341</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,447	2,447	2,447
Provisions	2,564	2,564	2,564
<b>Total Current Liabilities</b>	<b>5,011</b>	<b>5,011</b>	<b>5,011</b>
<b>Non Current Liabilities</b>			
Other	12	12	12
<b>Total Non Current Liabilities</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>Total Liabilities</b>	<b>5,023</b>	<b>5,023</b>	<b>5,023</b>
<b>Net Assets</b>	<b>326,908</b>	<b>327,467</b>	<b>328,318</b>
<b>Equity</b>			
Reserves	166,016	165,696	165,696
Accumulated funds	160,892	161,771	162,622
<b>Total Equity</b>	<b>326,908</b>	<b>327,467</b>	<b>328,318</b>

## Cash Flow Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	30,197	29,831	27,180
<b>Total Payments</b>	<b>30,197</b>	<b>29,831</b>	<b>27,180</b>
<b>Receipts</b>			
Sale of goods and services	5,884	6,286	6,095
Interest	370	371	334
Grants and contributions	21,035	20,650	20,397
Other	3,961	4,137	1,908
<b>Total Receipts</b>	<b>31,250</b>	<b>31,444</b>	<b>28,734</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,053</b>	<b>1,613</b>	<b>1,554</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(1,206)	(1,706)	(1,000)
Purchases of investments	...	...	(44)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,206)</b>	<b>(1,706)</b>	<b>(1,044)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(153)</b>	<b>(93)</b>	<b>510</b>
Opening Cash and Cash Equivalents	4,162	3,964	3,871
<b>Closing Cash and Cash Equivalents</b>	<b>4,009</b>	<b>3,871</b>	<b>4,381</b>
<b>Cash Flow Reconciliation</b>			
Net result	822	986	851
Non cash items added back	536	536	546
Change in operating assets and liabilities	(305)	91	157
<b>Net Cash Flows From Operating Activities</b>	<b>1,053</b>	<b>1,613</b>	<b>1,554</b>

# Western Sydney Parklands Trust

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## Financial Statements

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### Operating Statement

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	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	45	45	44
Other operating expenses	6,721	6,719	6,346
Depreciation and amortisation	1,082	1,084	1,484
Other expenses	(87)	(87)	437
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>7,761</b>	<b>7,761</b>	<b>8,311</b>
<b>Revenue</b>			
Sales of goods and services	2,607	2,607	4,282
Investment income	374	374	299
Grants and contributions	6,542	6,542	5,392
Other revenue	5,106	5,106	13,378
<b>Total Revenue</b>	<b>14,629</b>	<b>14,629</b>	<b>23,351</b>
<b>Net Result</b>	<b>6,868</b>	<b>6,868</b>	<b>15,040</b>

## Balance Sheet

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	6,621	6,336	14,589
Receivables	495	785	784
<b>Total Current Assets</b>	<b>7,116</b>	<b>7,121</b>	<b>15,373</b>
<b>Non Current Assets</b>			
Investment properties	14,640	...	...
Property, plant and equipment -			
Land and building	478,024	496,050	495,727
Plant and equipment	614	600	539
Infrastructure systems	33,633	33,951	41,125
<b>Total Non Current Assets</b>	<b>526,911</b>	<b>530,601</b>	<b>537,391</b>
<b>Total Assets</b>	<b>534,027</b>	<b>537,722</b>	<b>552,764</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	961	967	969
Provisions	137	137	137
<b>Total Current Liabilities</b>	<b>1,098</b>	<b>1,104</b>	<b>1,106</b>
<b>Total Liabilities</b>	<b>1,098</b>	<b>1,104</b>	<b>1,106</b>
<b>Net Assets</b>	<b>532,929</b>	<b>536,618</b>	<b>551,658</b>
<b>Equity</b>			
Reserves	53,303	53,493	53,493
Accumulated funds	479,626	483,125	498,165
<b>Total Equity</b>	<b>532,929</b>	<b>536,618</b>	<b>551,658</b>

## Cash Flow Statement

	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	45	45	44
Other	9,157	11,892	6,781
<b>Total Payments</b>	<b>9,202</b>	<b>11,937</b>	<b>6,825</b>
<b>Receipts</b>			
Sale of goods and services	6,957	6,956	4,283
Interest	374	374	299
Grants and contributions	6,542	6,542	5,392
Other	5,106	7,557	13,378
<b>Total Receipts</b>	<b>18,979</b>	<b>21,429</b>	<b>23,352</b>
<b>Net Cash Flows From Operating Activities</b>	<b>9,777</b>	<b>9,492</b>	<b>16,527</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(11,446)	(11,446)	(8,274)
<b>Net Cash Flows From Investing Activities</b>	<b>(11,446)</b>	<b>(11,446)</b>	<b>(8,274)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,669)</b>	<b>(1,954)</b>	<b>8,253</b>
Opening Cash and Cash Equivalents	8,290	8,290	6,336
<b>Closing Cash and Cash Equivalents</b>	<b>6,621</b>	<b>6,336</b>	<b>14,589</b>
<b>Cash Flow Reconciliation</b>			
Net result	6,868	6,868	15,040
Non cash items added back	1,082	1,084	1,484
Change in operating assets and liabilities	1,827	1,540	3
<b>Net Cash Flows From Operating Activities</b>	<b>9,777</b>	<b>9,492</b>	<b>16,527</b>



# Planning and Infrastructure Sub-Cluster

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## Introduction

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The Planning and Infrastructure sub-cluster manages land use planning and development, sustainable growth and the orderly and economic development of growth centres.

The Planning and Infrastructure sub-cluster is the lead for achieving the following NSW 2021 goals.

- § Build liveable centres.
- § Restore confidence and integrity in the planning system.

The Planning and Infrastructure sub-cluster ensures sustainable growth by:

- § planning appropriately for housing and employment growth
- § helping to plan, stage and promptly deliver infrastructure, and releasing land for housing and jobs
- § developing and applying land use policy
- § assessing and determining State-Significant Development and Infrastructure.

## Services

The sub-cluster's key services are:

- § setting strategies for housing development, investment and land release, and coordinating infrastructure
- § supporting local strategy 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
- § acquiring and maintaining land for regional open space and transport corridors and disposing of surplus sites
- § providing overarching precinct plans, including transport and infrastructure planning
- § facilitating private sector investment in projects which contribute to economic growth, employment and residential, commercial and industrial opportunities in the Hunter and Central Coast regions
- § caring for, controlling and managing the Luna Park Reserve
- § providing personnel services to the Sydney Harbour Foreshore Authority, Hunter Development Corporation and Central Coast Regional Development Corporation.

## 2012-13 Budget Highlights

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In 2012-13, the sub-cluster's key initiatives will include:

- § spending \$75 million through the Sydney Region Development Fund to acquire land for regional open space and transport corridors
- § spending \$13 million to clear the backlog of the remaining development applications lodged under the now repealed Part 3A of the *Environmental Planning and Assessment Act 1979*
- § spending \$8 million to help local governments finalise Standard Instrument Local Environmental Plans to establish a simpler, more efficient and more consistent planning system
- § spending an additional \$5 million for the Planning Panel's review of the State's planning system
- § spending \$5 million to improve infrastructure planning and delivery by implementing Growth Infrastructure Plans, engaging Release Area Delivery Managers to solve local planning problems, planning for strategic infrastructure and reviewing the development contributions used to fund infrastructure
- § spending \$3 million to establish a gateway process for implementing strategic regional land use plans, conclude plans for the Upper Hunter and New England North West regions and release plans for the Central West and Southern Highlands regions, to balance economic growth in regional New South Wales with the sustainable management of natural resources and better protection of strategic agricultural land
- § spending \$2 million to resolve systemic planning impediments to housing supply, move from annual to monthly reporting of dwelling completions and develop an operational model to test the commercial feasibility of statutory planning instruments, to improve housing supply and affordability
- § spending \$1 million expanding exempt and complying development codes to include multi-unit housing, and increasing the range of commercial and industrial developments eligible for 10-day complying development approval, to make business in New South Wales more competitive
- § developing an Urban Activation Precincts program to deliver a long-term pipeline of urban renewal and infill development sites for housing, coupled with infrastructure upgrades where necessary to unlock future investment.

## Service Group Statements

### Strategies and Land Release

**Service description:** This service group covers the statewide delivery of strategic zoned (and where applicable, serviced) land for housing and employment, including strategic planning and coordination of infrastructure provision into land supply and land release programs. The service group also prepares, monitors and updates the Metropolitan Plan and regional strategies.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Regional and sub regional strategies completed <sup>(a)</sup>	no.	n.a.	n.a.	10	n.a.	3
Metropolitan Strategy/Plan actions implemented <sup>(b)</sup>	%	96	n.a.	14	16	n.a.
Projects completed under Metro Greenspace program	no.	15	17	10	15	15

(a) Three regional strategies for Lower Hunter, Illawarra and South Coast are due to be completed in 2012-13. There is also a focus on the new Strategic Regional Land Use Plans for Central West and Southern Highlands in 2012-13. Finalisation of sub-regional strategies is now scheduled to follow the Metropolitan Strategy, due to be completed in 2012-13.

(b) The 2009-10 actual figure was based on the 2005 Metropolitan Strategy under the former Government. A new Metropolitan Strategy, which will replace the Metropolitan Plan, is due to be completed in 2012-13.

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	71,217	74,610	56,613
Capital Expenditure	935	359	1,268

## Plan Making and Urban Renewal

**Service description:** This service group is responsible for overseeing council implementation of statutory planning instruments, assessing State Significant Development proposals and coordinating major urban renewal initiatives.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Local councils preparing new comprehensive LEPs:						
Commenced	no.	10	10	10	5	5
On exhibition	no.	26	26	55	23	32
Gazetted	no.	12	15	45	38	83
				—2011-12—		2012-13
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				47,217	63,885	63,956
Capital Expenditure				2,029	3,554	4,363

## Development Assessment

**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 involves managing development and building controls, and the associated regulatory and operational aspects, to ensure ongoing reform and best practice.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Applications lodged	no.	483	496	480	421	440
Development and infrastructure applications determined	no.	407	422	485	426	575
Determination of development and infrastructure applications within 4 months <sup>(a)</sup>	%	68	77	70	54	85
Complaint investigations against accredited certifiers	no.	87	94	100	130	110
				—2011-12—		2012-13
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				44,376	40,229	52,650
Capital Expenditure				5,205	571	1,866

(a) New performance benchmark established in the NSW 2021 Plan.

**Personnel Services**

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

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	33,073	33,073	32,987

## Financial Statements

### Operating Statement

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	101,822	106,225	122,176
Other operating expenses	24,514	21,288	27,862
Depreciation and amortisation	392	605	1,141
Grants and subsidies	67,251	81,775	52,862
Finance costs	1,904	1,904	2,165
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>195,883</b>	<b>211,797</b>	<b>206,206</b>
<b>Revenue</b>			
Recurrent appropriation	102,482	91,365	104,588
Capital appropriation	7,489	3,804	6,849
Sales of goods and services	68,972	72,572	69,413
Investment income	784	784	690
Grants and contributions	2,650	2,804	7,470
Acceptance by Crown Entity of employee benefits and other liabilities	3,624	3,624	3,724
Other revenue	13,481	19,781	9,864
<b>Total Revenue</b>	<b>199,482</b>	<b>194,734</b>	<b>202,598</b>
Gain/(loss) on disposal of non current assets	600	600	600
Other gains/(losses)	(13)	(13)	(13)
<b>Net Result</b>	<b>4,186</b>	<b>(16,476)</b>	<b>(3,021)</b>

**Balance Sheet**

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	17,393	22,037	16,062
Receivables	29,611	29,611	29,611
<b>Total Current Assets</b>	<b>47,004</b>	<b>51,648</b>	<b>45,673</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	11,470	11,470	14,470
Plant and equipment	1,877	1,123	1,590
Intangibles	4,468	1,220	4,109
<b>Total Non Current Assets</b>	<b>17,815</b>	<b>13,813</b>	<b>20,169</b>
<b>Total Assets</b>	<b>64,819</b>	<b>65,461</b>	<b>65,842</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	6,341	6,341	6,235
Provisions	23,255	22,967	22,284
<b>Total Current Liabilities</b>	<b>29,596</b>	<b>29,308</b>	<b>28,519</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	29,526	29,026	33,217
Provisions	821	821	821
Other	322	100	100
<b>Total Non Current Liabilities</b>	<b>30,669</b>	<b>29,947</b>	<b>34,138</b>
<b>Total Liabilities</b>	<b>60,265</b>	<b>59,255</b>	<b>62,657</b>
<b>Net Assets</b>	<b>4,554</b>	<b>6,206</b>	<b>3,185</b>
<b>Equity</b>			
Accumulated funds	4,554	6,206	3,185
<b>Total Equity</b>	<b>4,554</b>	<b>6,206</b>	<b>3,185</b>

**Cash Flow Statement**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	99,266	104,179	119,135
Grants and subsidies	67,251	81,775	52,862
Finance costs	1,904	1,904	2,165
Other	47,226	22,353	28,401
<b>Total Payments</b>	<b>215,647</b>	<b>210,211</b>	<b>202,563</b>
<b>Receipts</b>			
Recurrent appropriation	102,482	91,365	104,588
Capital appropriation	7,489	3,804	6,849
Sale of goods and services	65,282	69,482	69,400
Interest	910	910	690
Grants and contributions	2,213	2,367	7,033
Cash transfers to the Consolidated Fund	(1,263)	(1,263)	...
Other	14,351	20,651	10,734
<b>Total Receipts</b>	<b>191,464</b>	<b>187,316</b>	<b>199,294</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(24,183)</b>	<b>(22,895)</b>	<b>(3,269)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	600	600	600
Purchases of property, plant and equipment	(3,844)	(3,314)	(3,812)
Other	(4,325)	(1,170)	(3,685)
<b>Net Cash Flows From Investing Activities</b>	<b>(7,569)</b>	<b>(3,884)</b>	<b>(6,897)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	7,089	6,760	7,891
Repayment of borrowings and advances	...	...	(3,700)
<b>Net Cash Flows From Financing Activities</b>	<b>7,089</b>	<b>6,760</b>	<b>4,191</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(24,663)</b>	<b>(20,019)</b>	<b>(5,975)</b>
Opening Cash and Cash Equivalents	42,056	42,056	22,037
<b>Closing Cash and Cash Equivalents</b>	<b>17,393</b>	<b>22,037</b>	<b>16,062</b>
<b>Cash Flow Reconciliation</b>			
Net result	4,186	(16,476)	(3,021)
Non cash items added back	392	605	1,141
Change in operating assets and liabilities	(28,761)	(7,024)	(1,389)
<b>Net Cash Flows From Operating Activities</b>	<b>(24,183)</b>	<b>(22,895)</b>	<b>(3,269)</b>



# Hunter Development Corporation

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	48,266	32,876	27,134
Depreciation and amortisation	63	68	63
Grants and subsidies	1,773	1,010	1,250
Finance costs	447	513	206
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>50,549</b>	<b>34,467</b>	<b>28,653</b>
<b>Revenue</b>			
Sales of goods and services	13,073	11,259	8,003
Investment income	1,787	1,845	2,676
Grants and contributions	...	810	1,305
Other revenue	36,981	23,775	17,838
<b>Total Revenue</b>	<b>51,841</b>	<b>37,689</b>	<b>29,822</b>
Other gains/(losses)	...	(220)	...
<b>Net Result</b>	<b>1,292</b>	<b>3,002</b>	<b>1,169</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	...	511	547
Receivables	381	144	267
Inventories	2,298	...	...
<b>Total Current Assets</b>	<b>2,679</b>	<b>655</b>	<b>814</b>
<b>Non Current Assets</b>			
Inventories	52,239	54,803	66,481
Property, plant and equipment - Plant and equipment	150	145	82
<b>Total Non Current Assets</b>	<b>52,389</b>	<b>54,948</b>	<b>66,563</b>
<b>Total Assets</b>	<b>55,068</b>	<b>55,603</b>	<b>67,377</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	737	2,569	538
Borrowings at amortised cost	4,279	1,287	924
Provisions	225	259	259
<b>Total Current Liabilities</b>	<b>5,241</b>	<b>4,115</b>	<b>1,721</b>
<b>Non Current Liabilities</b>			
Provisions	34	35	34
Other	50	...	...
<b>Total Non Current Liabilities</b>	<b>84</b>	<b>35</b>	<b>34</b>
<b>Total Liabilities</b>	<b>5,325</b>	<b>4,150</b>	<b>1,755</b>
<b>Net Assets</b>	<b>49,743</b>	<b>51,453</b>	<b>65,622</b>
<b>Equity</b>			
Accumulated funds	49,743	51,453	65,622
<b>Total Equity</b>	<b>49,743</b>	<b>51,453</b>	<b>65,622</b>

## Cash Flow Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	1,773	1,010	1,250
Finance costs	447	513	206
Other	47,926	31,205	27,844
<b>Total Payments</b>	<b>50,146</b>	<b>32,728</b>	<b>29,300</b>
<b>Receipts</b>			
Sale of goods and services	13,689	12,112	7,880
Interest	1,787	1,845	2,676
Grants and contributions	36,981	24,585	19,143
<b>Total Receipts</b>	<b>52,457</b>	<b>38,542</b>	<b>29,699</b>
<b>Net Cash Flows From Operating Activities</b>	<b>2,311</b>	<b>5,814</b>	<b>399</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(2,394)	(5,386)	(363)
<b>Net Cash Flows From Financing Activities</b>	<b>(2,394)</b>	<b>(5,386)</b>	<b>(363)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(83)</b>	<b>428</b>	<b>36</b>
Opening Cash and Cash Equivalents	83	83	511
<b>Closing Cash and Cash Equivalents</b>	<b>...</b>	<b>511</b>	<b>547</b>
<b>Cash Flow Reconciliation</b>			
Net result	1,292	3,002	1,169
Non cash items added back	63	288	63
Change in operating assets and liabilities	956	2,524	(833)
<b>Net Cash Flows From Operating Activities</b>	<b>2,311</b>	<b>5,814</b>	<b>399</b>

## Financial Statements

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### Operating Statement

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	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	971	1,324	889
Depreciation and amortisation	603	603	603
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>1,574</b>	<b>1,927</b>	<b>1,492</b>
<b>Revenue</b>			
Sales of goods and services	1,580	1,546	1,593
Investment income	47	14	37
<b>Total Revenue</b>	<b>1,627</b>	<b>1,560</b>	<b>1,630</b>
<b>Net Result</b>	<b>53</b>	<b>(367)</b>	<b>138</b>

## Balance Sheet

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	1,083	668	1,414
Receivables	220	215	215
<b>Total Current Assets</b>	<b>1,303</b>	<b>883</b>	<b>1,629</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	23,706	23,730	23,348
Infrastructure systems	6,513	6,488	6,267
<b>Total Non Current Assets</b>	<b>30,219</b>	<b>30,218</b>	<b>29,615</b>
<b>Total Assets</b>	<b>31,522</b>	<b>31,101</b>	<b>31,244</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	149	149	154
<b>Total Current Liabilities</b>	<b>149</b>	<b>149</b>	<b>154</b>
<b>Total Liabilities</b>	<b>149</b>	<b>149</b>	<b>154</b>
<b>Net Assets</b>	<b>31,373</b>	<b>30,952</b>	<b>31,090</b>
<b>Equity</b>			
Reserves	22,449	22,449	22,449
Accumulated funds	8,924	8,503	8,641
<b>Total Equity</b>	<b>31,373</b>	<b>30,952</b>	<b>31,090</b>

## Cash Flow Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	1,087	1,440	1,053
<b>Total Payments</b>	<b>1,087</b>	<b>1,440</b>	<b>1,053</b>
<b>Receipts</b>			
Sale of goods and services	1,580	1,546	1,593
Interest	47	14	37
Other	73	78	169
<b>Total Receipts</b>	<b>1,700</b>	<b>1,638</b>	<b>1,799</b>
<b>Net Cash Flows From Operating Activities</b>	<b>613</b>	<b>198</b>	<b>746</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>613</b>	<b>198</b>	<b>746</b>
Opening Cash and Cash Equivalents	470	470	668
<b>Closing Cash and Cash Equivalents</b>	<b>1,083</b>	<b>668</b>	<b>1,414</b>
<b>Cash Flow Reconciliation</b>			
Net result	53	(367)	138
Non cash items added back	603	603	603
Change in operating assets and liabilities	(43)	(38)	5
<b>Net Cash Flows From Operating Activities</b>	<b>613</b>	<b>198</b>	<b>746</b>

# Minister Administering the Environmental Planning and Assessment Act

## Financial Statements

### Operating Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	50	50	49
Other operating expenses	9,317	9,317	12,819
Depreciation and amortisation	450	450	4
Grants and subsidies	39,940	25,290	50,440
Finance costs	21,000	21,000	23,000
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>70,757</b>	<b>56,107</b>	<b>86,312</b>
<b>Revenue</b>			
Sales of goods and services	7,883	7,883	8,030
Investment income	4,700	4,700	5,200
Retained taxes, fees and fines	7,209	7,209	7,425
Grants and contributions	12,719	10,019	13,284
Other revenue	7,500	7,500	5,000
<b>Total Revenue</b>	<b>40,011</b>	<b>37,311</b>	<b>38,939</b>
Gain/(loss) on disposal of non current assets	23,659	23,659	23,506
<b>Net Result</b>	<b>(7,087)</b>	<b>4,863</b>	<b>(23,867)</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	98,039	109,989	128,712
Receivables	1,500	1,500	1,500
Other financial assets	2,395	2,395	2,200
Assets held for sale	40,000	40,000	40,000
Other	35	35	35
<b>Total Current Assets</b>	<b>141,969</b>	<b>153,919</b>	<b>172,447</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Land and building	1,057,283	1,012,283	922,283
Plant and equipment	8	8	4
<b>Total Non Current Assets</b>	<b>1,057,291</b>	<b>1,012,291</b>	<b>922,287</b>
<b>Total Assets</b>	<b>1,199,260</b>	<b>1,166,210</b>	<b>1,094,734</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	11,109	11,109	11,500
Borrowings at amortised cost	53,694	53,694	53,694
Other	530	530	530
<b>Total Current Liabilities</b>	<b>65,333</b>	<b>65,333</b>	<b>65,724</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	365,469	320,469	392,469
Other	60	60	60
<b>Total Non Current Liabilities</b>	<b>365,529</b>	<b>320,529</b>	<b>392,529</b>
<b>Total Liabilities</b>	<b>430,862</b>	<b>385,862</b>	<b>458,253</b>
<b>Net Assets</b>	<b>768,398</b>	<b>780,348</b>	<b>636,481</b>
<b>Equity</b>			
Reserves	600,293	600,293	560,293
Accumulated funds	168,105	180,055	76,188
<b>Total Equity</b>	<b>768,398</b>	<b>780,348</b>	<b>636,481</b>



## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	50	50	49
Grants and subsidies	34,940	20,290	45,440
Finance costs	21,501	21,501	23,000
Other	45,057	45,057	16,428
<b>Total Payments</b>	<b>101,548</b>	<b>86,898</b>	<b>84,917</b>
<b>Receipts</b>			
Sale of goods and services	7,761	7,761	8,030
Interest	4,752	4,752	5,200
Grants and contributions	12,719	10,019	13,284
Other	21,557	21,557	16,425
<b>Total Receipts</b>	<b>46,789</b>	<b>44,089</b>	<b>42,939</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(54,759)</b>	<b>(42,809)</b>	<b>(41,978)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	71,204	71,204	63,506
Purchases of property, plant and equipment	(88,000)	(43,000)	(75,000)
<b>Net Cash Flows From Investing Activities</b>	<b>(16,796)</b>	<b>28,204</b>	<b>(11,494)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	82,500	37,500	72,000
<b>Net Cash Flows From Financing Activities</b>	<b>82,500</b>	<b>37,500</b>	<b>72,000</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>10,945</b>	<b>22,895</b>	<b>18,528</b>
Opening Cash and Cash Equivalents	87,094	87,094	109,989
Reclassification of Cash Equivalents	...	...	195
<b>Closing Cash and Cash Equivalents</b>	<b>98,039</b>	<b>109,989</b>	<b>128,712</b>
<b>Cash Flow Reconciliation</b>			
Net result	(7,087)	4,863	(23,867)
Non cash items added back	5,450	5,450	5,004
Change in operating assets and liabilities	(53,122)	(53,122)	(23,115)
<b>Net Cash Flows From Operating Activities</b>	<b>(54,759)</b>	<b>(42,809)</b>	<b>(41,978)</b>

## Financial Statements

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### Operating Statement

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	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	8,763	7,652	8,659
Other operating expenses	17,007	17,190	12,906
Depreciation and amortisation	1,848	2,470	1,476
Grants and subsidies	620	...	...
Finance costs	2,657	2,441	1,910
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>30,895</b>	<b>29,753</b>	<b>24,951</b>
<b>Revenue</b>			
Sales of goods and services	21,827	21,413	14,136
Investment income	3,324	3,201	2,321
Grants and contributions	17,678	22,341	17,160
Other revenue	341	373	114
<b>Total Revenue</b>	<b>43,170</b>	<b>47,328</b>	<b>33,731</b>
<b>Net Result</b>	<b>12,275</b>	<b>17,575</b>	<b>8,780</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	77,709	77,747	75,132
Receivables	2,141	1,806	1,262
Other financial assets	437	1,447	1,485
Other	538	550	...
<b>Total Current Assets</b>	<b>80,825</b>	<b>81,550</b>	<b>77,879</b>
<b>Non Current Assets</b>			
Other financial assets	3,343	3,112	2,101
Investment properties	162,640	166,450	169,150
Property, plant and equipment -			
Land and building	21,812	9,810	9,463
Plant and equipment	2,709	1,495	1,296
Infrastructure systems	200	2,280	2,627
Intangibles	24	24	9
Other	1,806	7,875	7,875
<b>Total Non Current Assets</b>	<b>192,534</b>	<b>191,046</b>	<b>192,521</b>
<b>Total Assets</b>	<b>273,359</b>	<b>272,596</b>	<b>270,400</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	3,108	6,487	3,975
Borrowings at amortised cost	...	348	436
Provisions	1,342	1,797	644
Other	1,249	2,763	1,792
<b>Total Current Liabilities</b>	<b>5,699</b>	<b>11,395</b>	<b>6,847</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	38,776	32,481	26,470
Provisions	521	1,020	621
Other	9,406	9,342	9,324
<b>Total Non Current Liabilities</b>	<b>48,703</b>	<b>42,843</b>	<b>36,415</b>
<b>Total Liabilities</b>	<b>54,402</b>	<b>54,238</b>	<b>43,262</b>
<b>Net Assets</b>	<b>218,957</b>	<b>218,358</b>	<b>227,138</b>
<b>Equity</b>			
Accumulated funds	218,957	218,358	227,138
<b>Total Equity</b>	<b>218,957</b>	<b>218,358</b>	<b>227,138</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	8,636	6,936	9,787
Grants and subsidies	620	...	...
Finance costs	2,437	2,441	1,906
Other	29,002	32,274	27,442
<b>Total Payments</b>	<b>40,695</b>	<b>41,651</b>	<b>39,135</b>
<b>Receipts</b>			
Sale of goods and services	21,827	24,322	23,861
Interest	3,324	3,201	2,321
Grants and contributions	11,100	15,781	11,160
Other	19,898	28,060	8,090
<b>Total Receipts</b>	<b>56,149</b>	<b>71,364</b>	<b>45,432</b>
<b>Net Cash Flows From Operating Activities</b>	<b>15,454</b>	<b>29,713</b>	<b>6,297</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(3,492)	(3,492)	(3,834)
Purchases of investments	...	(287)	...
Other	65,057	56,374	(128)
<b>Net Cash Flows From Investing Activities</b>	<b>61,565</b>	<b>52,595</b>	<b>(3,962)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	...	(5,251)	(5,923)
<b>Net Cash Flows From Financing Activities</b>	<b>...</b>	<b>(5,251)</b>	<b>(5,923)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>77,019</b>	<b>77,057</b>	<b>(3,588)</b>
Opening Cash and Cash Equivalents	690	690	77,747
Reclassification of Cash Equivalents	...	...	973
<b>Closing Cash and Cash Equivalents</b>	<b>77,709</b>	<b>77,747</b>	<b>75,132</b>
<b>Cash Flow Reconciliation</b>			
Net result	12,275	17,575	8,780
Non cash items added back	1,848	2,470	1,476
Change in operating assets and liabilities	1,331	9,668	(3,959)
<b>Net Cash Flows From Operating Activities</b>	<b>15,454</b>	<b>29,713</b>	<b>6,297</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, a statutory authority, operates under the *Public Finance and Audit Act 1983*.

## Services

The Audit Office's key services are:

- § auditing financial statements
- § auditing agency performance
- § providing Auditor-General's reports to Parliament
- § investigating claims about the misuse of public money.

## 2012-13 Budget Highlights

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In 2012-13, key initiatives will include:

- § generating \$41.3 million from auditing NSW Government agencies and reporting the results to Parliament
- § spending \$5.7 million on upgrading information technology and enhancing information systems and the audit methodology.

## Financial Statements

### Operating Statement

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	34,635	34,697	35,130
Other operating expenses	5,941	5,380	6,052
Depreciation and amortisation	554	657	997
Other expenses	95	65	35
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>41,225</b>	<b>40,799</b>	<b>42,214</b>
<b>Revenue</b>			
Sales of goods and services	40,189	39,701	41,341
Investment income	480	480	400
Other revenue	62	124	69
<b>Total Revenue</b>	<b>40,731</b>	<b>40,305</b>	<b>41,810</b>
<b>Net Result</b>	<b>(494)</b>	<b>(494)</b>	<b>(404)</b>

## Balance Sheet

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	6,193	10,669	5,572
Receivables	5,135	5,135	5,135
Inventories	986	986	986
Other	6,491	6,491	6,491
<b>Total Current Assets</b>	<b>18,805</b>	<b>23,281</b>	<b>18,184</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	2,097	1,121	1,192
Plant and equipment	712	401	991
Intangibles	3,840	651	4,683
Other	258	258	258
<b>Total Non Current Assets</b>	<b>6,907</b>	<b>2,431</b>	<b>7,124</b>
<b>Total Assets</b>	<b>25,712</b>	<b>25,712</b>	<b>25,308</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,767	1,767	1,767
Provisions	9,916	9,916	9,916
Other	111	111	111
<b>Total Current Liabilities</b>	<b>11,794</b>	<b>11,794</b>	<b>11,794</b>
<b>Non Current Liabilities</b>			
Provisions	12,636	12,636	12,636
Other	506	506	506
<b>Total Non Current Liabilities</b>	<b>13,142</b>	<b>13,142</b>	<b>13,142</b>
<b>Total Liabilities</b>	<b>24,936</b>	<b>24,936</b>	<b>24,936</b>
<b>Net Assets</b>	<b>776</b>	<b>776</b>	<b>372</b>
<b>Equity</b>			
Accumulated funds	776	776	372
<b>Total Equity</b>	<b>776</b>	<b>776</b>	<b>372</b>

## Cash Flow Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	34,635	34,697	35,130
Other	8,136	7,545	8,187
<b>Total Payments</b>	<b>42,771</b>	<b>42,242</b>	<b>43,317</b>
<b>Receipts</b>			
Sale of goods and services	40,189	39,701	41,341
Interest	480	480	400
Other	2,162	2,224	2,169
<b>Total Receipts</b>	<b>42,831</b>	<b>42,405</b>	<b>43,910</b>
<b>Net Cash Flows From Operating Activities</b>	<b>60</b>	<b>163</b>	<b>593</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(1,665)	(378)	(1,470)
Other	(3,450)	(364)	(4,220)
<b>Net Cash Flows From Investing Activities</b>	<b>(5,115)</b>	<b>(742)</b>	<b>(5,690)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(5,055)</b>	<b>(579)</b>	<b>(5,097)</b>
Opening Cash and Cash Equivalents	11,248	11,248	10,669
<b>Closing Cash and Cash Equivalents</b>	<b>6,193</b>	<b>10,669</b>	<b>5,572</b>
<b>Cash Flow Reconciliation</b>			
Net result	(494)	(494)	(404)
Non cash items added back	554	657	997
<b>Net Cash Flows From Operating Activities</b>	<b>60</b>	<b>163</b>	<b>593</b>



# Independent Commission Against Corruption

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## 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*.

## Services

The ICAC's key service involves investigating corruption complaints, preventing corruption where possible, and educating public sector agencies to promote awareness.

## 2012-13 Budget Highlights

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In 2012-13, key initiatives will include spending:

- § \$2.1 million (deferred from the previous year) to implement its information and communications technology (ICT) infrastructure strategy, which includes purchasing new ICT equipment and software for all ICAC areas
- § \$370,000 to complete a special investigation referred by the Parliament of New South Wales.

## Service Group Statements

### Corruption Investigation, Prevention, Research and Education

**Service description:** This service group covers the processing, assessment and investigation of all corruption complaints. It also covers research and development of corruption training and providing prevention advice to public sector agencies through educational materials.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Average days to deal with complaints	no.	63	48	55	55	68
Investigations completed within twelve months	%	90	93	90	94	90
Training and other presentations delivered	no.	76	89	70	100	70
Persons referred for consideration of prosecution or disciplinary action arising from investigations	no.	n.a.	n.a.	24	24	n.a.
				———2011-12———		
				Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				23,535	22,518	22,981
Capital Expenditure				7,070	1,192	2,402

## Financial Statements

### Operating Statement

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	16,524	16,384	16,469
Other operating expenses	5,920	5,363	5,309
Depreciation and amortisation	1,091	771	1,203
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>23,535</b>	<b>22,518</b>	<b>22,981</b>
<b>Revenue</b>			
Recurrent appropriation	20,508	20,496	20,721
Capital appropriation	4,983	1,192	2,402
Sales of goods and services	350	330	342
Investment income	80	85	53
Acceptance by Crown Entity of employee benefits and other liabilities	506	576	480
Other revenue	2,849	12	30
<b>Total Revenue</b>	<b>29,276</b>	<b>22,691</b>	<b>24,028</b>
<b>Net Result</b>	<b>5,741</b>	<b>173</b>	<b>1,047</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	1,947	1,951	1,799
Receivables	354	354	354
<b>Total Current Assets</b>	<b>2,301</b>	<b>2,305</b>	<b>2,153</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	4,754	191	139
Plant and equipment	2,288	1,278	2,720
Intangibles	497	512	321
<b>Total Non Current Assets</b>	<b>7,539</b>	<b>1,981</b>	<b>3,180</b>
<b>Total Assets</b>	<b>9,840</b>	<b>4,286</b>	<b>5,333</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	596	596	596
Provisions	1,522	1,522	1,522
<b>Total Current Liabilities</b>	<b>2,118</b>	<b>2,118</b>	<b>2,118</b>
<b>Non Current Liabilities</b>			
Provisions	...	14	14
<b>Total Non Current Liabilities</b>	<b>...</b>	<b>14</b>	<b>14</b>
<b>Total Liabilities</b>	<b>2,118</b>	<b>2,132</b>	<b>2,132</b>
<b>Net Assets</b>	<b>7,722</b>	<b>2,154</b>	<b>3,201</b>
<b>Equity</b>			
Reserves	409	409	409
Accumulated funds	7,313	1,745	2,792
<b>Total Equity</b>	<b>7,722</b>	<b>2,154</b>	<b>3,201</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	16,017	15,793	15,989
Other	6,648	5,455	5,789
<b>Total Payments</b>	<b>22,665</b>	<b>21,248</b>	<b>21,778</b>
<b>Receipts</b>			
Recurrent appropriation	20,508	20,496	20,721
Capital appropriation	4,983	1,192	2,402
Sale of goods and services	350	330	342
Interest	49	54	53
Cash transfers to the Consolidated Fund	(4)	(4)	...
Other	3,945	472	510
<b>Total Receipts</b>	<b>29,831</b>	<b>22,540</b>	<b>24,028</b>
<b>Net Cash Flows From Operating Activities</b>	<b>7,166</b>	<b>1,292</b>	<b>2,250</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(7,000)	(1,057)	(2,273)
Other	(70)	(135)	(129)
<b>Net Cash Flows From Investing Activities</b>	<b>(7,070)</b>	<b>(1,192)</b>	<b>(2,402)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>96</b>	<b>100</b>	<b>(152)</b>
Opening Cash and Cash Equivalents	1,851	1,851	1,951
<b>Closing Cash and Cash Equivalents</b>	<b>1,947</b>	<b>1,951</b>	<b>1,799</b>
<b>Cash Flow Reconciliation</b>			
Net result	5,741	173	1,047
Non cash items added back	1,091	771	1,203
Change in operating assets and liabilities	334	348	...
<b>Net Cash Flows From Operating Activities</b>	<b>7,166</b>	<b>1,292</b>	<b>2,250</b>

# Independent Pricing and Regulatory Tribunal

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## Introduction

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The Independent Pricing and Regulatory Tribunal (IPART) determines prices for monopoly services provided by government utilities and regulated industries, such as water, transport, energy and local government.

IPART balances industry and consumer needs fairly and openly. It encourages sustainable and efficient services, while protecting consumers.

IPART operates under the *Independent Pricing and Regulatory Tribunal Act 1992*.

## Services

IPART's key service involves setting prices for monopoly services, monitoring schemes like water licensing and energy saving, and advising on policy.

## 2012-13 Budget Highlights

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In 2012-13, key initiatives will include spending:

§ \$23.8 million to

- independently regulate utility services
- license key water and energy retail businesses
- administer the Energy Savings Scheme
- provide policy advice and set local council rates to deliver a balanced outcome for consumers, utilities and the Government

§ \$2.2 million for a new regulation review function to ensure the Government meets its June 2015 target to reduce regulatory costs to business and the community by 20 per cent.

## Service Group Statements

### Utilities Pricing, Regulation and Analysis and Policy Work

**Service description:** This service group covers price setting for energy, water and public transport; carrying out specific reviews of government services referred at the request of the responsible Ministers; and administering the Water Licensing, Energy Compliance and Energy Savings schemes.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Perceived professionalism of staff <sup>(a)</sup>	%	99	93	93	n.a.	95
Special review reports submitted to Ministers	no.	5	5	4	6	4
Abatement certificates registered <sup>(b)</sup>	mill	18.2	19.5	23.0	13.0	0.5
Energy Savings certificates registered	mill	0.50	0.80	1.30	1.00	1.50

(a) The stakeholder survey is conducted every two years.

(b) The Greenhouse Gas Reduction Scheme closed to new participants on 1 January 2010 and closes entirely on 30 June 2012.

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	23,151	24,401	26,019
Capital Expenditure	180	380	180

## Financial Statements

### Operating Statement

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	12,918	15,041	14,203
Other operating expenses	9,520	8,647	11,238
Depreciation and amortisation	713	713	578
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>23,151</b>	<b>24,401</b>	<b>26,019</b>
<b>Revenue</b>			
Recurrent appropriation	20,570	20,570	23,899
Capital appropriation	180	180	180
Sales of goods and services	1,250	2,105	931
Investment income	400	400	243
Acceptance by Crown Entity of employee benefits and other liabilities	368	725	377
Other revenue	205	400	211
<b>Total Revenue</b>	<b>22,973</b>	<b>24,380</b>	<b>25,841</b>
<b>Net Result</b>	<b>(178)</b>	<b>(21)</b>	<b>(178)</b>



**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	7,844	7,801	8,021
Receivables	447	447	447
<b>Total Current Assets</b>	<b>8,291</b>	<b>8,248</b>	<b>8,468</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	1,289	1,500	1,107
Intangibles	67	56	51
<b>Total Non Current Assets</b>	<b>1,356</b>	<b>1,556</b>	<b>1,158</b>
<b>Total Assets</b>	<b>9,647</b>	<b>9,804</b>	<b>9,626</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	606	606	606
Provisions	1,583	1,583	1,849
<b>Total Current Liabilities</b>	<b>2,189</b>	<b>2,189</b>	<b>2,455</b>
<b>Non Current Liabilities</b>			
Provisions	12	12	12
Other	266	266	...
<b>Total Non Current Liabilities</b>	<b>278</b>	<b>278</b>	<b>12</b>
<b>Total Liabilities</b>	<b>2,467</b>	<b>2,467</b>	<b>2,467</b>
<b>Net Assets</b>	<b>7,180</b>	<b>7,337</b>	<b>7,159</b>
<b>Equity</b>			
Accumulated funds	7,180	7,337	7,159
<b>Total Equity</b>	<b>7,180</b>	<b>7,337</b>	<b>7,159</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	12,798	14,564	13,826
Other	10,698	9,825	12,459
<b>Total Payments</b>	<b>23,496</b>	<b>24,389</b>	<b>26,285</b>
<b>Receipts</b>			
Recurrent appropriation	20,570	20,570	23,899
Capital appropriation	180	180	180
Sale of goods and services	1,250	2,105	931
Interest	511	511	243
Cash transfers to the Consolidated Fund	(952)	(952)	...
Other	1,488	1,683	1,432
<b>Total Receipts</b>	<b>23,047</b>	<b>24,097</b>	<b>26,685</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(449)</b>	<b>(292)</b>	<b>400</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(169)	(369)	(180)
Other	(11)	(11)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(180)</b>	<b>(380)</b>	<b>(180)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(629)</b>	<b>(672)</b>	<b>220</b>
Opening Cash and Cash Equivalents	8,473	8,473	7,801
<b>Closing Cash and Cash Equivalents</b>	<b>7,844</b>	<b>7,801</b>	<b>8,021</b>
<b>Cash Flow Reconciliation</b>			
Net result	(178)	(21)	(178)
Non cash items added back	713	713	578
Change in operating assets and liabilities	(984)	(984)	...
<b>Net Cash Flows From Operating Activities</b>	<b>(449)</b>	<b>(292)</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 general elections for the State
- § running elections for local government, trade unions, statutory boards and registered clubs, and ballots for enterprise agreements
- § delivering automated electronic enrolments to the electoral roll
- § providing administrative support to the Election Funding Authority.

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.

## 2012-13 Budget Highlights

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In 2012-13, key initiatives will include spending:

- § \$21 million to manage the local government elections of the 135 councils that have requested this service
- § \$3.6 million to develop an administration system to help the Election Funding Authority process political registrations and disclosures and conduct audit, compliance and enforcement activities
- § \$1 million to support the electoral boundaries redistribution.

## Service Group Statements

### Conduct and Management of Elections

**Service description:** This service group covers the delivery of elections and related services.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Parliamentary general and by-elections conducted	no.	1	1	0	1	1
Local Government ordinary election and by-elections conducted	no.	16	13	22	3	140
Registered club elections conducted	no.	16	17	13	18	17
Statutory board and industrial ballots conducted	no.	22	16	14	24	17
				—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				81,795	78,256	58,853
Capital Expenditure				1,760	1,760	4,190

## Financial Statements

### Operating Statement

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	10,836	10,834	11,220
Other operating expenses	5,166	4,758	7,463
Depreciation and amortisation	5,080	5,551	4,972
Other expenses	60,713	57,113	35,198
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>81,795</b>	<b>78,256</b>	<b>58,853</b>
<b>Revenue</b>			
Recurrent appropriation	74,178	70,578	53,815
Capital appropriation	1,760	1,760	4,190
Asset sale proceeds transferred to the Crown Entity	(8,600)	(5,000)	(21,000)
Sales of goods and services	639	1,579	2,594
Investment income	161	161	166
Acceptance by Crown Entity of employee benefits and other liabilities	423	423	433
Other revenue	8,600	5,000	21,000
<b>Total Revenue</b>	<b>77,161</b>	<b>74,501</b>	<b>61,198</b>
<b>Net Result</b>	<b>(4,634)</b>	<b>(3,755)</b>	<b>2,345</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	1,203	1,603	4,889
Receivables	534	534	534
Inventories	100	100	100
Other	50	50	50
<b>Total Current Assets</b>	<b>1,887</b>	<b>2,287</b>	<b>5,573</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	1,591	1,887	3,151
Intangibles	17,781	17,014	14,968
<b>Total Non Current Assets</b>	<b>19,372</b>	<b>18,901</b>	<b>18,119</b>
<b>Total Assets</b>	<b>21,259</b>	<b>21,188</b>	<b>23,692</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,268	1,768	1,768
Provisions	1,191	1,191	1,250
Other	250	...	...
<b>Total Current Liabilities</b>	<b>3,709</b>	<b>2,959</b>	<b>3,018</b>
<b>Non Current Liabilities</b>			
Other	600	400	500
<b>Total Non Current Liabilities</b>	<b>600</b>	<b>400</b>	<b>500</b>
<b>Total Liabilities</b>	<b>4,309</b>	<b>3,359</b>	<b>3,518</b>
<b>Net Assets</b>	<b>16,950</b>	<b>17,829</b>	<b>20,174</b>
<b>Equity</b>			
Accumulated funds	16,950	17,829	20,174
<b>Total Equity</b>	<b>16,950</b>	<b>17,829</b>	<b>20,174</b>

## Cash Flow Statement

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	10,076	10,074	10,728
Other	67,566	64,508	47,561
<b>Total Payments</b>	<b>77,642</b>	<b>74,582</b>	<b>58,289</b>
<b>Receipts</b>			
Recurrent appropriation	74,178	70,578	53,815
Capital appropriation	1,760	1,760	4,190
Sale of goods and services	637	1,577	2,594
Interest	150	150	166
Cash transfers to the Consolidated Fund	(8,800)	(5,200)	(21,000)
Other	11,501	7,901	26,000
<b>Total Receipts</b>	<b>79,426</b>	<b>76,766</b>	<b>65,765</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,784</b>	<b>2,184</b>	<b>7,476</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(1,697)	(176)	(4,127)
Other	(63)	(1,584)	(63)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,760)</b>	<b>(1,760)</b>	<b>(4,190)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>24</b>	<b>424</b>	<b>3,286</b>
Opening Cash and Cash Equivalents	1,179	1,179	1,603
<b>Closing Cash and Cash Equivalents</b>	<b>1,203</b>	<b>1,603</b>	<b>4,889</b>
<b>Cash Flow Reconciliation</b>			
Net result	(4,634)	(3,755)	2,345
Non cash items added back	5,080	5,551	4,972
Change in operating assets and liabilities	1,338	388	159
<b>Net Cash Flows From Operating Activities</b>	<b>1,784</b>	<b>2,184</b>	<b>7,476</b>

## Introduction

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The Ombudsman's Office 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 Act 1990*.

## Services

The office's key service involves investigating, resolving, overseeing and scrutinising complaints.

## 2012-13 Budget Highlights

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In 2012-13, the total expenses for the Ombudsman's Office will be \$26.3 million. Key initiatives include:

- § reporting on the office's audit of the interagency plan to tackle Aboriginal child sexual assault
- § developing electronic tools for agencies to report public interest disclosures
- § monitoring and reporting on the implementation of the office's recommendations for the Keep Them Safe program, and for Aboriginal disadvantage, Taser use and asbestos issues
- § proposing legislative amendments to improve the public interest disclosure regime
- § supporting the Child Death Review Team by improving the collection and use of information, undertaking targeted research and publishing issue papers on significant matters.



## Service Group Statements

### Complaint resolution, investigation, oversight and scrutiny

**Service description:** This service group covers the independent resolution, investigation or oversight of complaints 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Written complaints and notifications about public sector and certain non-government agencies	no.	8,712	8,917	8,300	9,500	9,000
Telephone complaints/inquiries received	no.	23,797	24,147	23,000	23,700	23,000
Time spent on visiting services by Community Visitors	hours	5,941	5,927	5,600	6,000	6,000
Initial assessment of complaints and advice to complainants (where relevant) within 10 days	%	n.a.	98	80	96	80
Initial assessment of agency notifications and advice to agency (where relevant) within 10 days	%	n.a.	92	80	93	80
				——2011-12——		
				Budget	Revised	2012-13
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				25,548	26,188	26,270
Capital Expenditure				219	248	294

## Financial Statements

### Operating Statement

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	20,233	21,337	21,435
Other operating expenses	4,744	4,329	4,362
Depreciation and amortisation	571	522	473
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>25,548</b>	<b>26,188</b>	<b>26,270</b>
<b>Revenue</b>			
Recurrent appropriation	23,406	23,946	24,044
Capital appropriation	219	248	294
Sales of goods and services	434	501	501
Investment income	38	38	35
Grants and contributions	...	33	...
Acceptance by Crown Entity of employee benefits and other liabilities	748	968	874
Other revenue	17	17	16
<b>Total Revenue</b>	<b>24,862</b>	<b>25,751</b>	<b>25,764</b>
<b>Net Result</b>	<b>(686)</b>	<b>(437)</b>	<b>(506)</b>

## Balance Sheet

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	944	944	783
Receivables	589	439	315
<b>Total Current Assets</b>	<b>1,533</b>	<b>1,383</b>	<b>1,098</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	841	781	642
Intangibles	373	511	471
<b>Total Non Current Assets</b>	<b>1,214</b>	<b>1,292</b>	<b>1,113</b>
<b>Total Assets</b>	<b>2,747</b>	<b>2,675</b>	<b>2,211</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	714	701	638
Provisions	1,863	1,551	1,654
<b>Total Current Liabilities</b>	<b>2,577</b>	<b>2,252</b>	<b>2,292</b>
<b>Non Current Liabilities</b>			
Provisions	20	30	32
<b>Total Non Current Liabilities</b>	<b>20</b>	<b>30</b>	<b>32</b>
<b>Total Liabilities</b>	<b>2,597</b>	<b>2,282</b>	<b>2,324</b>
<b>Net Assets</b>	<b>150</b>	<b>393</b>	<b>(113)</b>
<b>Equity</b>			
Accumulated funds	150	393	(113)
<b>Total Equity</b>	<b>150</b>	<b>393</b>	<b>(113)</b>

## Cash Flow Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	19,268	20,460	20,445
Other	5,259	4,318	4,372
<b>Total Payments</b>	<b>24,527</b>	<b>24,778</b>	<b>24,817</b>
<b>Receipts</b>			
Recurrent appropriation	23,406	23,946	24,044
Capital appropriation	219	248	294
Sale of goods and services	434	501	501
Interest	31	36	50
Grants and contributions	...	33	...
Other	527	133	61
<b>Total Receipts</b>	<b>24,617</b>	<b>24,897</b>	<b>24,950</b>
<b>Net Cash Flows From Operating Activities</b>	<b>90</b>	<b>119</b>	<b>133</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(119)	(29)	(190)
Other	(100)	(219)	(104)
<b>Net Cash Flows From Investing Activities</b>	<b>(219)</b>	<b>(248)</b>	<b>(294)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(129)</b>	<b>(129)</b>	<b>(161)</b>
Opening Cash and Cash Equivalents	1,073	1,073	944
<b>Closing Cash and Cash Equivalents</b>	<b>944</b>	<b>944</b>	<b>783</b>
<b>Cash Flow Reconciliation</b>			
Net result	(686)	(437)	(506)
Non cash items added back	571	522	473
Change in operating assets and liabilities	205	34	166
<b>Net Cash Flows From Operating Activities</b>	<b>90</b>	<b>119</b>	<b>133</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 aims to increase public confidence in the integrity of these agencies. It also oversees other agencies that investigate serious police misconduct.

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

## Services

The commission's key service involves investigating, researching and managing complaints.

## 2012-13 Budget Highlights

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In 2012-13, key initiatives will include spending:

- § \$18.8 million on detecting and investigating serious misconduct within the NSW Police Force and misconduct within the New South Wales Crime Commission
- § \$1.5 million on strategies to prevent misconduct, including continued research projects to strengthen the capacity of the NSW Police Force and the New South Wales Crime Commission to manage corruption risk.

## 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Current major investigations	no.	20	42	45	44	45
Research projects and reports including reform recommendations	no.	3	4	3	3	3
Complaints received	no.	1,020	1,186	1,200	1,160	1,200
				—2011-12—		
				Budget	Revised	2012-13
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				20,457	20,169	20,297
Capital Expenditure				1,790	1,790	1,790

## Financial Statements

### Operating Statement

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	14,184	14,276	14,310
Other operating expenses	4,837	4,567	4,576
Depreciation and amortisation	1,411	1,301	1,411
Finance costs	25	25	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>20,457</b>	<b>20,169</b>	<b>20,297</b>
<b>Revenue</b>			
Recurrent appropriation	18,147	18,147	17,976
Capital appropriation	1,790	1,790	1,790
Investment income	90	90	84
Acceptance by Crown Entity of employee benefits and other liabilities	680	680	697
Other revenue	...	51	...
<b>Total Revenue</b>	<b>20,707</b>	<b>20,758</b>	<b>20,547</b>
Gain/(loss) on disposal of non current assets	...	35	...
<b>Net Result</b>	<b>250</b>	<b>624</b>	<b>250</b>

## Balance Sheet

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	1,604	1,858	1,822
Receivables	407	407	364
<b>Total Current Assets</b>	<b>2,011</b>	<b>2,265</b>	<b>2,186</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	411	404	254
Plant and equipment	2,449	2,551	3,055
Intangibles	492	517	542
<b>Total Non Current Assets</b>	<b>3,352</b>	<b>3,472</b>	<b>3,851</b>
<b>Total Assets</b>	<b>5,363</b>	<b>5,737</b>	<b>6,037</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	649	649	649
Provisions	1,115	1,115	1,165
<b>Total Current Liabilities</b>	<b>1,764</b>	<b>1,764</b>	<b>1,814</b>
<b>Non Current Liabilities</b>			
Other	700	700	700
<b>Total Non Current Liabilities</b>	<b>700</b>	<b>700</b>	<b>700</b>
<b>Total Liabilities</b>	<b>2,464</b>	<b>2,464</b>	<b>2,514</b>
<b>Net Assets</b>	<b>2,899</b>	<b>3,273</b>	<b>3,523</b>
<b>Equity</b>			
Reserves	186	186	186
Accumulated funds	2,713	3,087	3,337
<b>Total Equity</b>	<b>2,899</b>	<b>3,273</b>	<b>3,523</b>



## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	13,375	13,467	13,563
Other	5,277	5,007	5,164
<b>Total Payments</b>	<b>18,652</b>	<b>18,474</b>	<b>18,727</b>
<b>Receipts</b>			
Recurrent appropriation	18,147	18,147	17,976
Capital appropriation	1,790	1,790	1,790
Interest	91	91	105
Cash transfers to the Consolidated Fund	(164)	(164)	...
Other	585	636	610
<b>Total Receipts</b>	<b>20,449</b>	<b>20,500</b>	<b>20,481</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,797</b>	<b>2,026</b>	<b>1,754</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	35	...
Purchases of property, plant and equipment	(1,490)	(1,490)	(1,590)
Other	(300)	(300)	(200)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,790)</b>	<b>(1,755)</b>	<b>(1,790)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>7</b>	<b>271</b>	<b>(36)</b>
Opening Cash and Cash Equivalents	1,597	1,587	1,858
<b>Closing Cash and Cash Equivalents</b>	<b>1,604</b>	<b>1,858</b>	<b>1,822</b>
<b>Cash Flow Reconciliation</b>			
Net result	250	624	250
Non cash items added back	1,411	1,286	1,411
Change in operating assets and liabilities	136	116	93
<b>Net Cash Flows From Operating Activities</b>	<b>1,797</b>	<b>2,026</b>	<b>1,754</b>

## Introduction

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The Public Service Commission aims to ensure the public sector workforce delivers government 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.

The commission was established in November 2011. It operates under the *Public Sector Employment and Management Act 2002*.

## Services

The commission's key service is to improve government service delivery by enhancing public sector capability and addressing workforce issues.

## 2012-13 Budget Highlights

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In 2012-13, key initiatives will include spending:

- § \$2.4 million to conduct leadership development programs for Senior Executive Service officers at Level 4 and above, ensuring New South Wales has the best qualified and most capable public sector leadership in Australia
- § \$1.4 million to develop and run workforce management programs on topics such as ethics, accountability, attraction and retention, and sector mobility.

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## 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.

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	28,227	18,672	31,490
Capital Expenditure	3,306	2,556	1,750

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## Financial Statements

### Operating Statement

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	10,249	10,250	11,410
Other operating expenses	17,958	8,402	19,366
Depreciation and amortisation	20	20	714
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>28,227</b>	<b>18,672</b>	<b>31,490</b>
<b>Revenue</b>			
Recurrent appropriation	27,407	17,852	29,954
Capital appropriation	3,306	2,556	1,750
Acceptance by Crown Entity of employee benefits and other liabilities	...	264	304
Other revenue	800	800	822
<b>Total Revenue</b>	<b>31,513</b>	<b>21,472</b>	<b>32,830</b>
<b>Net Result</b>	<b>3,286</b>	<b>2,800</b>	<b>1,340</b>

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**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	...	1,920	2,224
Receivables	...	590	590
<b>Total Current Assets</b>	...	<b>2,510</b>	<b>2,814</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	...	...	900
Plant and equipment	3,286	2,536	2,672
<b>Total Non Current Assets</b>	<b>3,286</b>	<b>2,536</b>	<b>3,572</b>
<b>Total Assets</b>	<b>3,286</b>	<b>5,046</b>	<b>6,386</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	...	2,045	2,045
Provisions	...	675	675
<b>Total Current Liabilities</b>	...	<b>2,720</b>	<b>2,720</b>
<b>Total Liabilities</b>	...	<b>2,720</b>	<b>2,720</b>
<b>Net Assets</b>	<b>3,286</b>	<b>2,326</b>	<b>3,666</b>
<b>Equity</b>			
Accumulated funds	3,286	2,326	3,666
<b>Total Equity</b>	<b>3,286</b>	<b>2,326</b>	<b>3,666</b>

## Cash Flow Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	10,249	9,271	11,106
Other	17,958	7,044	19,366
<b>Total Payments</b>	<b>28,207</b>	<b>16,315</b>	<b>30,472</b>
<b>Receipts</b>			
Recurrent appropriation	27,407	17,852	29,954
Capital appropriation	3,306	2,556	1,750
Other	800	383	822
<b>Total Receipts</b>	<b>31,513</b>	<b>20,791</b>	<b>32,526</b>
<b>Net Cash Flows From Operating Activities</b>	<b>3,306</b>	<b>4,476</b>	<b>2,054</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(3,306)	(2,556)	(1,750)
<b>Net Cash Flows From Investing Activities</b>	<b>(3,306)</b>	<b>(2,556)</b>	<b>(1,750)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>...</b>	<b>1,920</b>	<b>304</b>
Opening Cash and Cash Equivalents	...	...	1,920
<b>Closing Cash and Cash Equivalents</b>	<b>...</b>	<b>1,920</b>	<b>2,224</b>
<b>Cash Flow Reconciliation</b>			
Net result	3,286	2,800	1,340
Non cash items added back	20	20	714
Change in operating assets and liabilities	...	1,656	...
<b>Net Cash Flows From Operating Activities</b>	<b>3,306</b>	<b>4,476</b>	<b>2,054</b>

## 8. Trade and Investment, Regional Infrastructure and Services Cluster

Agency	Expenses			Capital Expenditure		
	2011-12 Budget \$m	2012-13 Budget \$m	Var. %	2011-12 Budget \$m	2012-13 Budget \$m	Var. %
<b>Department of Trade and Investment, Regional Infrastructure and Services</b>						
Service Group						
Industry Innovation and Investment .....	768.6	346.2	(55.0)	8.5	12.1	42.2
Resources and Energy .....	290.2	344.2	18.6	1.0	3.2	238.6
Primary Industries .....	1,081.3	978.9	(9.5)	45.8	44.5	(2.9)
Personnel Services .....	261.4	283.1	8.3	...	...	...
Cluster Grant Funding .....	35.7	578.6	N/A	...	...	...
<b>Total</b>	<b>2,437.3</b>	<b>2,531.0</b>	<b>3.8</b>	<b>55.2</b>	<b>59.8</b>	<b>8.2</b>
<b>Independent Liquor and Gaming Authority</b>						
Service Group						
Casino Control .....	7.6	8.1	5.9	0.1	0.1	...
<b>Total</b>	<b>7.6</b>	<b>8.1</b>	<b>5.9</b>	<b>0.1</b>	<b>0.1</b>	<b>...</b>
<b>New South Wales Rural Assistance Authority</b>						
Service Group						
Financial Assistance to Farmers and Small Businesses .....	61.2	16.5	(73.1)	0.1	0.1	...
<b>Total</b>	<b>61.2</b>	<b>16.5</b>	<b>(73.1)</b>	<b>0.1</b>	<b>0.1</b>	<b>...</b>
<b>Art Gallery of New South Wales</b>						
<b>Total</b>	<b>51.5</b>	<b>46.6</b>	<b>(9.6)</b>	<b>6.8</b>	<b>5.2</b>	<b>(23.4)</b>
<b>Australian Museum</b>						
<b>Total</b>	<b>39.9</b>	<b>41.7</b>	<b>4.4</b>	<b>5.3</b>	<b>3.3</b>	<b>(37.2)</b>
<b>Catchment Management Authorities</b>						
<b>Total</b>	<b>128.0</b>	<b>118.3</b>	<b>(7.6)</b>	<b>0.3</b>	<b>0.3</b>	<b>...</b>
<b>Destination NSW</b>						
<b>Total</b>	<b>117.9</b>	<b>131.8</b>	<b>11.7</b>	<b>0.2</b>	<b>3.2</b>	<b>&gt;999.9</b>

Agency	Expenses			Capital Expenditure		
	2011-12 Budget \$m	2012-13 Budget \$m	Var. %	2011-12 Budget \$m	2012-13 Budget \$m	Var. %
<b>Museum of Applied Arts and Sciences</b>						
Total	53.7	45.8	(14.8)	15.5	5.8	(62.9)
<b>New South Wales Film and Television Office</b>						
Total	9.7	12.2	25.8	...	0.2	N/A
<b>NSW Food Authority</b>						
Total	22.4	22.3	(0.8)	1.0	1.5	50.0
<b>State Library of New South Wales</b>						
Total	88.2	89.7	1.7	29.0	23.8	(18.1)
<b>Water Administration Ministerial Corporation</b>						
Total	43.9	51.3	16.9	...	...	...



# Trade and Investment, Regional Infrastructure and Services Cluster

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## Introduction

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The Trade and Investment, Regional Infrastructure and Services cluster drives sustainable economic growth in New South Wales. It supports businesses and industries across the state to foster investment, innovation and business improvement in all sectors.

The Trade and Investment, Regional Infrastructure and Services cluster is the lead for achieving the following NSW 2021 goals.

- § Improve the performance of the NSW economy.
- § Drive economic growth in regional NSW.
- § Increase the competitiveness of doing business in NSW.
- § Secure potable water supplies.
- § Enhance cultural, creative, sporting and recreation opportunities.

It is also the co-lead for the NSW 2021 goal to increase opportunities for people to look after their own neighbourhoods and environments.

The cluster's work includes:

- § promoting trade and investment within the state and in key international markets
- § providing business support, technical knowledge and science and research capabilities to industry
- § developing and sustaining profitable food and fibre industries, and demonstrating best-practice natural resource management
- § securing and regulating gas, electricity, mineral resources and water supplies
- § supporting the hospitality, racing, art and cultural sectors
- § developing the State's creative sectors and cultural heritage through the NSW Film and Television Office, Museum of Applied Arts and Sciences, State Library of New South Wales and other State cultural institutions
- § regulating casinos; licensing liquor, gaming and registered club industries; promoting tourism; and securing major events.

## Services

The cluster's key services are:

### Primary Industries

- § enabling knowledge transfer and research to promote industry competitiveness, practice change and sustainable agricultural development
- § planning, managing and regulating the sustainable use of commercial and recreational fisheries and improving biosecurity, including providing a biosecurity framework that supports primary industries and efficient food and fibre production
- § managing sustainable water sharing, licensing, allocation and trading arrangements; coordinating the State's involvement in interstate water management; policy development for urban water industries; managing regional water supply and sewerage programs; aiding water recycling; and helping non-metropolitan utilities apply best practice
- § managing Crown lands to ensure industry and communities have access to government land stocks, to support economic, social and infrastructure development needs.

### Industry Innovation and Investment

- § working with regional and statewide businesses, industries and trading partners to promote trade, investment, employment and innovation
- § regulating and advising the hospitality and racing industries and supporting the screen, arts and cultural sectors by developing policy, fostering business opportunities, encouraging participation, funding programs and providing infrastructure.

### Resources and Energy

- § supporting the mining and mineral resources industries by producing geoscientific information, managing titles, improving safety and environmental performance, and satisfying community and industry information needs on resource project assessment and compliance
- § maintaining frameworks to support a competitive energy market, reliable and secure energy supplies and a sustainable energy mix, as well as delivering customer assistance programs and monitoring the performance of electricity and gas networks and licensed pipelines.

### Other services performed within the Cluster

- § securing major events and boosting tourism to support the State economy
- § regulating and monitoring food safety to reduce food-borne illness and aid community health
- § managing catchments to help communities achieve natural resource management priorities
- § acquiring, maintaining and displaying art, natural history and cultural collections, and providing library services, exhibitions, public programs and online services
- § licensing, supervising, controlling and monitoring legal casino gaming, and conducting statutory investigations of casino operations
- § giving financial aid to farmers and small businesses, such as loans and grants to help them recover from natural disasters or interest subsidies in exceptional circumstances
- § supporting small business by providing advocacy, low-cost dispute resolution, advisory services, including advice on cutting red tape.

### 2012-13 Budget Highlights

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In 2012-13, the total expenses for the Department of Trade and Investment, Regional Infrastructure and Services will be \$2.5 billion.

### Primary Industries

In 2012-13, key initiatives will include spending:

- § \$64 million for the Country Towns Water Supply and Sewerage program to secure long-term potable water supplies and manage effluent effectively in regional communities
- § \$17 million for the Aboriginal Communities Water and Sewerage program to improve water and sewerage services for eligible Aboriginal communities
- § \$15 million for coastal infrastructure repairs to maritime assets on Crown land
- § \$11 million to control noxious weeds to improve agricultural productivity and protect the environment
- § \$9.8 million as the State's share of operating costs and works programs for irrigation areas to improve agricultural productivity
- § \$7.5 million to conserve and restore the Great Artesian Basin's groundwater resources
- § \$5.5 million to fulfil the Government's commitments under the *Tweed River Entrance Sand Bypassing Act 1995*
- § \$4.8 million as the State's contribution to inter-jurisdictional national biosecurity arrangements to manage risks posed by pests, weeds, diseases and contaminants and to minimise their impact on the NSW economy, environment and communities

- § \$3 million to develop a structural adjustment policy for fisheries to ensure a sustainable commercial fishing industry
- § \$1.1 million to continue developing a land-use agricultural mapping policy to protect strategic agricultural land.

## **Resources and Energy**

In 2012-13, key initiatives will include spending:

- § \$180 million for the Low Income Household Rebate to help eligible customers pay their energy bills and contain electricity costs
- § \$27 million to research, develop and demonstrate clean coal technologies as part of the Government's \$100 million commitment to the Coal Innovation NSW Fund
- § \$15 million (\$83 million over four years) on a new Family Energy Rebate, which will be introduced on 1 July 2012 to help eligible households with their energy costs.

## **Industry Innovation and Investment**

In 2012-13, key initiatives will include spending:

- § \$120 million to attract industry and develop businesses through the State Investment Attraction Scheme and the Regional Industries Investment Fund, which includes the Illawarra Innovation and Investment Fund, to improve the state's economic performance, drive economic growth in regional areas and complement the Jobs Action Plan
- § \$57 million for the Arts Funding program to enhance cultural and creative opportunities
- § \$15 million for the Responsible Gambling Fund to help maintain social health and encourage responsible behaviour
- § \$13 million for the Research Attraction and Acceleration program (combining the former Science Leveraging Fund and National ICT Australia) to support innovation and continued investment in the state's research and development capacity
- § \$12 million (\$52 million over four years) in ClubGRANTS funding toward eligible community projects, including infrastructure projects that aim to increase participation in sport and recreational activities
- § \$5.9 million from the initial \$9.9 million allocation from the Resources for Regions program under Restart NSW to help meet the local infrastructure needs of Singleton and Muswellbrook, where pressures have arisen from the growth of the mining industry
- § \$4 million for country racing to help secure the future of country race tracks.

## Other Areas

In 2012-13, the cluster's other key initiatives will include spending:

- § \$185 million in operating grants to cultural institutions to help them enhance cultural, creative and recreational opportunities and to develop the cultural heritage of New South Wales
- § \$122 million for infrastructure upgrades to cultural institutions, particularly the Sydney Opera House and State Library of New South Wales, to maintain the State's cultural assets and benefit the community and economy
- § \$100 million to the Catchment Management Authorities, including \$35 million from the Commonwealth Caring for our Country program, to help communities address natural resource management priorities
- § \$45 million to support major events such as Handa Opera on Sydney Harbour, Telstra 500 V8 Supercars, the Bledisloe Cup, Sydney International Art Series, the National Rugby League grand final and the Australian Open of Surfing, and to develop a Musicals Strategy to grow New South Wales as a global tourism and event destination
- § \$28 million in tourism media and retail programs, including \$10 million on international market development activities to grow the overnight visitor economy in Sydney and regional New South Wales, with emphasis on social media campaigns and digital marketing innovation
- § \$11.5 million in 2012-13 for expansion of the Small Biz Connect program, the Small Business Commissioner and for a regulatory flying squad to tackle red tape encountered by small businesses across the state
- § \$3.1 million for shared storage and access for the State's cultural, historic and arts collections to preserve their heritage value, improve access and enrich community cultural wellbeing.

# Department of Trade and Investment, Regional Infrastructure and Services

## Service Group Statements

### Industry Innovation and Investment

**Service description:** This service group covers supporting businesses and industries to advance trade, investment, research excellence, innovation, employment and competitiveness, and includes strong support for the regions, developing strategies to attract major events and boost tourism, regulating and advising the hospitality and racing industries, and supporting the arts and cultural sectors.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Jobs impact of major investment projects supported by the Department <sup>(a)</sup>	no.	11,059	15,379	8,000	8,000	8,000
Companies assisted through export facilitation services	no.	4,249	6,369	6,000	5,500	6,000
Occupation rate for Arts NSW properties <sup>(b)</sup>	%	91	81	82	85	85
Licensed venues audited or reviewed <sup>(c)</sup>	%	10	15	10	12	10

(a) 2011-12 figures need to be seen in conjunction with the Office of State Revenue Jobs Action Plan figures when compared to the 2010-11 figure as the Jobs Action Plan is now administered by the Office of State Revenue.

(b) Arts NSW provides subsidised rental to many arts organisations through its property portfolio and grants provided through the Arts Funding Program. The decrease in occupancy rate from 2009-10 to 2010-11 is due to the addition of the currently undeveloped Pier 2/3 at Walsh Bay to the property portfolio.

(c) 2011-12 Revised figure is higher than the 2011-12 Forecast figure arising from implementation of 'Three-strikes' legislation and risk-based audit activity.

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	768,631	346,790	346,156
Expense Items of Interest:			
Grants and Subsidies			
Arts Funding Program	...	58,123	57,019
ClubGRANTS Fund	...	8,000	12,000
Regional Industries Investment Fund	...	45,311	43,854
Research Attraction and Acceleration Program <sup>(b)</sup>	...	...	12,338
Responsible Gambling Fund	...	14,500	15,400
State Investment Attraction Scheme <sup>(c)</sup>	...	51,595	75,999
Capital Expenditure	8,508	8,780	12,097

(a) The decrease from the 2011-12 Budget is due to a reallocation of grants and subsidies paid to agencies within the cluster to the 'Cluster Grant Funding' service group.

(b) This figure excludes the non-grant expense relating to the program.

(c) This figure includes funding provided to Destination NSW.

## Resources and Energy

**Service description:** This service group covers supporting the mineral resources industries by developing geoscientific information, managing titles and improving safety and environmental performance, maintaining frameworks to support a competitive energy market, reliable and secure energy supplies and a sustainable energy mix, delivering customer assistance programs and monitoring electricity and gas networks and licensed pipelines.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Mine safety regulation:						
Investigations of operational safety	no.	517	492	500	400	400
Enforcement actions	no.	1,345	1,485	1,400	1,350	1,350
Mine environmental regulation:						
Audits, assessments, investigations and enforcements	no.	855	905	950	950	950
Energy regulation administration:						
Total number of licences granted under the Pipelines Act 1967	no.	34	35	40	35	40
Conveyance searches	no.	3,536	3,547	3,500	3,461	3,350
				——2011-12——		2012-13
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				290,192	248,602	344,158
Expense Items of Interest:						
Grants and Subsidies						
Low Income Household Rebate				152,000	143,000	179,740
Family Energy Rebate <sup>(a)</sup>				...	...	12,496
Capital Expenditure				955	650	3,234

(a) This figure excludes the non-grant expense relating to the program.

## Primary Industries

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

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Farmers attending PROfarm training activities <sup>(a)</sup>	no.	5,142	3,719	4,500	3,000	3,000
Native fish stocked in NSW freshwater	mill	2.8	2.2	2.2	2.0	2.2
Fisheries compliance actions <sup>(b)</sup>	no.	2,211	2,743	2,275	2,345	2,300
Pest and disease monitoring programs in place	no.	40	40	41	41	45
Water sharing arrangements in place or commenced	%	54	62	86	77	90
Water supply and sewerage projects completed	no.	385	466	482	482	494
Gross revenue collected from Crown land tenures	\$m	64.7	58.4	60.0	58.9	60.6

(a) Reduced demand brought about by the wet seasonal conditions, with farmers reluctant to commit to formal courses due to increased farm duties.

(b) Compliance actions include prosecutions and self-enforcing infringement notices.

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	1,081,306	916,171	978,947
Expense Items of Interest:			
Grants and Subsidies			
Country Towns Water Supply and Sewerage Program <sup>(b)</sup>	77,433	53,533	57,587
Irrigation area asset renewals	9,761	9,761	9,761
Rehabilitation of artesian bores	7,538	7,538	7,538
Capital Expenditure	45,786	42,724	44,463

(a) The decrease from the 2011-12 Budget is due to a reallocation of grants and subsidies paid to agencies within the cluster to the 'Cluster Grant Funding' service group.

(b) This figure excludes the non-grant expense relating to the program.



## Personnel Services

**Service description:** This service group covers provision of personnel services to Forests NSW, the Mine Subsidence Board, Art Gallery of New South Wales, State Library of New South Wales, Sydney Opera House Trust, Australian Museum, Independent Liquor and Gaming Authority, New South Wales Film and Television Office and Catchment Management Authorities.

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	261,439	285,877	283,080

## Cluster Grant Funding

**Service description:** This service group covers the provision of grant funding to agencies within the Trade and Investment, Regional Infrastructure and Services cluster. This includes funding to the Catchment Management Authorities, Destination NSW, Forests NSW, Game Council NSW, Independent Liquor and Gaming Authority, New South Wales Film and Television Office, NSW Food Authority, New South Wales Rural Assistance Authority and the Cultural Institutions.

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	35,691	564,640	578,615
Expense Items of Interest:			
Grants and Subsidies			
Catchment Management Authorities	...	101,764	100,073
Destination NSW <sup>(b)</sup>	...	122,849	124,512
Forests NSW	...	9,557	9,557
Game Council NSW	...	2,565	2,565
Independent Liquor and Gaming Authority	7,042	7,042	6,468
New South Wales Film and Television Office	...	8,571	9,890
New South Wales Rural Assistance Authority	28,649	26,958	3,596
NSW Food Authority	...	12,949	12,233
Art Gallery of New South Wales	...	30,153	29,357
Australian Museum	...	28,960	26,528
Museum of Applied Arts and Sciences	...	34,837	33,010
State Library of New South Wales	...	79,331	85,511
Sydney Opera House	...	99,104	135,315

(a) The increase in expenses is mainly due to a reallocation of grants paid to other agencies in the cluster from the 'Industry Innovation and Investment' and the 'Primary Industries' service groups to this service group.

(b) This figure excludes funding sourced from the State and Investment Attraction Scheme.

## Financial Statements

### Operating Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	703,100	741,636	729,147
Other operating expenses	285,915	271,249	352,434
Depreciation and amortisation	42,885	82,729	89,797
Grants and subsidies	1,379,381	1,241,339	1,328,590
Finance costs	1,655	1,180	1,655
Other expenses	24,323	23,947	29,333
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>2,437,259</b>	<b>2,362,080</b>	<b>2,530,956</b>
<b>Revenue</b>			
Recurrent appropriation	1,618,430	1,557,238	1,684,050
Capital appropriation	50,092	46,997	50,745
Asset sale proceeds transferred to the Crown Entity	(65,041)	(64,678)	(62,678)
Sales of goods and services	497,398	498,466	535,484
Investment income	9,486	26,788	15,750
Retained taxes, fees and fines	16,621	17,221	17,087
Grants and contributions	135,496	132,222	131,470
Acceptance by Crown Entity of employee benefits and other liabilities	45,214	47,261	45,754
Other revenue	14,772	16,464	18,707
<b>Total Revenue</b>	<b>2,322,468</b>	<b>2,277,979</b>	<b>2,436,369</b>
Gain/(loss) on disposal of non current assets	246	(1,457)	341
Other gains/(losses)	(5,488)	(5,384)	(5,488)
<b>Net Result</b>	<b>(120,033)</b>	<b>(90,942)</b>	<b>(99,734)</b>

**Balance Sheet**

	—2011-12—		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	265,909	294,480	316,940
Receivables	164,943	168,293	168,631
Other financial assets	6,115	6,065	6,898
Inventories	29,890	29,216	29,856
Assets held for sale	2,199	2,199	2,199
Other	5,145	5,145	5,866
<b>Total Current Assets</b>	<b>474,201</b>	<b>505,398</b>	<b>530,390</b>
<b>Non Current Assets</b>			
Receivables	170,452	178,467	174,848
Other financial assets	99,680	97,076	98,138
Inventories	19,053	19,053	16,533
Property, plant and equipment -			
Land and building	6,221,552	6,358,223	6,214,894
Plant and equipment	49,068	49,015	46,722
Infrastructure systems	1,045,076	1,001,454	1,002,450
Intangibles	182,901	167,391	175,188
<b>Total Non Current Assets</b>	<b>7,787,782</b>	<b>7,870,679</b>	<b>7,728,773</b>
<b>Total Assets</b>	<b>8,261,983</b>	<b>8,376,077</b>	<b>8,259,163</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	97,922	96,065	97,611
Borrowings at amortised cost	1,419	1,419	951
Other financial liabilities at fair value	1,891	1,891	1,891
Provisions	160,583	160,583	151,827
Other	14,360	14,360	14,487
<b>Total Current Liabilities</b>	<b>276,175</b>	<b>274,318</b>	<b>266,767</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	9,337	11,030	10,562
Other financial liabilities at fair value	2,065	2,065	2,065
Provisions	55,816	61,629	61,632
Other	563,024	643,024	573,024
<b>Total Non Current Liabilities</b>	<b>630,242</b>	<b>717,748</b>	<b>647,283</b>
<b>Total Liabilities</b>	<b>906,417</b>	<b>992,066</b>	<b>914,050</b>
<b>Net Assets</b>	<b>7,355,566</b>	<b>7,384,011</b>	<b>7,345,113</b>
<b>Equity</b>			
Reserves	159,841	149,255	215,365
Accumulated funds	7,195,725	7,234,756	7,129,748
<b>Total Equity</b>	<b>7,355,566</b>	<b>7,384,011</b>	<b>7,345,113</b>

**Cash Flow Statement**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	634,319	664,028	689,006
Grants and subsidies	1,275,857	1,188,344	1,235,983
Finance costs	1,639	1,164	1,639
Other	367,149	348,952	442,629
<b>Total Payments</b>	<b>2,278,964</b>	<b>2,202,488</b>	<b>2,369,257</b>
<b>Receipts</b>			
Recurrent appropriation	1,618,430	1,557,238	1,684,050
Capital appropriation	50,092	46,997	50,745
Asset sale proceeds transferred to the Crown Entity	(363)	...	...
Sale of goods and services	511,505	495,618	540,509
Interest	8,823	26,125	15,085
Grants and contributions	53,423	57,780	47,076
Cash transfers to the Consolidated Fund	(87,794)	(85,376)	(67,952)
Other	143,126	147,820	158,038
<b>Total Receipts</b>	<b>2,297,242</b>	<b>2,246,202</b>	<b>2,427,551</b>
<b>Net Cash Flows From Operating Activities</b>	<b>18,278</b>	<b>43,714</b>	<b>58,294</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	26,932	25,394	25,027
Advance repayments received	3,421	5,197	50
Purchases of property, plant and equipment	(47,630)	(46,407)	(44,708)
Advances made	(2,500)	...	(165)
Other	(7,560)	(10,080)	(15,086)
<b>Net Cash Flows From Investing Activities</b>	<b>(27,337)</b>	<b>(25,896)</b>	<b>(34,882)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(5,460)	(3,767)	(952)
Other	(1,053)	(1,053)	...
<b>Net Cash Flows From Financing Activities</b>	<b>(6,513)</b>	<b>(4,820)</b>	<b>(952)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(15,572)</b>	<b>12,998</b>	<b>22,460</b>
Opening Cash and Cash Equivalents	281,481	281,482	294,480
<b>Closing Cash and Cash Equivalents</b>	<b>265,909</b>	<b>294,480</b>	<b>316,940</b>
<b>Cash Flow Reconciliation</b>			
Net result	(120,033)	(90,942)	(99,734)
Non cash items added back	130,605	129,760	167,037
Change in operating assets and liabilities	7,706	4,896	(9,009)
<b>Net Cash Flows From Operating Activities</b>	<b>18,278</b>	<b>43,714</b>	<b>58,294</b>

# Independent Liquor and Gaming Authority

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## Service Group Statements

### Casino Control

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

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Penalty infringement notices issued	no.	163	149	160	150	155
Casino regulatory approvals and employee licences granted	no.	420	449	922	1,031	734
				—2011-12— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				7,633	12,629	8,081
Capital Expenditure				70	61	70

## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	7,551	12,571	7,999
Depreciation and amortisation	82	58	82
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>7,633</b>	<b>12,629</b>	<b>8,081</b>
<b>Revenue</b>			
Sales of goods and services	166	1,180	1,171
Investment income	148	181	152
Retained taxes, fees and fines	...	2,685	...
Grants and contributions	7,308	7,299	6,734
Other revenue	...	...	13
<b>Total Revenue</b>	<b>7,622</b>	<b>11,345</b>	<b>8,070</b>
<b>Net Result</b>	<b>(11)</b>	<b>(1,284)</b>	<b>(11)</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,656	5,396	4,397
Receivables	1,838	178	178
<b>Total Current Assets</b>	<b>4,494</b>	<b>5,574</b>	<b>4,575</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	53	81	61
Intangibles	28	15	23
<b>Total Non Current Assets</b>	<b>81</b>	<b>96</b>	<b>84</b>
<b>Total Assets</b>	<b>4,575</b>	<b>5,670</b>	<b>4,659</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	589	618	618
Other	170	2,525	1,525
<b>Total Current Liabilities</b>	<b>759</b>	<b>3,143</b>	<b>2,143</b>
<b>Non Current Liabilities</b>			
Other	6	6	6
<b>Total Non Current Liabilities</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Total Liabilities</b>	<b>765</b>	<b>3,149</b>	<b>2,149</b>
<b>Net Assets</b>	<b>3,810</b>	<b>2,521</b>	<b>2,510</b>
<b>Equity</b>			
Accumulated funds	3,810	2,521	2,510
<b>Total Equity</b>	<b>3,810</b>	<b>2,521</b>	<b>2,510</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	7,564	10,229	8,899
<b>Total Payments</b>	<b>7,564</b>	<b>10,229</b>	<b>8,899</b>
<b>Receipts</b>			
Sale of goods and services	240	1,254	1,171
Interest	160	193	152
Grants and contributions	7,042	7,033	6,468
Cash transfers to Consolidated Fund	(554)	(554)	...
Other	75	4,433	179
<b>Total Receipts</b>	<b>6,963</b>	<b>12,359</b>	<b>7,970</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(601)</b>	<b>2,130</b>	<b>(929)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(50)	(58)	(50)
Other	(20)	(3)	(20)
<b>Net Cash Flows From Investing Activities</b>	<b>(70)</b>	<b>(61)</b>	<b>(70)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(671)</b>	<b>2,069</b>	<b>(999)</b>
Opening Cash and Cash Equivalents	3,327	3,327	5,396
<b>Closing Cash and Cash Equivalents</b>	<b>2,656</b>	<b>5,396</b>	<b>4,397</b>
<b>Cash Flow Reconciliation</b>			
Net result	(11)	(1,284)	(11)
Non cash items added back	82	58	82
Change in operating assets and liabilities	(672)	3,356	(1,000)
<b>Net Cash Flows From Operating Activities</b>	<b>(601)</b>	<b>2,130</b>	<b>(929)</b>



# New South Wales Rural Assistance Authority

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## 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Applications for assistance						
Processed <sup>(a)</sup>	no.	9,012	9,299	6,620	9,290	1,010
Applications processed within						
time frames	%	50	71	90	90	90
Promotional activities	no.	8	7	5	5	5
Farm Debt Mediation						
applications determined	no.	95	92	120	106	120

(a) Applications for assistance in 2011-12 reflect the extensive flood events in both 2010-11 and January to March 2012. Forecasts are based on known events and the forecast for 2012-13 reflects residual applications for assistance for the January to March 2012 floods.

	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	61,236	79,583	16,462
Capital Expenditure	50	50	50

## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	2,295	2,420	1,978
Other operating expenses	1,275	2,615	1,259
Depreciation and amortisation	25	25	25
Grants and subsidies	50,441	67,323	5,900
Finance costs	7,200	7,200	7,300
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>61,236</b>	<b>79,583</b>	<b>16,462</b>
<b>Revenue</b>			
Investment income	7,763	7,805	7,879
Grants and contributions	154,840	165,784	8,596
Acceptance by Crown Entity of employee benefits and other liabilities	146	146	150
Other revenue	14	14	14
<b>Total Revenue</b>	<b>162,763</b>	<b>173,749</b>	<b>16,639</b>
<b>Net Result</b>	<b>101,527</b>	<b>94,166</b>	<b>177</b>

**Balance Sheet**

	—2011-12—		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	16,003	23,082	21,804
Receivables	1,725	1,725	1,755
Other financial assets	14,079	14,079	17,079
<b>Total Current Assets</b>	<b>31,807</b>	<b>38,886</b>	<b>40,638</b>
<b>Non Current Assets</b>			
Other financial assets	97,834	128,434	128,374
Property, plant and equipment - Plant and equipment	72	72	97
<b>Total Non Current Assets</b>	<b>97,906</b>	<b>128,506</b>	<b>128,471</b>
<b>Total Assets</b>	<b>129,713</b>	<b>167,392</b>	<b>169,109</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	5,277	5,277	5,277
Borrowings at amortised cost	13,934	13,934	16,934
Provisions	301	1,701	301
<b>Total Current Liabilities</b>	<b>19,512</b>	<b>20,912</b>	<b>22,512</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	98,160	128,760	128,700
Provisions	5	5	5
<b>Total Non Current Liabilities</b>	<b>98,165</b>	<b>128,765</b>	<b>128,705</b>
<b>Total Liabilities</b>	<b>117,677</b>	<b>149,677</b>	<b>151,217</b>
<b>Net Assets</b>	<b>12,036</b>	<b>17,715</b>	<b>17,892</b>
<b>Equity</b>			
Accumulated funds	12,036	17,715	17,892
<b>Total Equity</b>	<b>12,036</b>	<b>17,715</b>	<b>17,892</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	2,260	2,385	1,828
Grants and subsidies	50,441	67,323	5,900
Finance costs	4,200	4,200	4,300
Other	103,050	89,941	3,559
<b>Total Payments</b>	<b>159,951</b>	<b>163,849</b>	<b>15,587</b>
<b>Receipts</b>			
Interest	503	536	549
Grants and contributions	149,840	156,184	5,596
Cash transfers to the Consolidated Fund	(2,602)	(2,602)	...
Other	6,766	11,366	3,914
<b>Total Receipts</b>	<b>154,507</b>	<b>165,484</b>	<b>10,059</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(5,444)</b>	<b>1,635</b>	<b>(5,528)</b>
<b>Cash Flows From Investing Activities</b>			
Advance repayments received	20,715	20,715	21,360
Purchases of property, plant and equipment	(50)	(50)	(50)
Advances made	(15,000)	(45,600)	(17,000)
<b>Net Cash Flows From Investing Activities</b>	<b>5,665</b>	<b>(24,935)</b>	<b>4,310</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	15,000	45,600	17,000
Repayment of borrowings and advances	(16,660)	(16,660)	(17,060)
<b>Net Cash Flows From Financing Activities</b>	<b>(1,660)</b>	<b>28,940</b>	<b>(60)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,439)</b>	<b>5,640</b>	<b>(1,278)</b>
Opening Cash and Cash Equivalents	17,442	17,442	23,082
<b>Closing Cash and Cash Equivalents</b>	<b>16,003</b>	<b>23,082</b>	<b>21,804</b>
<b>Cash Flow Reconciliation</b>			
Net result	101,527	94,166	177
Non cash items added back	(4,175)	(4,175)	(4,275)
Change in operating assets and liabilities	(102,796)	(88,356)	(1,430)
<b>Net Cash Flows From Operating Activities</b>	<b>(5,444)</b>	<b>1,635</b>	<b>(5,528)</b>

## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	46,182	46,754	41,253
Depreciation and amortisation	5,334	5,483	5,330
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>51,516</b>	<b>52,237</b>	<b>46,583</b>
<b>Revenue</b>			
Sales of goods and services	11,528	13,589	9,808
Investment income	1,950	2,343	2,550
Grants and contributions	40,940	51,449	37,291
Other revenue	...	...	26
<b>Total Revenue</b>	<b>54,418</b>	<b>67,381</b>	<b>49,675</b>
Gain/(loss) on disposal of non current assets	...	24	...
<b>Net Result</b>	<b>2,902</b>	<b>15,168</b>	<b>3,092</b>

## Balance Sheet

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	16,419	19,148	18,754
Receivables	1,553	1,550	1,555
Inventories	1,189	1,189	1,189
<b>Total Current Assets</b>	<b>19,161</b>	<b>21,887</b>	<b>21,498</b>
<b>Non Current Assets</b>			
Other financial assets	18,540	18,589	20,189
Property, plant and equipment -			
Land and building	196,135	196,673	197,087
Plant and equipment	848,194	1,107,573	1,109,101
Intangibles	211	62	...
<b>Total Non Current Assets</b>	<b>1,063,080</b>	<b>1,322,897</b>	<b>1,326,377</b>
<b>Total Assets</b>	<b>1,082,241</b>	<b>1,344,784</b>	<b>1,347,875</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	6,278	6,278	6,278
<b>Total Current Liabilities</b>	<b>6,278</b>	<b>6,278</b>	<b>6,278</b>
<b>Non Current Liabilities</b>			
Other	23	23	22
<b>Total Non Current Liabilities</b>	<b>23</b>	<b>23</b>	<b>22</b>
<b>Total Liabilities</b>	<b>6,301</b>	<b>6,301</b>	<b>6,300</b>
<b>Net Assets</b>	<b>1,075,940</b>	<b>1,338,483</b>	<b>1,341,575</b>
<b>Equity</b>			
Reserves	325,348	575,035	575,035
Accumulated funds	750,592	763,448	766,540
<b>Total Equity</b>	<b>1,075,940</b>	<b>1,338,483</b>	<b>1,341,575</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	42,997	44,659	40,070
<b>Total Payments</b>	<b>42,997</b>	<b>44,659</b>	<b>40,070</b>
<b>Receipts</b>			
Sale of goods and services	11,013	13,074	9,808
Interest	1,727	1,727	1,750
Grants and contributions	30,591	30,591	29,806
Other	6,225	13,327	4,322
<b>Total Receipts</b>	<b>49,556</b>	<b>58,719</b>	<b>45,686</b>
<b>Net Cash Flows From Operating Activities</b>	<b>6,559</b>	<b>14,060</b>	<b>5,616</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	222	...
Proceeds from sale of investments	...	1,144	...
Purchases of property, plant and equipment	(6,635)	(11,973)	(5,210)
Purchases of investments	(800)	(1,600)	(800)
<b>Net Cash Flows From Investing Activities</b>	<b>(7,435)</b>	<b>(12,207)</b>	<b>(6,010)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(876)</b>	<b>1,853</b>	<b>(394)</b>
Opening Cash and Cash Equivalents	17,295	17,295	19,148
<b>Closing Cash and Cash Equivalents</b>	<b>16,419</b>	<b>19,148</b>	<b>18,754</b>
<b>Cash Flow Reconciliation</b>			
Net result	2,902	15,168	3,092
Non cash items added back	3,134	(1,610)	2,530
Change in operating assets and liabilities	523	502	(6)
<b>Net Cash Flows From Operating Activities</b>	<b>6,559</b>	<b>14,060</b>	<b>5,616</b>

## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	35,030	36,334	36,803
Depreciation and amortisation	4,800	4,800	4,800
Grants and subsidies	87	87	87
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>39,917</b>	<b>41,221</b>	<b>41,690</b>
<b>Revenue</b>			
Sales of goods and services	7,060	8,396	9,591
Investment income	650	620	525
Grants and contributions	32,707	32,705	30,094
Other revenue	...	...	9
<b>Total Revenue</b>	<b>40,417</b>	<b>41,721</b>	<b>40,219</b>
<b>Net Result</b>	<b>500</b>	<b>500</b>	<b>(1,471)</b>



## Balance Sheet

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	9,630	9,630	9,630
Receivables	1,731	1,731	1,731
Inventories	205	205	205
<b>Total Current Assets</b>	<b>11,566</b>	<b>11,566</b>	<b>11,566</b>
<b>Non Current Assets</b>			
Receivables	366	366	366
Property, plant and equipment -			
Land and building	214,926	214,926	214,290
Plant and equipment	1,215,972	1,215,972	1,215,137
Infrastructure systems	3,293	3,293	3,293
Intangibles	76	76	76
<b>Total Non Current Assets</b>	<b>1,434,633</b>	<b>1,434,633</b>	<b>1,433,162</b>
<b>Total Assets</b>	<b>1,446,199</b>	<b>1,446,199</b>	<b>1,444,728</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,419	1,419	1,419
Provisions	2,314	2,314	2,314
Other	301	301	301
<b>Total Current Liabilities</b>	<b>4,034</b>	<b>4,034</b>	<b>4,034</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	366	366	366
Other	26	26	26
<b>Total Non Current Liabilities</b>	<b>392</b>	<b>392</b>	<b>392</b>
<b>Total Liabilities</b>	<b>4,426</b>	<b>4,426</b>	<b>4,426</b>
<b>Net Assets</b>	<b>1,441,773</b>	<b>1,441,773</b>	<b>1,440,302</b>
<b>Equity</b>			
Reserves	846,737	846,737	846,737
Accumulated funds	595,036	595,036	593,565
<b>Total Equity</b>	<b>1,441,773</b>	<b>1,441,773</b>	<b>1,440,302</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	1,040	1,040	...
Grants and subsidies	87	87	87
Other	33,338	34,618	35,303
<b>Total Payments</b>	<b>34,465</b>	<b>35,745</b>	<b>35,390</b>
<b>Receipts</b>			
Sale of goods and services	6,697	8,033	9,591
Interest	652	622	525
Grants and contributions	29,743	29,743	27,311
Other	1,580	1,578	1,292
<b>Total Receipts</b>	<b>38,672</b>	<b>39,976</b>	<b>38,719</b>
<b>Net Cash Flows From Operating Activities</b>	<b>4,207</b>	<b>4,231</b>	<b>3,329</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(5,374)	(5,374)	(3,329)
<b>Net Cash Flows From Investing Activities</b>	<b>(5,374)</b>	<b>(5,374)</b>	<b>(3,329)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	...	(24)	...
<b>Net Cash Flows From Financing Activities</b>	<b>...</b>	<b>(24)</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,167)</b>	<b>(1,167)</b>	<b>...</b>
Opening Cash and Cash Equivalents	10,797	10,797	9,630
<b>Closing Cash and Cash Equivalents</b>	<b>9,630</b>	<b>9,630</b>	<b>9,630</b>
<b>Cash Flow Reconciliation</b>			
Net result	500	500	(1,471)
Non cash items added back	4,800	4,800	4,800
Change in operating assets and liabilities	(1,093)	(1,069)	...
<b>Net Cash Flows From Operating Activities</b>	<b>4,207</b>	<b>4,231</b>	<b>3,329</b>

# Border Rivers-Gwydir Catchment Management Authority

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	5	30	5
Other operating expenses	4,379	3,914	4,112
Depreciation and amortisation	65	37	65
Grants and subsidies	4,016	3,941	4,091
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>8,465</b>	<b>7,922</b>	<b>8,273</b>
<b>Revenue</b>			
Investment income	100	195	145
Grants and contributions	7,093	7,023	6,973
Other revenue	600	310	555
<b>Total Revenue</b>	<b>7,793</b>	<b>7,528</b>	<b>7,673</b>
<b>Net Result</b>	<b>(672)</b>	<b>(394)</b>	<b>(600)</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,920	2,662	2,104
Receivables	210	210	210
<b>Total Current Assets</b>	<b>3,130</b>	<b>2,872</b>	<b>2,314</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	...	188	188
Plant and equipment	36	69	27
<b>Total Non Current Assets</b>	<b>36</b>	<b>257</b>	<b>215</b>
<b>Total Assets</b>	<b>3,166</b>	<b>3,129</b>	<b>2,529</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,086	866	866
Provisions	194	194	194
<b>Total Current Liabilities</b>	<b>1,280</b>	<b>1,060</b>	<b>1,060</b>
<b>Non Current Liabilities</b>			
Other	213	118	118
<b>Total Non Current Liabilities</b>	<b>213</b>	<b>118</b>	<b>118</b>
<b>Total Liabilities</b>	<b>1,493</b>	<b>1,178</b>	<b>1,178</b>
<b>Net Assets</b>	<b>1,673</b>	<b>1,951</b>	<b>1,351</b>
<b>Equity</b>			
Accumulated funds	1,673	1,951	1,351
<b>Total Equity</b>	<b>1,673</b>	<b>1,951</b>	<b>1,351</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	5	30	5
Grants and subsidies	4,016	3,941	4,091
Other	4,512	4,431	3,953
<b>Total Payments</b>	<b>8,533</b>	<b>8,402</b>	<b>8,049</b>
<b>Receipts</b>			
Interest	100	195	145
Grants and contributions	6,934	6,934	6,814
Other	605	315	555
<b>Total Receipts</b>	<b>7,639</b>	<b>7,444</b>	<b>7,514</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(894)</b>	<b>(958)</b>	<b>(535)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(23)	(216)	(23)
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>(216)</b>	<b>(23)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(917)</b>	<b>(1,174)</b>	<b>(558)</b>
Opening Cash and Cash Equivalents	3,837	3,836	2,662
<b>Closing Cash and Cash Equivalents</b>	<b>2,920</b>	<b>2,662</b>	<b>2,104</b>
<b>Cash Flow Reconciliation</b>			
Net result	(672)	(394)	(600)
Non cash items added back	65	37	65
Change in operating assets and liabilities	(287)	(601)	...
<b>Net Cash Flows From Operating Activities</b>	<b>(894)</b>	<b>(958)</b>	<b>(535)</b>

# Central West Catchment Management Authority

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	5	5	1
Other operating expenses	4,099	4,812	4,391
Depreciation and amortisation	21	23	24
Grants and subsidies	4,837	4,837	4,837
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>8,962</b>	<b>9,677</b>	<b>9,253</b>
<b>Revenue</b>			
Investment income	100	130	100
Grants and contributions	8,446	8,477	8,299
Other revenue	654	1,166	654
<b>Total Revenue</b>	<b>9,200</b>	<b>9,773</b>	<b>9,053</b>
<b>Net Result</b>	<b>238</b>	<b>96</b>	<b>(200)</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,058	1,861	1,671
Receivables	466	466	466
<b>Total Current Assets</b>	<b>2,524</b>	<b>2,327</b>	<b>2,137</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	72	99	98
<b>Total Non Current Assets</b>	<b>72</b>	<b>99</b>	<b>98</b>
<b>Total Assets</b>	<b>2,596</b>	<b>2,426</b>	<b>2,235</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	990	990	999
Provisions	404	404	404
<b>Total Current Liabilities</b>	<b>1,394</b>	<b>1,394</b>	<b>1,403</b>
<b>Non Current Liabilities</b>			
Other	62	34	34
<b>Total Non Current Liabilities</b>	<b>62</b>	<b>34</b>	<b>34</b>
<b>Total Liabilities</b>	<b>1,456</b>	<b>1,428</b>	<b>1,437</b>
<b>Net Assets</b>	<b>1,140</b>	<b>998</b>	<b>798</b>
<b>Equity</b>			
Accumulated funds	1,140	998	798
<b>Total Equity</b>	<b>1,140</b>	<b>998</b>	<b>798</b>

## Cash Flow Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	5	5	1
Grants and subsidies	4,837	4,837	4,837
Other	4,023	4,733	4,193
<b>Total Payments</b>	<b>8,865</b>	<b>9,575</b>	<b>9,031</b>
<b>Receipts</b>			
Interest	100	130	100
Grants and contributions	8,257	8,257	8,110
Other	598	1,110	654
<b>Total Receipts</b>	<b>8,955</b>	<b>9,497</b>	<b>8,864</b>
<b>Net Cash Flows From Operating Activities</b>	<b>90</b>	<b>(78)</b>	<b>(167)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	2	...
Purchases of property, plant and equipment	(23)	(54)	(23)
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>(52)</b>	<b>(23)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>67</b>	<b>(130)</b>	<b>(190)</b>
Opening Cash and Cash Equivalents	1,991	1,991	1,861
<b>Closing Cash and Cash Equivalents</b>	<b>2,058</b>	<b>1,861</b>	<b>1,671</b>
<b>Cash Flow Reconciliation</b>			
Net result	238	96	(200)
Non cash items added back	21	23	24
Change in operating assets and liabilities	(169)	(197)	9
<b>Net Cash Flows From Operating Activities</b>	<b>90</b>	<b>(78)</b>	<b>(167)</b>



# Hawkesbury-Nepean Catchment Management Authority

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	5	5	5
Other operating expenses	11,717	14,334	3,655
Depreciation and amortisation	64	60	64
Grants and subsidies	5,061	5,061	5,061
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>16,847</b>	<b>19,460</b>	<b>8,785</b>
<b>Revenue</b>			
Investment income	75	200	75
Grants and contributions	8,380	8,600	8,448
Other revenue	8,196	10,600	202
<b>Total Revenue</b>	<b>16,651</b>	<b>19,400</b>	<b>8,725</b>
<b>Net Result</b>	<b>(196)</b>	<b>(60)</b>	<b>(60)</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	3,523	3,693	3,674
Receivables	95	95	95
<b>Total Current Assets</b>	<b>3,618</b>	<b>3,788</b>	<b>3,769</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	37	13	13
Plant and equipment	37	66	25
<b>Total Non Current Assets</b>	<b>74</b>	<b>79</b>	<b>38</b>
<b>Total Assets</b>	<b>3,692</b>	<b>3,867</b>	<b>3,807</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,695	2,695	2,695
Provisions	454	454	454
<b>Total Current Liabilities</b>	<b>3,149</b>	<b>3,149</b>	<b>3,149</b>
<b>Non Current Liabilities</b>			
Other	105	105	105
<b>Total Non Current Liabilities</b>	<b>105</b>	<b>105</b>	<b>105</b>
<b>Total Liabilities</b>	<b>3,254</b>	<b>3,254</b>	<b>3,254</b>
<b>Net Assets</b>	<b>438</b>	<b>613</b>	<b>553</b>
<b>Equity</b>			
Accumulated funds	438	613	553
<b>Total Equity</b>	<b>438</b>	<b>613</b>	<b>553</b>

## Cash Flow Statement

	—2011-12—		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	5	5	5
Grants and subsidies	5,061	5,061	5,061
Other	12,086	14,445	3,265
<b>Total Payments</b>	<b>17,152</b>	<b>19,511</b>	<b>8,331</b>
<b>Receipts</b>			
Interest	75	200	75
Grants and contributions	8,200	8,200	8,058
Other	8,491	10,895	202
<b>Total Receipts</b>	<b>16,766</b>	<b>19,295</b>	<b>8,335</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(386)</b>	<b>(216)</b>	<b>4</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(23)	(23)	(23)
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>(23)</b>	<b>(23)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(409)</b>	<b>(239)</b>	<b>(19)</b>
Opening Cash and Cash Equivalents	3,932	3,932	3,693
<b>Closing Cash and Cash Equivalents</b>	<b>3,523</b>	<b>3,693</b>	<b>3,674</b>
<b>Cash Flow Reconciliation</b>			
Net result	(196)	(60)	(60)
Non cash items added back	64	60	64
Change in operating assets and liabilities	(254)	(216)	...
<b>Net Cash Flows From Operating Activities</b>	<b>(386)</b>	<b>(216)</b>	<b>4</b>

# Hunter-Central Rivers Catchment Management Authority

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	5	3	4
Other operating expenses	8,334	8,588	8,498
Depreciation and amortisation	89	76	81
Grants and subsidies	6,083	5,510	6,656
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>14,511</b>	<b>14,177</b>	<b>15,239</b>
<b>Revenue</b>			
Investment income	270	335	270
Grants and contributions	9,631	9,506	9,452
Other revenue	4,321	5,395	4,236
<b>Total Revenue</b>	<b>14,222</b>	<b>15,236</b>	<b>13,958</b>
<b>Net Result</b>	<b>(289)</b>	<b>1,059</b>	<b>(1,281)</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	8,087	9,186	7,971
Receivables	1,141	1,341	1,341
Inventories	87	87	87
<b>Total Current Assets</b>	<b>9,315</b>	<b>10,614</b>	<b>9,399</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	3,998	3,994	3,951
Plant and equipment	55	74	59
Intangibles	825	895	895
<b>Total Non Current Assets</b>	<b>4,878</b>	<b>4,963</b>	<b>4,905</b>
<b>Total Assets</b>	<b>14,193</b>	<b>15,577</b>	<b>14,304</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	5,603	5,603	5,611
Provisions	614	650	650
<b>Total Current Liabilities</b>	<b>6,217</b>	<b>6,253</b>	<b>6,261</b>
<b>Non Current Liabilities</b>			
Other	65	65	65
<b>Total Non Current Liabilities</b>	<b>65</b>	<b>65</b>	<b>65</b>
<b>Total Liabilities</b>	<b>6,282</b>	<b>6,318</b>	<b>6,326</b>
<b>Net Assets</b>	<b>7,911</b>	<b>9,259</b>	<b>7,978</b>
<b>Equity</b>			
Reserves	53	53	53
Accumulated funds	7,858	9,206	7,925
<b>Total Equity</b>	<b>7,911</b>	<b>9,259</b>	<b>7,978</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	5	3	4
Grants and subsidies	6,083	5,510	6,656
Other	8,271	8,601	8,160
<b>Total Payments</b>	<b>14,359</b>	<b>14,114</b>	<b>14,820</b>
<b>Receipts</b>			
Interest	284	350	270
Grants and contributions	9,301	9,286	9,122
Other	4,698	5,572	4,236
<b>Total Receipts</b>	<b>14,283</b>	<b>15,208</b>	<b>13,628</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(76)</b>	<b>1,094</b>	<b>(1,192)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(23)	(25)	(23)
Other	...	(70)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>(95)</b>	<b>(23)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(99)</b>	<b>999</b>	<b>(1,215)</b>
Opening Cash and Cash Equivalents	8,186	8,187	9,186
<b>Closing Cash and Cash Equivalents</b>	<b>8,087</b>	<b>9,186</b>	<b>7,971</b>
<b>Cash Flow Reconciliation</b>			
Net result	(289)	1,059	(1,281)
Non cash items added back	89	76	81
Change in operating assets and liabilities	124	(41)	8
<b>Net Cash Flows From Operating Activities</b>	<b>(76)</b>	<b>1,094</b>	<b>(1,192)</b>

# Lachlan Catchment Management Authority

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	5	...	5
Other operating expenses	6,556	7,489	4,648
Depreciation and amortisation	38	38	38
Grants and subsidies	4,794	4,794	4,794
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>11,393</b>	<b>12,321</b>	<b>9,485</b>
<b>Revenue</b>			
Investment income	125	250	200
Grants and contributions	8,635	8,635	8,568
Other revenue	2,754	3,596	579
<b>Total Revenue</b>	<b>11,514</b>	<b>12,481</b>	<b>9,347</b>
<b>Net Result</b>	<b>121</b>	<b>160</b>	<b>(138)</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	4,958	5,021	4,898
Receivables	477	477	477
<b>Total Current Assets</b>	<b>5,435</b>	<b>5,498</b>	<b>5,375</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	120	96	81
<b>Total Non Current Assets</b>	<b>120</b>	<b>96</b>	<b>81</b>
<b>Total Assets</b>	<b>5,555</b>	<b>5,594</b>	<b>5,456</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	694	694	694
Provisions	464	464	464
<b>Total Current Liabilities</b>	<b>1,158</b>	<b>1,158</b>	<b>1,158</b>
<b>Non Current Liabilities</b>			
Other	6	6	6
<b>Total Non Current Liabilities</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Total Liabilities</b>	<b>1,164</b>	<b>1,164</b>	<b>1,164</b>
<b>Net Assets</b>	<b>4,391</b>	<b>4,430</b>	<b>4,292</b>
<b>Equity</b>			
Accumulated funds	4,391	4,430	4,292
<b>Total Equity</b>	<b>4,391</b>	<b>4,430</b>	<b>4,292</b>



## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	5	...	5
Grants and subsidies	4,794	4,794	4,794
Other	6,436	7,369	4,357
<b>Total Payments</b>	<b>11,235</b>	<b>12,163</b>	<b>9,156</b>
<b>Receipts</b>			
Interest	125	250	200
Grants and contributions	8,436	8,436	8,277
Other	2,853	3,695	579
<b>Total Receipts</b>	<b>11,414</b>	<b>12,381</b>	<b>9,056</b>
<b>Net Cash Flows From Operating Activities</b>	<b>179</b>	<b>218</b>	<b>(100)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(23)	...	(23)
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>...</b>	<b>(23)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>156</b>	<b>218</b>	<b>(123)</b>
Opening Cash and Cash Equivalents	4,802	4,803	5,021
<b>Closing Cash and Cash Equivalents</b>	<b>4,958</b>	<b>5,021</b>	<b>4,898</b>
<b>Cash Flow Reconciliation</b>			
Net result	121	160	(138)
Non cash items added back	38	38	38
Change in operating assets and liabilities	20	20	...
<b>Net Cash Flows From Operating Activities</b>	<b>179</b>	<b>218</b>	<b>(100)</b>

# Lower Murray-Darling Catchment Management Authority

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	5	5	5
Other operating expenses	2,623	3,013	2,832
Depreciation and amortisation	36	46	37
Grants and subsidies	3,229	3,229	3,229
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>5,893</b>	<b>6,293</b>	<b>6,103</b>
<b>Revenue</b>			
Investment income	200	260	200
Grants and contributions	5,527	5,527	5,386
Other revenue	130	260	480
<b>Total Revenue</b>	<b>5,857</b>	<b>6,047</b>	<b>6,066</b>
<b>Net Result</b>	<b>(36)</b>	<b>(246)</b>	<b>(37)</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	4,531	4,335	4,312
Receivables	535	535	535
<b>Total Current Assets</b>	<b>5,066</b>	<b>4,870</b>	<b>4,847</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	57	57	50
Plant and equipment	141	127	120
<b>Total Non Current Assets</b>	<b>198</b>	<b>184</b>	<b>170</b>
<b>Total Assets</b>	<b>5,264</b>	<b>5,054</b>	<b>5,017</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	248	273	273
Provisions	193	193	193
<b>Total Current Liabilities</b>	<b>441</b>	<b>466</b>	<b>466</b>
<b>Non Current Liabilities</b>			
Other	51	26	26
<b>Total Non Current Liabilities</b>	<b>51</b>	<b>26</b>	<b>26</b>
<b>Total Liabilities</b>	<b>492</b>	<b>492</b>	<b>492</b>
<b>Net Assets</b>	<b>4,772</b>	<b>4,562</b>	<b>4,525</b>
<b>Equity</b>			
Accumulated funds	4,772	4,562	4,525
<b>Total Equity</b>	<b>4,772</b>	<b>4,562</b>	<b>4,525</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	5	5	5
Grants and subsidies	3,229	3,229	3,229
Other	2,953	3,343	2,782
<b>Total Payments</b>	<b>6,187</b>	<b>6,577</b>	<b>6,016</b>
<b>Receipts</b>			
Interest	200	260	200
Grants and contributions	5,411	5,411	5,336
Other	65	195	480
<b>Total Receipts</b>	<b>5,676</b>	<b>5,866</b>	<b>6,016</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(511)</b>	<b>(711)</b>	<b>...</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	14	...
Purchases of property, plant and equipment	(23)	(33)	(23)
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>(19)</b>	<b>(23)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(534)</b>	<b>(730)</b>	<b>(23)</b>
Opening Cash and Cash Equivalents	5,065	5,065	4,335
<b>Closing Cash and Cash Equivalents</b>	<b>4,531</b>	<b>4,335</b>	<b>4,312</b>
<b>Cash Flow Reconciliation</b>			
Net result	(36)	(246)	(37)
Non cash items added back	36	46	37
Change in operating assets and liabilities	(511)	(511)	...
<b>Net Cash Flows From Operating Activities</b>	<b>(511)</b>	<b>(711)</b>	<b>...</b>

# Murray Catchment Management Authority

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	5	5	5
Other operating expenses	4,326	4,799	4,268
Depreciation and amortisation	32	45	34
Grants and subsidies	6,260	6,260	6,260
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>10,623</b>	<b>11,109</b>	<b>10,567</b>
<b>Revenue</b>			
Investment income	168	188	168
Grants and contributions	8,948	8,948	8,814
Other revenue	946	1,419	272
<b>Total Revenue</b>	<b>10,062</b>	<b>10,555</b>	<b>9,254</b>
<b>Net Result</b>	<b>(561)</b>	<b>(554)</b>	<b>(1,313)</b>

## Balance Sheet

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	3,735	3,718	2,416
Receivables	228	228	228
Inventories	725	725	725
<b>Total Current Assets</b>	<b>4,688</b>	<b>4,671</b>	<b>3,369</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	29	17	17
Plant and equipment	131	167	156
<b>Total Non Current Assets</b>	<b>160</b>	<b>184</b>	<b>173</b>
<b>Total Assets</b>	<b>4,848</b>	<b>4,855</b>	<b>3,542</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,791	1,791	1,791
Provisions	325	325	325
<b>Total Current Liabilities</b>	<b>2,116</b>	<b>2,116</b>	<b>2,116</b>
<b>Non Current Liabilities</b>			
Other	31	31	31
<b>Total Non Current Liabilities</b>	<b>31</b>	<b>31</b>	<b>31</b>
<b>Total Liabilities</b>	<b>2,147</b>	<b>2,147</b>	<b>2,147</b>
<b>Net Assets</b>	<b>2,701</b>	<b>2,708</b>	<b>1,395</b>
<b>Equity</b>			
Accumulated funds	2,701	2,708	1,395
<b>Total Equity</b>	<b>2,701</b>	<b>2,708</b>	<b>1,395</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	5	5	5
Grants and subsidies	6,260	6,260	6,260
Other	3,620	4,019	4,131
<b>Total Payments</b>	<b>9,885</b>	<b>10,284</b>	<b>10,396</b>
<b>Receipts</b>			
Interest	168	188	168
Grants and contributions	8,811	8,811	8,677
Other	1,063	1,463	272
<b>Total Receipts</b>	<b>10,042</b>	<b>10,462</b>	<b>9,117</b>
<b>Net Cash Flows From Operating Activities</b>	<b>157</b>	<b>178</b>	<b>(1,279)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(23)	(60)	(23)
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>(60)</b>	<b>(23)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>134</b>	<b>118</b>	<b>(1,302)</b>
Opening Cash and Cash Equivalents	3,601	3,600	3,718
<b>Closing Cash and Cash Equivalents</b>	<b>3,735</b>	<b>3,718</b>	<b>2,416</b>
<b>Cash Flow Reconciliation</b>			
Net result	(561)	(554)	(1,313)
Non cash items added back	32	45	34
Change in operating assets and liabilities	686	687	...
<b>Net Cash Flows From Operating Activities</b>	<b>157</b>	<b>178</b>	<b>(1,279)</b>

# Murrumbidgee Catchment Management Authority

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	10	50	10
Other operating expenses	4,722	4,711	4,569
Depreciation and amortisation	73	80	66
Grants and subsidies	6,945	6,945	6,945
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>11,750</b>	<b>11,786</b>	<b>11,590</b>
<b>Revenue</b>			
Investment income	100	235	100
Grants and contributions	10,907	11,104	10,754
Other revenue	670	745	700
<b>Total Revenue</b>	<b>11,677</b>	<b>12,084</b>	<b>11,554</b>
<b>Net Result</b>	<b>(73)</b>	<b>298</b>	<b>(36)</b>



**Balance Sheet**

	—2011-12—		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	3,931	1,992	2,199
Receivables	564	250	250
<b>Total Current Assets</b>	<b>4,495</b>	<b>2,242</b>	<b>2,449</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	115	115	67
Plant and equipment	80	81	86
<b>Total Non Current Assets</b>	<b>195</b>	<b>196</b>	<b>153</b>
<b>Total Assets</b>	<b>4,690</b>	<b>2,438</b>	<b>2,602</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	3,535	637	837
Provisions	294	570	570
<b>Total Current Liabilities</b>	<b>3,829</b>	<b>1,207</b>	<b>1,407</b>
<b>Non Current Liabilities</b>			
Other	307	306	306
<b>Total Non Current Liabilities</b>	<b>307</b>	<b>306</b>	<b>306</b>
<b>Total Liabilities</b>	<b>4,136</b>	<b>1,513</b>	<b>1,713</b>
<b>Net Assets</b>	<b>554</b>	<b>925</b>	<b>889</b>
<b>Equity</b>			
Accumulated funds	554	925	889
<b>Total Equity</b>	<b>554</b>	<b>925</b>	<b>889</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	10	50	10
Grants and subsidies	6,945	6,945	6,945
Other	2,728	4,873	4,169
<b>Total Payments</b>	<b>9,683</b>	<b>11,868</b>	<b>11,124</b>
<b>Receipts</b>			
Interest	100	235	100
Grants and contributions	10,707	10,707	10,554
Other	751	870	700
<b>Total Receipts</b>	<b>11,558</b>	<b>11,812</b>	<b>11,354</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,875</b>	<b>(56)</b>	<b>230</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(23)	(32)	(23)
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>(32)</b>	<b>(23)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>1,852</b>	<b>(88)</b>	<b>207</b>
Opening Cash and Cash Equivalents	2,079	2,080	1,992
<b>Closing Cash and Cash Equivalents</b>	<b>3,931</b>	<b>1,992</b>	<b>2,199</b>
<b>Cash Flow Reconciliation</b>			
Net result	(73)	298	(36)
Non cash items added back	73	80	66
Change in operating assets and liabilities	1,875	(434)	200
<b>Net Cash Flows From Operating Activities</b>	<b>1,875</b>	<b>(56)</b>	<b>230</b>

# Namoi Catchment Management Authority

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	7	17	7
Other operating expenses	3,313	3,953	3,261
Depreciation and amortisation	43	43	47
Grants and subsidies	3,983	3,983	3,983
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>7,346</b>	<b>7,996</b>	<b>7,298</b>
<b>Revenue</b>			
Investment income	97	158	97
Grants and contributions	6,971	6,956	6,856
Other revenue	...	605	...
<b>Total Revenue</b>	<b>7,068</b>	<b>7,719</b>	<b>6,953</b>
<b>Net Result</b>	<b>(278)</b>	<b>(277)</b>	<b>(345)</b>

## Balance Sheet

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	3,133	3,144	2,827
Receivables	202	202	202
<b>Total Current Assets</b>	<b>3,335</b>	<b>3,346</b>	<b>3,029</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	186	176	152
<b>Total Non Current Assets</b>	<b>186</b>	<b>176</b>	<b>152</b>
<b>Total Assets</b>	<b>3,521</b>	<b>3,522</b>	<b>3,181</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,712	1,712	1,716
Provisions	395	395	395
<b>Total Current Liabilities</b>	<b>2,107</b>	<b>2,107</b>	<b>2,111</b>
<b>Non Current Liabilities</b>			
Other	3	3	3
<b>Total Non Current Liabilities</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Total Liabilities</b>	<b>2,110</b>	<b>2,110</b>	<b>2,114</b>
<b>Net Assets</b>	<b>1,411</b>	<b>1,412</b>	<b>1,067</b>
<b>Equity</b>			
Accumulated funds	1,411	1,412	1,067
<b>Total Equity</b>	<b>1,411</b>	<b>1,412</b>	<b>1,067</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	7	17	7
Grants and subsidies	3,983	3,983	3,983
Other	2,038	2,692	3,102
<b>Total Payments</b>	<b>6,028</b>	<b>6,692</b>	<b>7,092</b>
<b>Receipts</b>			
Interest	97	158	97
Grants and contributions	6,816	6,816	6,701
Other	(9)	596	...
<b>Total Receipts</b>	<b>6,904</b>	<b>7,570</b>	<b>6,798</b>
<b>Net Cash Flows From Operating Activities</b>	<b>876</b>	<b>878</b>	<b>(294)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(23)	(12)	(23)
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>(12)</b>	<b>(23)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>853</b>	<b>866</b>	<b>(317)</b>
Opening Cash and Cash Equivalents	2,280	2,278	3,144
<b>Closing Cash and Cash Equivalents</b>	<b>3,133</b>	<b>3,144</b>	<b>2,827</b>
<b>Cash Flow Reconciliation</b>			
Net result	(278)	(277)	(345)
Non cash items added back	43	43	47
Change in operating assets and liabilities	1,111	1,112	4
<b>Net Cash Flows From Operating Activities</b>	<b>876</b>	<b>878</b>	<b>(294)</b>

## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	5	60	5
Other operating expenses	4,389	6,257	4,305
Depreciation and amortisation	20	70	20
Grants and subsidies	5,593	5,338	5,848
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>10,007</b>	<b>11,725</b>	<b>10,178</b>
<b>Revenue</b>			
Investment income	50	170	50
Grants and contributions	9,736	9,836	9,718
Other revenue	...	1,530	...
<b>Total Revenue</b>	<b>9,786</b>	<b>11,536</b>	<b>9,768</b>
<b>Net Result</b>	<b>(221)</b>	<b>(189)</b>	<b>(410)</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,835	2,967	2,559
Receivables	270	270	270
<b>Total Current Assets</b>	<b>3,105</b>	<b>3,237</b>	<b>2,829</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	45	5	...
Plant and equipment	39	27	35
<b>Total Non Current Assets</b>	<b>84</b>	<b>32</b>	<b>35</b>
<b>Total Assets</b>	<b>3,189</b>	<b>3,269</b>	<b>2,864</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,427	1,427	1,432
Provisions	395	395	395
<b>Total Current Liabilities</b>	<b>1,822</b>	<b>1,822</b>	<b>1,827</b>
<b>Non Current Liabilities</b>			
Other	7	55	55
<b>Total Non Current Liabilities</b>	<b>7</b>	<b>55</b>	<b>55</b>
<b>Total Liabilities</b>	<b>1,829</b>	<b>1,877</b>	<b>1,882</b>
<b>Net Assets</b>	<b>1,360</b>	<b>1,392</b>	<b>982</b>
<b>Equity</b>			
Accumulated funds	1,360	1,392	982
<b>Total Equity</b>	<b>1,360</b>	<b>1,392</b>	<b>982</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	5	60	5
Grants and subsidies	5,593	5,338	5,848
Other	4,362	6,082	3,950
<b>Total Payments</b>	<b>9,960</b>	<b>11,480</b>	<b>9,803</b>
<b>Receipts</b>			
Interest	50	170	50
Grants and contributions	9,512	9,512	9,368
Other	16	1,546	...
<b>Total Receipts</b>	<b>9,578</b>	<b>11,228</b>	<b>9,418</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(382)</b>	<b>(252)</b>	<b>(385)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(23)	(22)	(23)
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>(22)</b>	<b>(23)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(405)</b>	<b>(274)</b>	<b>(408)</b>
Opening Cash and Cash Equivalents	3,240	3,241	2,967
<b>Closing Cash and Cash Equivalents</b>	<b>2,835</b>	<b>2,967</b>	<b>2,559</b>
<b>Cash Flow Reconciliation</b>			
Net result	(221)	(189)	(410)
Non cash items added back	20	70	20
Change in operating assets and liabilities	(181)	(133)	5
<b>Net Cash Flows From Operating Activities</b>	<b>(382)</b>	<b>(252)</b>	<b>(385)</b>



# Southern Rivers Catchment Management Authority

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	5	16	5
Other operating expenses	4,386	5,912	4,189
Depreciation and amortisation	37	37	35
Grants and subsidies	5,333	5,333	5,333
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>9,761</b>	<b>11,298</b>	<b>9,562</b>
<b>Revenue</b>			
Investment income	140	190	140
Grants and contributions	8,974	9,043	8,898
Other revenue	125	2,243	125
<b>Total Revenue</b>	<b>9,239</b>	<b>11,476</b>	<b>9,163</b>
<b>Net Result</b>	<b>(522)</b>	<b>178</b>	<b>(399)</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	3,437	4,143	3,756
Receivables	422	422	422
<b>Total Current Assets</b>	<b>3,859</b>	<b>4,565</b>	<b>4,178</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	21	21	18
Plant and equipment	106	100	91
<b>Total Non Current Assets</b>	<b>127</b>	<b>121</b>	<b>109</b>
<b>Total Assets</b>	<b>3,986</b>	<b>4,686</b>	<b>4,287</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,018	2,018	2,018
Provisions	410	410	410
<b>Total Current Liabilities</b>	<b>2,428</b>	<b>2,428</b>	<b>2,428</b>
<b>Non Current Liabilities</b>			
Other	54	54	54
<b>Total Non Current Liabilities</b>	<b>54</b>	<b>54</b>	<b>54</b>
<b>Total Liabilities</b>	<b>2,482</b>	<b>2,482</b>	<b>2,482</b>
<b>Net Assets</b>	<b>1,504</b>	<b>2,204</b>	<b>1,805</b>
<b>Equity</b>			
Accumulated funds	1,504	2,204	1,805
<b>Total Equity</b>	<b>1,504</b>	<b>2,204</b>	<b>1,805</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	5	16	5
Grants and subsidies	5,333	5,333	5,333
Other	3,485	4,942	3,929
<b>Total Payments</b>	<b>8,823</b>	<b>10,291</b>	<b>9,267</b>
<b>Receipts</b>			
Interest	140	190	140
Grants and contributions	8,789	8,789	8,638
Other	(81)	2,037	125
<b>Total Receipts</b>	<b>8,848</b>	<b>11,016</b>	<b>8,903</b>
<b>Net Cash Flows From Operating Activities</b>	<b>25</b>	<b>725</b>	<b>(364)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	12	...
Purchases of property, plant and equipment	(23)	(29)	(23)
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>(17)</b>	<b>(23)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>2</b>	<b>708</b>	<b>(387)</b>
Opening Cash and Cash Equivalents	3,435	3,435	4,143
<b>Closing Cash and Cash Equivalents</b>	<b>3,437</b>	<b>4,143</b>	<b>3,756</b>
<b>Cash Flow Reconciliation</b>			
Net result	(522)	178	(399)
Non cash items added back	37	37	35
Change in operating assets and liabilities	510	510	...
<b>Net Cash Flows From Operating Activities</b>	<b>25</b>	<b>725</b>	<b>(364)</b>

# Sydney Metropolitan Catchment Management Authority

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	5	5	5
Other operating expenses	3,253	3,396	2,315
Depreciation and amortisation	22	22	21
Grants and subsidies	1,991	1,991	1,991
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>5,271</b>	<b>5,414</b>	<b>4,332</b>
<b>Revenue</b>			
Investment income	67	67	67
Grants and contributions	4,031	4,031	4,011
Other revenue	951	1,094	33
<b>Total Revenue</b>	<b>5,049</b>	<b>5,192</b>	<b>4,111</b>
<b>Net Result</b>	<b>(222)</b>	<b>(222)</b>	<b>(221)</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	1,107	1,130	907
Receivables	108	108	108
<b>Total Current Assets</b>	<b>1,215</b>	<b>1,238</b>	<b>1,015</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	68	45	47
<b>Total Non Current Assets</b>	<b>68</b>	<b>45</b>	<b>47</b>
<b>Total Assets</b>	<b>1,283</b>	<b>1,283</b>	<b>1,062</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	633	633	633
Provisions	189	189	189
<b>Total Current Liabilities</b>	<b>822</b>	<b>822</b>	<b>822</b>
<b>Non Current Liabilities</b>			
Other	3	3	3
<b>Total Non Current Liabilities</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Total Liabilities</b>	<b>825</b>	<b>825</b>	<b>825</b>
<b>Net Assets</b>	<b>458</b>	<b>458</b>	<b>237</b>
<b>Equity</b>			
Accumulated funds	458	458	237
<b>Total Equity</b>	<b>458</b>	<b>458</b>	<b>237</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	5	5	5
Grants and subsidies	1,991	1,991	1,991
Other	3,158	3,300	2,147
<b>Total Payments</b>	<b>5,154</b>	<b>5,296</b>	<b>4,143</b>
<b>Receipts</b>			
Interest	67	67	67
Grants and contributions	3,923	3,923	3,843
Other	1,035	1,178	33
<b>Total Receipts</b>	<b>5,025</b>	<b>5,168</b>	<b>3,943</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(129)</b>	<b>(128)</b>	<b>(200)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(23)	...	(23)
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>...</b>	<b>(23)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(152)</b>	<b>(128)</b>	<b>(223)</b>
Opening Cash and Cash Equivalents	1,259	1,258	1,130
<b>Closing Cash and Cash Equivalents</b>	<b>1,107</b>	<b>1,130</b>	<b>907</b>
<b>Cash Flow Reconciliation</b>			
Net result	(222)	(222)	(221)
Non cash items added back	22	22	21
Change in operating assets and liabilities	71	72	...
<b>Net Cash Flows From Operating Activities</b>	<b>(129)</b>	<b>(128)</b>	<b>(200)</b>

# Western Catchment Management Authority

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	3	20	3
Other operating expenses	3,068	3,429	3,501
Depreciation and amortisation	10	10	10
Grants and subsidies	4,071	4,575	4,071
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>7,152</b>	<b>8,034</b>	<b>7,585</b>
<b>Revenue</b>			
Investment income	214	207	214
Grants and contributions	6,815	6,815	6,714
Other revenue	233	345	233
<b>Total Revenue</b>	<b>7,262</b>	<b>7,367</b>	<b>7,161</b>
<b>Net Result</b>	<b>110</b>	<b>(667)</b>	<b>(424)</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	3,606	3,518	3,081
Receivables	573	297	297
<b>Total Current Assets</b>	<b>4,179</b>	<b>3,815</b>	<b>3,378</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	20	20	33
<b>Total Non Current Assets</b>	<b>20</b>	<b>20</b>	<b>33</b>
<b>Total Assets</b>	<b>4,199</b>	<b>3,835</b>	<b>3,411</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	162	512	512
Provisions	356	419	419
<b>Total Current Liabilities</b>	<b>518</b>	<b>931</b>	<b>931</b>
<b>Non Current Liabilities</b>			
Other	3	3	3
<b>Total Non Current Liabilities</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Total Liabilities</b>	<b>521</b>	<b>934</b>	<b>934</b>
<b>Net Assets</b>	<b>3,678</b>	<b>2,901</b>	<b>2,477</b>
<b>Equity</b>			
Accumulated funds	3,678	2,901	2,477
<b>Total Equity</b>	<b>3,678</b>	<b>2,901</b>	<b>2,477</b>



## Cash Flow Statement

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	3	20	3
Grants and subsidies	4,071	4,575	4,071
Other	3,850	3,521	3,368
<b>Total Payments</b>	<b>7,924</b>	<b>8,116</b>	<b>7,442</b>
<b>Receipts</b>			
Interest	214	207	214
Grants and contributions	6,682	6,682	6,581
Other	108	220	233
<b>Total Receipts</b>	<b>7,004</b>	<b>7,109</b>	<b>7,028</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(920)</b>	<b>(1,007)</b>	<b>(414)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(23)	(23)	(23)
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>(23)</b>	<b>(23)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(943)</b>	<b>(1,030)</b>	<b>(437)</b>
Opening Cash and Cash Equivalents	4,549	4,548	3,518
<b>Closing Cash and Cash Equivalents</b>	<b>3,606</b>	<b>3,518</b>	<b>3,081</b>
<b>Cash Flow Reconciliation</b>			
Net result	110	(667)	(424)
Non cash items added back	10	10	10
Change in operating assets and liabilities	(1,040)	(350)	...
<b>Net Cash Flows From Operating Activities</b>	<b>(920)</b>	<b>(1,007)</b>	<b>(414)</b>

## Destination NSW

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### Financial Statements

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#### Operating Statement

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	—2011-12—		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	16,749	18,151	16,621
Other operating expenses	64,105	45,071	88,416
Depreciation and amortisation	1,948	1,948	2,163
Grants and subsidies	7,227	41,988	4,998
Other expenses	27,910	28,762	19,559
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>117,939</b>	<b>135,920</b>	<b>131,757</b>
<b>Revenue</b>			
Investment income	300	450	300
Grants and contributions	115,899	132,849	132,562
Acceptance by Crown Entity of employee benefits and other liabilities	340	340	340
Other revenue	...	1,140	...
<b>Total Revenue</b>	<b>116,539</b>	<b>134,779</b>	<b>133,202</b>
Gain/(loss) on disposal of non current assets	...	(259)	...
<b>Net Result</b>	<b>(1,400)</b>	<b>(1,400)</b>	<b>1,445</b>

## Balance Sheet

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,002	3,345	3,773
Receivables	1,588	1,588	1,588
<b>Total Current Assets</b>	<b>3,590</b>	<b>4,933</b>	<b>5,361</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	(71)	...	...
Plant and equipment	486	395	2,623
Infrastructure systems	7,694	7,607	6,376
Intangibles	191	...	...
<b>Total Non Current Assets</b>	<b>8,300</b>	<b>8,002</b>	<b>8,999</b>
<b>Total Assets</b>	<b>11,890</b>	<b>12,935</b>	<b>14,360</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	3,137	3,137	3,117
Provisions	923	1,913	1,913
<b>Total Current Liabilities</b>	<b>4,060</b>	<b>5,050</b>	<b>5,030</b>
<b>Total Liabilities</b>	<b>4,060</b>	<b>5,050</b>	<b>5,030</b>
<b>Net Assets</b>	<b>7,830</b>	<b>7,885</b>	<b>9,330</b>
<b>Equity</b>			
Accumulated funds	7,830	7,885	9,330
<b>Total Equity</b>	<b>7,830</b>	<b>7,885</b>	<b>9,330</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	17,410	17,822	16,277
Grants and subsidies	7,227	41,988	4,998
Other	91,550	74,329	107,149
<b>Total Payments</b>	<b>116,187</b>	<b>134,139</b>	<b>128,424</b>
<b>Receipts</b>			
Interest	300	450	300
Grants and contributions	110,899	125,899	127,562
Other	3,935	8,025	4,150
<b>Total Receipts</b>	<b>115,134</b>	<b>134,374</b>	<b>132,012</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(1,053)</b>	<b>235</b>	<b>3,588</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(3)	(3)	(3,060)
Other	(100)	(100)	(100)
<b>Net Cash Flows From Investing Activities</b>	<b>(103)</b>	<b>(103)</b>	<b>(3,160)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,156)</b>	<b>132</b>	<b>428</b>
Opening Cash and Cash Equivalents	3,158	3,213	3,345
<b>Closing Cash and Cash Equivalents</b>	<b>2,002</b>	<b>3,345</b>	<b>3,773</b>
<b>Cash Flow Reconciliation</b>			
Net result	(1,400)	(1,400)	1,445
Non cash items added back	1,948	1,948	2,163
Change in operating assets and liabilities	(1,601)	(313)	(20)
<b>Net Cash Flows From Operating Activities</b>	<b>(1,053)</b>	<b>235</b>	<b>3,588</b>

## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	48,114	48,530	39,452
Depreciation and amortisation	5,629	5,049	6,324
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>53,743</b>	<b>53,579</b>	<b>45,776</b>
<b>Revenue</b>			
Sales of goods and services	13,812	14,984	6,175
Investment income	841	404	640
Grants and contributions	41,051	40,981	38,815
Other revenue	160	105	364
<b>Total Revenue</b>	<b>55,864</b>	<b>56,474</b>	<b>45,994</b>
Gain/(loss) on disposal of non current assets	208	(566)	208
<b>Net Result</b>	<b>2,329</b>	<b>2,329</b>	<b>426</b>

## Balance Sheet

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,276	5,717	4,971
Receivables	1,112	1,112	1,112
Other financial assets	122	122	122
<b>Total Current Assets</b>	<b>3,510</b>	<b>6,951</b>	<b>6,205</b>
<b>Non Current Assets</b>			
Other financial assets	5,656	3,247	3,647
Property, plant and equipment -			
Land and building	153,939	152,904	154,114
Plant and equipment	407,318	407,321	406,384
<b>Total Non Current Assets</b>	<b>566,913</b>	<b>563,472</b>	<b>564,145</b>
<b>Total Assets</b>	<b>570,423</b>	<b>570,423</b>	<b>570,350</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	3,847	3,847	3,348
Provisions	2,943	2,943	2,943
Other	138	138	138
<b>Total Current Liabilities</b>	<b>6,928</b>	<b>6,928</b>	<b>6,429</b>
<b>Total Liabilities</b>	<b>6,928</b>	<b>6,928</b>	<b>6,429</b>
<b>Net Assets</b>	<b>563,495</b>	<b>563,495</b>	<b>563,921</b>
<b>Equity</b>			
Reserves	160,588	160,588	160,588
Accumulated funds	402,907	402,907	403,333
<b>Total Equity</b>	<b>563,495</b>	<b>563,495</b>	<b>563,921</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	45,257	45,673	37,848
<b>Total Payments</b>	<b>45,257</b>	<b>45,673</b>	<b>37,848</b>
<b>Receipts</b>			
Sale of goods and services	13,812	14,984	6,175
Interest	332	304	240
Grants and contributions	34,837	34,837	33,010
Other	3,371	3,246	3,166
<b>Total Receipts</b>	<b>52,352</b>	<b>53,371</b>	<b>42,591</b>
<b>Net Cash Flows From Operating Activities</b>	<b>7,095</b>	<b>7,698</b>	<b>4,743</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	268	27	268
Advance repayments received	5	5	...
Purchases of property, plant and equipment	(15,503)	(14,424)	(5,757)
<b>Net Cash Flows From Investing Activities</b>	<b>(15,230)</b>	<b>(14,392)</b>	<b>(5,489)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(8,135)</b>	<b>(6,694)</b>	<b>(746)</b>
Opening Cash and Cash Equivalents	10,411	10,411	5,717
Reclassification of Cash Equivalents	...	2,000	...
<b>Closing Cash and Cash Equivalents</b>	<b>2,276</b>	<b>5,717</b>	<b>4,971</b>
<b>Cash Flow Reconciliation</b>			
Net result	2,329	2,329	426
Non cash items added back	4,220	4,049	5,024
Change in operating assets and liabilities	546	1,320	(707)
<b>Net Cash Flows From Operating Activities</b>	<b>7,095</b>	<b>7,698</b>	<b>4,743</b>

## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	111	80	79
Other operating expenses	4,151	3,524	3,319
Depreciation and amortisation	55	27	61
Grants and subsidies	5,409	10,185	8,777
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>9,726</b>	<b>13,816</b>	<b>12,236</b>
<b>Revenue</b>			
Investment income	375	600	350
Grants and contributions	8,551	9,391	11,635
Other revenue	700	514	420
<b>Total Revenue</b>	<b>9,626</b>	<b>10,505</b>	<b>12,405</b>
<b>Net Result</b>	<b>(100)</b>	<b>(3,311)</b>	<b>169</b>



**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	9,394	6,145	6,206
Receivables	317	317	317
Other financial assets	719	719	719
<b>Total Current Assets</b>	<b>10,430</b>	<b>7,181</b>	<b>7,242</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	38	66	174
Intangibles	37	37	37
<b>Total Non Current Assets</b>	<b>75</b>	<b>103</b>	<b>211</b>
<b>Total Assets</b>	<b>10,505</b>	<b>7,284</b>	<b>7,453</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,542	2,542	2,542
Provisions	201	201	201
Other	16	16	16
<b>Total Current Liabilities</b>	<b>2,759</b>	<b>2,759</b>	<b>2,759</b>
<b>Non Current Liabilities</b>			
Other	212	212	212
<b>Total Non Current Liabilities</b>	<b>212</b>	<b>212</b>	<b>212</b>
<b>Total Liabilities</b>	<b>2,971</b>	<b>2,971</b>	<b>2,971</b>
<b>Net Assets</b>	<b>7,534</b>	<b>4,313</b>	<b>4,482</b>
<b>Equity</b>			
Accumulated funds	7,534	4,313	4,482
<b>Total Equity</b>	<b>7,534</b>	<b>4,313</b>	<b>4,482</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	129	98	79
Grants and subsidies	5,409	10,185	8,777
Other	5,495	4,860	4,133
<b>Total Payments</b>	<b>11,033</b>	<b>15,143</b>	<b>12,989</b>
<b>Receipts</b>			
Sale of goods and services	47	37	...
Interest	480	705	350
Grants and contributions	8,536	9,368	11,620
Other	1,615	1,429	1,249
<b>Total Receipts</b>	<b>10,678</b>	<b>11,539</b>	<b>13,219</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(355)</b>	<b>(3,604)</b>	<b>230</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(44)	(44)	(169)
Advances made	(654)	(654)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(698)</b>	<b>(698)</b>	<b>(169)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,053)</b>	<b>(4,302)</b>	<b>61</b>
Opening Cash and Cash Equivalents	10,447	10,447	6,145
<b>Closing Cash and Cash Equivalents</b>	<b>9,394</b>	<b>6,145</b>	<b>6,206</b>
<b>Cash Flow Reconciliation</b>			
Net result	(100)	(3,311)	169
Non cash items added back	55	27	61
Change in operating assets and liabilities	(310)	(320)	...
<b>Net Cash Flows From Operating Activities</b>	<b>(355)</b>	<b>(3,604)</b>	<b>230</b>

Financial Statements

Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	16,512	16,335	15,688
Other operating expenses	4,579	4,756	5,546
Depreciation and amortisation	945	945	1,030
Grants and subsidies	400	499	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>22,436</b>	<b>22,535</b>	<b>22,264</b>
<b>Revenue</b>			
Sales of goods and services	2,387	2,387	2,627
Investment income	900	900	1,000
Retained taxes, fees and fines	6,503	6,503	6,566
Grants and contributions	12,850	12,949	12,233
Other revenue	...	...	3
<b>Total Revenue</b>	<b>22,640</b>	<b>22,739</b>	<b>22,429</b>
<b>Net Result</b>	<b>204</b>	<b>204</b>	<b>165</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	15,469	14,865	15,490
Receivables	1,610	1,610	1,644
<b>Total Current Assets</b>	<b>17,079</b>	<b>16,475</b>	<b>17,134</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	8,030	8,030	7,745
Plant and equipment	1,766	1,766	1,876
Intangibles	3,271	3,271	3,316
<b>Total Non Current Assets</b>	<b>13,067</b>	<b>13,067</b>	<b>12,937</b>
<b>Total Assets</b>	<b>30,146</b>	<b>29,542</b>	<b>30,071</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,109	2,109	2,151
Provisions	5,488	5,488	5,777
Other	63	63	96
<b>Total Current Liabilities</b>	<b>7,660</b>	<b>7,660</b>	<b>8,024</b>
<b>Non Current Liabilities</b>			
Provisions	8,983	8,983	8,983
<b>Total Non Current Liabilities</b>	<b>8,983</b>	<b>8,983</b>	<b>8,983</b>
<b>Total Liabilities</b>	<b>16,643</b>	<b>16,643</b>	<b>17,007</b>
<b>Net Assets</b>	<b>13,503</b>	<b>12,899</b>	<b>13,064</b>
<b>Equity</b>			
Reserves	1,862	1,862	1,862
Accumulated funds	11,641	11,037	11,202
<b>Total Equity</b>	<b>13,503</b>	<b>12,899</b>	<b>13,064</b>

## Cash Flow Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	16,456	16,279	15,399
Grants and subsidies	400	499	...
Other	4,875	5,070	6,000
<b>Total Payments</b>	<b>21,731</b>	<b>21,848</b>	<b>21,399</b>
<b>Receipts</b>			
Sale of goods and services	2,387	2,387	2,627
Interest	900	900	1,000
Retained taxes, fees and fines	1,100	1,100	1,000
Grants and contributions	12,850	12,949	12,233
Other	5,924	5,963	6,059
<b>Total Receipts</b>	<b>23,161</b>	<b>23,299</b>	<b>22,919</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,430</b>	<b>1,451</b>	<b>1,520</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	600	600	600
Purchases of property, plant and equipment	(387)	(387)	(995)
Other	(400)	(400)	(500)
<b>Net Cash Flows From Investing Activities</b>	<b>(187)</b>	<b>(187)</b>	<b>(895)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>1,243</b>	<b>1,264</b>	<b>625</b>
Opening Cash and Cash Equivalents	14,226	13,601	14,865
<b>Closing Cash and Cash Equivalents</b>	<b>15,469</b>	<b>14,865</b>	<b>15,490</b>
<b>Cash Flow Reconciliation</b>			
Net result	204	204	165
Non cash items added back	945	945	1,030
Change in operating assets and liabilities	281	302	325
<b>Net Cash Flows From Operating Activities</b>	<b>1,430</b>	<b>1,451</b>	<b>1,520</b>

Financial Statements

Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	45,357	46,000	45,112
Depreciation and amortisation	16,300	17,000	18,105
Grants and subsidies	26,549	26,549	26,528
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>88,206</b>	<b>89,549</b>	<b>89,745</b>
<b>Revenue</b>			
Sales of goods and services	1,682	1,800	1,760
Investment income	2,678	2,600	1,995
Grants and contributions	87,148	88,825	92,962
Other revenue	...	...	10
<b>Total Revenue</b>	<b>91,508</b>	<b>93,225</b>	<b>96,727</b>
Other gains/(losses)	...	...	(22)
<b>Net Result</b>	<b>3,302</b>	<b>3,676</b>	<b>6,960</b>

## Balance Sheet

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	4,487	8,355	9,407
Receivables	3,716	3,716	2,333
Inventories	212	212	212
<b>Total Current Assets</b>	<b>8,415</b>	<b>12,283</b>	<b>11,952</b>
<b>Non Current Assets</b>			
Other financial assets	19,297	18,669	18,907
Property, plant and equipment - Land and building	212,435	216,030	211,689
Plant and equipment	2,171,149	2,165,426	2,175,467
<b>Total Non Current Assets</b>	<b>2,402,881</b>	<b>2,400,125</b>	<b>2,406,063</b>
<b>Total Assets</b>	<b>2,411,296</b>	<b>2,412,408</b>	<b>2,418,015</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	4,469	4,469	4,115
Provisions	3,526	3,526	3,527
Other	1,000	1,000	...
<b>Total Current Liabilities</b>	<b>8,995</b>	<b>8,995</b>	<b>7,642</b>
<b>Non Current Liabilities</b>			
Other	39	39	39
<b>Total Non Current Liabilities</b>	<b>39</b>	<b>39</b>	<b>39</b>
<b>Total Liabilities</b>	<b>9,034</b>	<b>9,034</b>	<b>7,681</b>
<b>Net Assets</b>	<b>2,402,262</b>	<b>2,403,374</b>	<b>2,410,334</b>
<b>Equity</b>			
Reserves	788,156	788,156	788,156
Accumulated funds	1,614,106	1,615,218	1,622,178
<b>Total Equity</b>	<b>2,402,262</b>	<b>2,403,374</b>	<b>2,410,334</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	26,549	26,549	26,528
Other	45,310	44,217	48,955
<b>Total Payments</b>	<b>71,859</b>	<b>70,766</b>	<b>75,483</b>
<b>Receipts</b>			
Sale of goods and services	1,617	735	2,803
Interest	2,090	2,142	1,738
Grants and contributions	81,531	81,531	87,873
Other	8,069	9,746	7,909
<b>Total Receipts</b>	<b>93,307</b>	<b>94,154</b>	<b>100,323</b>
<b>Net Cash Flows From Operating Activities</b>	<b>21,448</b>	<b>23,388</b>	<b>24,840</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of investments	1,000	1,500	720
Purchases of property, plant and equipment	(29,049)	(27,621)	(23,805)
Purchases of investments	(686)	(686)	(703)
<b>Net Cash Flows From Investing Activities</b>	<b>(28,735)</b>	<b>(26,807)</b>	<b>(23,788)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(7,287)</b>	<b>(3,419)</b>	<b>1,052</b>
Opening Cash and Cash Equivalents	11,774	11,774	8,355
<b>Closing Cash and Cash Equivalents</b>	<b>4,487</b>	<b>8,355</b>	<b>9,407</b>
<b>Cash Flow Reconciliation</b>			
Net result	3,302	3,676	6,960
Non cash items added back	15,712	16,540	17,850
Change in operating assets and liabilities	2,434	3,172	30
<b>Net Cash Flows From Operating Activities</b>	<b>21,448</b>	<b>23,388</b>	<b>24,840</b>



# Water Administration Ministerial Corporation

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## Financial Statements

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### Operating Statement

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	40,650	45,168	46,300
Depreciation and amortisation	3,268	3,268	5,034
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>43,918</b>	<b>48,436</b>	<b>51,334</b>
<b>Revenue</b>			
Sales of goods and services	40,650	45,168	46,300
Grants and contributions	...	500	...
<b>Total Revenue</b>	<b>40,650</b>	<b>45,668</b>	<b>46,300</b>
Gain/(loss) on disposal of non current assets	...	(35)	...
<b>Net Result</b>	<b>(3,268)</b>	<b>(2,803)</b>	<b>(5,034)</b>

**Balance Sheet**

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	12	12	12
Plant and equipment	3,355	3,145	2,813
Infrastructure systems	736,187	736,862	732,160
<b>Total Non Current Assets</b>	<b>739,554</b>	<b>740,019</b>	<b>734,985</b>
<b>Total Assets</b>	<b>739,554</b>	<b>740,019</b>	<b>734,985</b>
<b>Net Assets</b>	<b>739,554</b>	<b>740,019</b>	<b>734,985</b>
<b>Equity</b>			
Reserves	3	3	3
Accumulated funds	739,551	740,016	734,982
<b>Total Equity</b>	<b>739,554</b>	<b>740,019</b>	<b>734,985</b>

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**Cash Flow Statement**


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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	40,650	45,168	46,300
<b>Total Payments</b>	<b>40,650</b>	<b>45,168</b>	<b>46,300</b>
<b>Receipts</b>			
Sale of goods and services	40,650	45,168	46,300
<b>Total Receipts</b>	<b>40,650</b>	<b>45,168</b>	<b>46,300</b>
<b>Net Cash Flows From Operating Activities</b>	...	...	...
<b>Cash Flow Reconciliation</b>			
Net result	(3,268)	(2,803)	(5,034)
Non cash items added back	3,268	2,768	5,034
Change in operating assets and liabilities	...	35	...
<b>Net Cash Flows From Operating Activities</b>	...	...	...

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## 9. Transport Cluster

Agency	Expenses			Capital Expenditure		
	2011-12 Budget \$m	2012-13 Budget \$m	Var. %	2011-12 Budget \$m	2012-13 Budget \$m	Var. %
<b>Transport for NSW</b>						
Service Group						
Transport Infrastructure and Development .....	3,974.3	4,039.6	1.6	366.4	384.1	4.8
Integrated Transport Service Delivery .....	3,781.5	3,719.2	(1.6)	...	15.5	N/A
Integrated Transport Planning and Management .....	2,022.9	2,031.4	0.4	...	8.3	N/A
Cluster Grant Funding .....	17.7	17.7	...	...	...	...
<b>Total</b>	<b>9,796.5</b>	<b>9,807.9</b>	<b>0.1</b>	<b>366.4</b>	<b>407.9</b>	<b>11.3</b>
<b>Roads and Maritime Services</b>						
Service Group						
Transport Infrastructure and Development .....	5.3	12.6	137.3	2,451.5	2,249.3	(8.2)
Integrated Transport Service Delivery .....	723.2	678.4	(6.2)	72.5	38.6	(46.8)
Integrated Transport Planning and Management .....	2,542.6	2,530.6	(0.5)	655.1	517.7	(21.0)
<b>Total</b>	<b>3,271.0</b>	<b>3,221.6</b>	<b>(1.5)</b>	<b>3,179.1</b>	<b>2,805.6</b>	<b>(11.7)</b>
<b>Independent Transport Safety Regulator</b>						
Service Group						
Transport Safety Regulation .....	16.9	16.9	...	0.1	0.1	...
<b>Total</b>	<b>16.9</b>	<b>16.9</b>	<b>...</b>	<b>0.1</b>	<b>0.1</b>	<b>...</b>
<b>Office of Transport Safety Investigations</b>						
Service Group						
Investigation and Risk Mitigation Analysis .....	2.3	2.4	4.1	...	...	...
<b>Total</b>	<b>2.3</b>	<b>2.4</b>	<b>4.1</b>	<b>...</b>	<b>...</b>	<b>...</b>

## Introduction

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The Transport cluster is responsible for planning, infrastructure and service delivery across all modes of transport. It aims to effectively aid the movement of people and goods across New South Wales, growing the State economy and encouraging increased use of public transport by providing a better customer experience.

Transport for NSW was established on 1 November 2011 as a fully integrated transport authority to improve transport for the NSW community.

The Transport cluster is the lead for achieving the following NSW 2021 goals.

- § Reduce travel times.
- § Grow patronage on public transport by making it a more attractive choice.
- § Improve the customer experience with transport services.
- § Improve road safety.

The cluster's responsibilities include:

- § consolidating planning for roads, rail, buses, ferries, taxis and waterways
- § developing and overseeing policies and regulations
- § integrating freight strategies, particularly in regional areas
- § supporting major transport infrastructure projects
- § investigating transport accidents and incidents
- § developing and maintaining the transport system to ensure it is safe, reliable, clean and efficient.

Under the cluster's new structure:

- § Transport for NSW will absorb the functions of the Country Rail Infrastructure Authority and the Transport Construction Authority
- § Roads and Maritime Services combines the functions of the former Roads and Traffic Authority of New South Wales (RTA) and Maritime Authority of NSW.

## Services

The cluster's key services are:

- § designing and managing new infrastructure projects and programs
- § managing transport services to provide a seamless network for customers, as well as ticketing services and customer information
- § ensuring the safety and security of transport users and staff

- § planning to integrate modes of transport to increase efficiency and reliability, which includes considering land use options, supporting growth areas, pursuing funding and maintaining transport assets
- § providing safety accreditation, monitoring compliance, promoting safety, enforcing rail safety law, supporting bus safety regulations and advising the Government and industry on how the performance of public network assets affects safety
- § investigating safety incidents to mitigate risks.

## 2012-13 Budget Highlights

In 2012-13, the total expenses for Transport for NSW will be \$9.8 billion. This covers:

- § \$5.6 billion including grants to rail, bus and ferry transport service providers
- § \$4.2 billion in grants for roads and maritime services
- § \$16 million in grants for the Independent Transport Safety Regulator and \$2.3 million in grants for the Office of Transport Safety Investigations.

### Rail Services

Key initiatives will include:

- § \$397 million for the South West Rail Link – an 11.4 km twin-track extension from Glenfield to Leppington – including new stations at Edmondson Park and Leppington, an upgrade of Glenfield station, new car parking and a train stabling facility
- § \$360 million for the North West Rail Link – a 23 km rail link to Sydney's growing north-west region – including eight new stations (this figure includes \$40 million being spent by the Sydney Regional Development Fund for land)
- § \$182 million for the Country Regional Network, including \$117 million for network maintenance, \$43 million to re-sleeper tracks and \$15 million for re-railing
- § \$116 million toward constructing the Inner West Light Rail Extension from Dulwich Hill to Lilyfield and a further \$25 million to plan for future light rail development
- § \$114 million for the Rail Clearways program to improve the capacity and reliability of the CityRail network, which includes continuing the Kingsgrove to Revesby quadruplication, providing a new platform at Macarthur station and constructing the Liverpool Turnback
- § \$95 million on works to support the new Waratah rail carriages, including interface works on the CityRail network
- § \$85 million for work on the Northern Sydney Freight Corridor
- § \$61 million for Wynyard Walk, to improve pedestrian access from Wynyard station to the western CBD and Barangaroo area
- § \$50 million on Automatic Train Protection.

## **Bus Services**

Key initiatives will include:

- § \$521 million for privately operated metropolitan and outer metropolitan bus services
- § \$380 million for rural and regional bus services
- § \$337 million for State Transit services
- § purchasing 269 new buses, worth \$127 million, including 140 buses for State Transit and 129 for private operators
- § spending \$42 million for new bus depots to accommodate growth in the bus fleet
- § continuing to provide additional Night Ride bus services at an estimated cost of \$2 million in 2012-13.

A preliminary feasibility study has been undertaken to investigate various options for the Northern Beaches Bus Rapid Transit. The next stage of the study will entail community consultation to determine the preferred option and further planning on the timing, cost and route.

## **Ferry Services**

Key initiatives will include engaging a new operator for Sydney Ferries from the end of July 2012. The Government will be responsible for restoring and expanding services, upgrading wharves and investigating fleet replacement.

## **Transport Access Program**

The Government will spend \$148 million in 2012-13 to improve access to the public transport network. Key initiatives will include:

- § train station development and upgrades
- § improving accessibility to CityRail stations
- § providing additional car parks and interchanges across the network
- § improving safety across the transport network
- § refurbishing commuter wharves in Sydney Harbour.

## **Ticketing, Concessions and Community Transport**

Key initiatives will include spending:

- § an estimated \$454 million on concession schemes for pensioners, tertiary students, people with disabilities and others using public transport
- § \$124 million to implement the Opal card – an integrated electronic ticketing system for greater Sydney – which begins rolling out on Sydney Ferries in December 2012
- § \$47 million for the transport component of the Home and Community Care program
- § \$2.2 million to boost community transport services.

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## Roads and Maritime

Key initiatives will include spending:

- § over \$1 billion for maintenance work on roads and bridges to retain their structural integrity and value
- § \$941 million on the jointly funded Pacific Highway including \$845 million for major upgrades
- § \$530 million on the jointly funded \$1.7 billion Hunter Expressway, a new 40 km four-lane freeway from Newcastle through the Hunter Valley
- § \$238 million to assist councils and Roads and Maritime Services to repair roads and bridges damaged by recent natural disasters
- § \$187 million on the Princes Highway, including projects at Gerringong, South Nowra and Bega (jointly funded)
- § \$151 million on the Hume Highway, including \$100 million of Commonwealth funding to complete a four-lane dual carriageway between Sydney and Melbourne
- § \$134 million on the jointly funded Great Western Highway including the continued widening of the highway to four lanes east of Katoomba
- § \$67 million to continue the rollout of the Government's \$200 million congestion and safety package
- § \$19 million (as part of a \$107 million investment) to widen Nelson Bay Road between Anna Bay and Bobs Farm and to upgrade the New England Highway through Maitland, funded by the Hunter Investment and Infrastructure Fund
- § \$17.5 million towards a new \$125 million 'pinch point' strategy
- § an extra \$4 million over four years to roll out flashing lights for school zones in regional areas, bringing the total commitment to \$17 million. The additional funds will increase the number of school zones with flashing lights installed from 540 to 700.

The \$550 million upgrade of the M2 Motorway, to widen it in each direction and to provide new ramps for easier access, is due for completion in 2012-13. The construction of the \$400 million M5 West widening will also begin in 2012-13. In addition, \$30 million has been allocated to plan for a future motorway project, in anticipation of the State Infrastructure Strategy being released by Infrastructure NSW later this year.

Finally, the Government has committed \$1.5 billion as its contribution to complete the duplication of the Pacific Highway by 2016.



# Transport for NSW

## Service Group Statements

### Transport Infrastructure and Development

**Service description:** This service group covers developing and building new infrastructure along with enhancing the existing public transport system and the road network.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Length of narrow rural State roads with a sealed width <7.8 metres on low trafficked roads and <9 metres on high trafficked roads	km	n.a.	5,266	5,089	5,100	4,980
Transit lane length <sup>(a)</sup>	km	58	53	53	53	53
Bus lane length	km	133	147	156	157	160
Length of roadway of high roughness on sealed State roads	km	541	587	595	655	620

(a) The 2009-10 Actual and 2011-12 Forecast figures have been corrected to reflect the accurate reporting of Transit Lane length which operate in peak periods.

	2011-12 Budget \$000	2011-12 Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	3,974,341	3,633,060	4,039,587
Expense Items of Interest:			
Grants and subsidies			
Roads and Maritime Services – Capital and Operating Grants	2,426,979	2,128,044	2,105,225
Rail Corporation – Capital Grant	1,225,560 <sup>(a)</sup>	1,427,882	1,776,106
Capital Expenditure	366,449	409,543	384,101

(a) Excludes \$94.8 million for minor grants to Rail Corporation. Revised 2011-12 and 2012-13 Budget include the minor grants.

## Integrated Transport Service Delivery

**Service description:** This service group covers the delivery of a range of transport services, from operation, coordination and regulation of public transport, to transport service contracts, pricing and ticketing and customer information services. This also includes delivering more specialised services to better connect local communities and helping disadvantaged groups. This service group seeks to implement initiatives to increase safe road use behaviour to ensure that drivers and riders are eligible, competent and identified, vehicles are roadworthy and meet emissions standards and a high standard of customer service is maintained.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Heavy vehicle inspections	thous	104	104	104	106	106
Licensed drivers and riders	mill	4.77	4.85	4.93	4.95	4.98
CityRail services passenger journeys <sup>(a)</sup>	mill	289.1	294.5	305.9	302.5	307.2
Metropolitan bus services passenger boardings	mill	189.7	198.8	193.6	204.1	207.2

(a) The methodology for estimating CityRail services passenger journeys was modified in 2011 leading to lower estimates. The figures for 2009-10 Actual and 2011-12 Forecast have been corrected from previously published data of 302.3 and 320.6 respectively.

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	3,781,512	3,775,420	3,719,236
Expense Items of Interest:			
Grants and subsidies			
Roads and Maritime Services – Capital and Operating Grants	394,440	344,369	266,206
Rail Corporation – Contract Services and Concessions	1,572,423	1,580,260	1,500,455
Private Buses (Metropolitan and Outer Metropolitan) – Contract Services and Concessions	448,302	459,857	521,144
Private Buses (Rural and Regional) – Contract Services and Concessions	362,195	371,555	376,096
State Transit Authority – Contract Services and Concessions	375,478	344,248	336,825
Sydney Ferries – Contract Services and Concessions	93,210	93,388	91,839
Taxi Transport Subsidy Scheme	26,356	25,915	27,173
Community Transport Funding	47,899	48,821	53,842
Capital Expenditure	...	5,295	15,486

## Integrated Transport Planning and Management

**Service description:** This service group covers planning for integration between transport modes to deliver a more efficient and reliable customer experience. It also includes the development of strategic policy to influence land use planning, coordinates strategies to address future growth and transport demands of the community and industry. This service group also seeks to ensure safe, reliable movement of people and goods on the arterial road network and manage the primary arterial network to retain the value and quality of the infrastructure as a long-term renewable asset.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Crash related treatments (including State and Commonwealth Government Funded treatments) <sup>(a)</sup>	no.	134	177	239	235	212
Maintenance and reconstruction expenditure on State roads per kilometre of roadway	\$000	49	50	50	54	51
Average annual rate of rebuilding of sealed roads <sup>(b)</sup>	%	1.0	1.3	1.0	1.3	1.3

(a) Includes traffic signals, safety barrier installation and other measures to improve road safety. More complex but fewer projects undertaken in 2009-10.

(b) This indicator consists of contributions from both the major new infrastructure program and the maintenance rehabilitation and reconstruction programs. This combination from major projects has been estimated at an average of 0.3 per cent each year. The actual contribution from major projects may vary from year to year.

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	2,022,909	2,020,415	2,031,416
Expense Items of Interest: Grants and subsidies Roads and Maritime Services – Capital and Operating Grants	1,919,661	1,904,068	1,850,782
Capital Expenditure	...	2,829	8,272

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## Cluster Grant Funding

**Service description:** This service group covers the provision of grant funding to agencies within the Transport cluster. This includes funding to Independent Transport Safety Regulator and Office of Transport Safety Investigations.

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	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	17,726	17,082	17,687
Expense Items of Interest:			
Grants and subsidies			
Independent Transport Safety Regulator	15,539	14,895	15,404
Office of Transport safety Investigations	2,187	2,187	2,283

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## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	201,017	198,649	299,779 <sup>(a)</sup>
Other operating expenses	35,828	104,733	180,641
Depreciation and amortisation	52,453	52,453	166,088
Grants and subsidies	9,416,460	8,996,412	9,070,904
Finance costs	66,063	65,165	68,908
Other expenses	24,667	28,565	21,606
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>9,796,488</b>	<b>9,445,977</b>	<b>9,807,926</b>
<b>Revenue</b>			
Recurrent appropriation	9,712,165	9,409,886	9,598,503
Capital appropriation	218,595	269,813	280,674
Sales of goods and services	20,740	13,477	34,150
Investment income	5,736	5,736	7,936
Retained taxes, fees and fines	2,042	2,642	2,100
Grants and contributions	47,458	58,437	51,198
Acceptance by Crown Entity of employee benefits and other liabilities	2,390	3,064	2,449
Other revenue	3,696	3,696	3,960
<b>Total Revenue</b>	<b>10,012,822</b>	<b>9,766,751</b>	<b>9,980,970</b>
<b>Net Result</b>	<b>216,334</b>	<b>320,774</b>	<b>173,044</b>

(a) This figure reflects the establishment of Transport for NSW, which will absorb the functions of the Country Rail Infrastructure Authority and the Transport Construction Authority.

## Balance Sheet

	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	68,350	157,128	178,441
Receivables	78,165	122,253	133,345
<b>Total Current Assets</b>	<b>146,515</b>	<b>279,381</b>	<b>311,786</b>
<b>Non Current Assets</b>			
Receivables	365	365	14,499
Other financial assets	...	19,800	19,800
Property, plant and equipment -			
Land and building	228,602	267,603	627,311
Plant and equipment	983,684	983,684	1,057,823
Infrastructure systems	83,398	86,115	1,758,691 <sup>(a)</sup>
Intangibles	14,624	24,124	49,123
Other	36,402	36,402	40,345
<b>Total Non Current Assets</b>	<b>1,347,075</b>	<b>1,418,093</b>	<b>3,567,592</b>
<b>Total Assets</b>	<b>1,493,590</b>	<b>1,697,474</b>	<b>3,879,378</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	117,664	212,624	241,296
Borrowings at amortised cost	30,000	50,000	50,000
Provisions	4,294	10,084	15,661
<b>Total Current Liabilities</b>	<b>151,958</b>	<b>272,708</b>	<b>306,957</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	951,312	931,312	1,001,502
Provisions	...	1,396	1,412
Other	45	45	45
<b>Total Non Current Liabilities</b>	<b>951,357</b>	<b>932,753</b>	<b>1,002,959</b>
<b>Total Liabilities</b>	<b>1,103,315</b>	<b>1,205,461</b>	<b>1,309,916</b>
<b>Net Assets</b>	<b>390,275</b>	<b>492,013</b>	<b>2,569,462</b>
<b>Equity</b>			
Accumulated funds	390,275	492,013	2,569,462
<b>Total Equity</b>	<b>390,275</b>	<b>492,013</b>	<b>2,569,462</b>

(a) On 1 July 2012, Country Rail Infrastructure Authority merges with Transport for NSW increasing property, plant and equipment by \$1.77 billion.

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	203,834	197,086	297,330
Grants and subsidies	9,416,360	8,996,312	9,070,904
Finance costs	66,063	65,165	68,908
Other	180,186	357,827	1,401,371
<b>Total Payments</b>	<b>9,866,443</b>	<b>9,616,390</b>	<b>10,838,413</b>
<b>Receipts</b>			
Recurrent appropriation	9,712,165	9,409,886	9,598,503
Capital appropriation	218,595	269,813	280,674
Sale of goods and services	20,740	13,477	29,139
Interest	5,867	5,867	7,936
Grants and contributions	47,458	58,437	51,198
Cash transfers to the Consolidated Fund	(2,784)	(2,784)	...
Other	129,581	234,385	1,219,703
<b>Total Receipts</b>	<b>10,131,622</b>	<b>9,989,081</b>	<b>11,187,153</b>
<b>Net Cash Flows From Operating Activities</b>	<b>265,179</b>	<b>372,691</b>	<b>348,740</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	...	(14,623)
Purchases of property, plant and equipment	(218,595)	(260,313)	(252,857)
Purchases of investments	...	(19,800)	...
Other	...	42,784	(2,919)
<b>Net Cash Flows From Investing Activities</b>	<b>(218,595)</b>	<b>(237,329)</b>	<b>(270,399)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(48,352)	(48,352)	(57,028)
<b>Net Cash Flows From Financing Activities</b>	<b>(48,352)</b>	<b>(48,352)</b>	<b>(57,028)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,768)</b>	<b>87,010</b>	<b>21,313</b>
Opening Cash and Cash Equivalents	70,118	70,118	157,128
<b>Closing Cash and Cash Equivalents</b>	<b>68,350</b>	<b>157,128</b>	<b>178,441</b>
<b>Cash Flow Reconciliation</b>			
Net result	216,334	320,774	173,044
Non cash items added back	48,757	48,757	162,145
Change in operating assets and liabilities	88	3,160	13,551
<b>Net Cash Flows From Operating Activities</b>	<b>265,179</b>	<b>372,691</b>	<b>348,740</b>

# Roads and Maritime Services

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## Service Group Statements

### Transport Infrastructure and Development

**Service description:** This service group includes the development of new infrastructure along with enhancement of existing road network.

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	5,298	13,113	12,573
Capital Expenditure	2,451,467	2,187,976	2,249,299

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### Integrated Transport Service Delivery

**Service description:** This service group seeks to implement initiatives to increase safe road use behaviour to ensure, that drivers and riders are eligible, competent and identified, vehicles are roadworthy and meet emission standards, and a high standard of customer service is maintained. This service group includes service functions of Maritime Authority of NSW, which was amalgamated with the Roads and Traffic Authority of New South Wales in 2011-12.

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	723,168	696,466	678,393
Capital Expenditure	72,469	43,562	38,561

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### Integrated Transport Planning and Management

**Service description:** This service group seeks to ensure safe, reliable movement of people and goods on the arterial road network and retain the value and quality of the Infrastructure as a long-term renewable asset.

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	—2011-12—		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	2,542,550	2,534,167	2,530,635
Capital Expenditure	655,120	590,208	517,721

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## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	611,413	604,297	566,084
Other operating expenses	1,176,392	1,125,535	1,154,958
Depreciation and amortisation	885,362	941,486	939,521
Grants and subsidies	490,541	483,722	482,963
Finance costs	107,308	88,706	78,075
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>3,271,016</b>	<b>3,243,746</b>	<b>3,221,601</b>
<b>Revenue</b>			
Sales of goods and services	522,741	502,885	531,214
Investment income	18,862	17,930	17,700
Retained taxes, fees and fines	44,118	44,118	45,620
Grants and contributions	4,924,120	4,553,155	4,473,508
Other revenue	178,749	188,544	198,324
<b>Total Revenue</b>	<b>5,688,590</b>	<b>5,306,632</b>	<b>5,266,366</b>
Gain/(loss) on disposal of non current assets	(62)	218	(62)
Other gains/(losses)	749	(680,471) <sup>(a)</sup>	860
<b>Net Result</b>	<b>2,418,261</b>	<b>1,382,633</b>	<b>2,045,563</b>

(a) The value of the land under roads was written down by \$681 million in 2011-12.

## Balance Sheet

	—2011-12—		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	350,814	363,923	253,261
Receivables	165,629	163,272	135,442
Other financial assets	43,740	43,740	43,740
Inventories	12,922	12,922	13,210
Assets held for sale	44,469	44,469	44,469
<b>Total Current Assets</b>	<b>617,574</b>	<b>628,326</b>	<b>490,122</b>
<b>Non Current Assets</b>			
Receivables	48,507	24,197	27,758
Other financial assets	111,547	112,011	119,591
Investment properties	132,289	132,289	132,289
Property, plant and equipment -			
Land and building	3,547,819	3,505,436	3,732,706
Plant and equipment	240,881	240,200	260,481
Infrastructure systems	64,847,487	58,081,147	60,700,137
Intangibles	45,836	46,001	42,528
Other	819,137	820,323	992,127
<b>Total Non Current Assets</b>	<b>69,793,503</b>	<b>62,961,604</b>	<b>66,007,617</b>
<b>Total Assets</b>	<b>70,411,077</b>	<b>63,589,930</b>	<b>66,497,739</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	808,259	749,259	704,995
Borrowings at amortised cost	163,768	168,833	150,135
Provisions	308,481	309,481	319,432
Other	178,454	178,454	184,074
<b>Total Current Liabilities</b>	<b>1,458,962</b>	<b>1,406,027</b>	<b>1,358,636</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	965,724	948,387	810,778
Provisions	628,666	955,267	934,698
Other	558,085	558,085	542,447
<b>Total Non Current Liabilities</b>	<b>2,152,475</b>	<b>2,461,739</b>	<b>2,287,923</b>
<b>Total Liabilities</b>	<b>3,611,437</b>	<b>3,867,766</b>	<b>3,646,559</b>
<b>Net Assets</b>	<b>66,799,640</b>	<b>59,722,164</b>	<b>62,851,180</b>
<b>Equity</b>			
Reserves	33,141,440	... <sup>(a)</sup>	1,000,000
Accumulated funds	33,658,200	59,722,164	61,851,180
<b>Total Equity</b>	<b>66,799,640</b>	<b>59,722,164</b>	<b>62,851,180</b>

(a) Equity reserves were transferred to accumulated funds as part of the amalgamation of the Roads and Traffic Authority of NSW and the Maritime Authority of NSW.

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	596,798	589,271	553,122
Grants and subsidies	404,312	397,493	439,300
Finance costs	106,372	86,087	77,409
Other	1,818,552	1,771,756	1,560,648
<b>Total Payments</b>	<b>2,926,034</b>	<b>2,844,607</b>	<b>2,630,479</b>
<b>Receipts</b>			
Sale of goods and services	454,602	463,356	502,454
Interest	18,942	18,010	17,698
Grants and contributions	4,915,120	4,543,855	4,464,972
Cash transfers to the Consolidated Fund	(4,000)	(4,000)	(4,000)
Other	771,312	763,198	500,730
<b>Total Receipts</b>	<b>6,155,976</b>	<b>5,784,419</b>	<b>5,481,854</b>
<b>Net Cash Flows From Operating Activities</b>	<b>3,229,942</b>	<b>2,939,812</b>	<b>2,851,375</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	37,730	38,394	26,130
Purchases of property, plant and equipment	(3,123,060)	(2,822,750)	(2,850,013)
Other	25,773	41,992	18,685
<b>Net Cash Flows From Investing Activities</b>	<b>(3,059,557)</b>	<b>(2,742,364)</b>	<b>(2,805,198)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(120,219)	(134,174)	(156,839)
Other	4,000	4,000	...
<b>Net Cash Flows From Financing Activities</b>	<b>(116,219)</b>	<b>(130,174)</b>	<b>(156,839)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>54,166</b>	<b>67,274</b>	<b>(110,662)</b>
Opening Cash and Cash Equivalents	296,649	296,649	363,923
<b>Closing Cash and Cash Equivalents</b>	<b>350,815</b>	<b>363,923</b>	<b>253,261</b>
<b>Cash Flow Reconciliation</b>			
Net result	2,418,261	1,382,633	2,045,563
Non cash items added back	809,933	1,495,716	802,257
Change in operating assets and liabilities	1,748	61,463	3,555
<b>Net Cash Flows From Operating Activities</b>	<b>3,229,942</b>	<b>2,939,812</b>	<b>2,851,375</b>

# Independent Transport Safety Regulator

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## Service Group Statements

### Transport Safety Regulation

**Service description:** This service group covers rail operator accreditation; rail safety legislation monitoring and enforcement; risk-based auditing, compliance inspections and investigations; rail industry safety performance reporting; compliance monitoring based on recommendations from independent investigations; the provision of specialist safety advice to Government; and industry safety and transport regulatory practice improvement.

	Units	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Compliance activities completed (audits, inspections, investigations) <sup>(a)</sup>	no.	450	234	n.a.	155	n.a.
Statutory notices issued (Prohibition, Improvement, Penalty, Notice to Produce) <sup>(a)</sup>	no.	147	137	n.a.	85	n.a.
Safety advices issued to Government <sup>(b)</sup>	no.	93	172	n.a.	185	n.a.

(a) Future data cannot be forecast due to the nature of the regulatory function.

(b) Future data cannot be forecast due to the nature of the advisory function.

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	16,850	16,265	16,891
Capital Expenditure	50	57	50

## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	13,176	13,205	13,498
Other operating expenses	2,348	2,354	2,175
Depreciation and amortisation	296	320	188
Other expenses	1,030	386	1,030
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>16,850</b>	<b>16,265</b>	<b>16,891</b>
<b>Revenue</b>			
Sales of goods and services	31	90	174
Investment income	142	210	154
Grants and contributions	15,539	14,895	15,404
Acceptance by Crown Entity of employee benefits and other liabilities	819	819	840
<b>Total Revenue</b>	<b>16,531</b>	<b>16,014</b>	<b>16,572</b>
<b>Net Result</b>	<b>(319)</b>	<b>(251)</b>	<b>(319)</b>

## Balance Sheet

	—2011-12—		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,847	2,932	2,719
Receivables	241	241	241
<b>Total Current Assets</b>	<b>3,088</b>	<b>3,173</b>	<b>2,960</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	...	23	...
Plant and equipment	183	190	189
Intangibles	159	159	45
<b>Total Non Current Assets</b>	<b>342</b>	<b>372</b>	<b>234</b>
<b>Total Assets</b>	<b>3,430</b>	<b>3,545</b>	<b>3,194</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	777	777	777
Provisions	1,563	1,563	1,531
<b>Total Current Liabilities</b>	<b>2,340</b>	<b>2,340</b>	<b>2,308</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	...	184	184
<b>Total Non Current Liabilities</b>	<b>...</b>	<b>184</b>	<b>184</b>
<b>Total Liabilities</b>	<b>2,340</b>	<b>2,524</b>	<b>2,492</b>
<b>Net Assets</b>	<b>1,090</b>	<b>1,021</b>	<b>702</b>
<b>Equity</b>			
Accumulated funds	1,090	1,021	702
<b>Total Equity</b>	<b>1,090</b>	<b>1,021</b>	<b>702</b>

## Cash Flow Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	12,012	12,041	12,690
Other	4,017	3,390	3,705
<b>Total Payments</b>	<b>16,029</b>	<b>15,431</b>	<b>16,395</b>
<b>Receipts</b>			
Sale of goods and services	31	90	174
Interest	175	243	154
Grants and contributions	15,539	14,895	15,404
Cash transfers to the Consolidated Fund	(582)	(582)	...
Other	731	742	500
<b>Total Receipts</b>	<b>15,894</b>	<b>15,388</b>	<b>16,232</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(135)</b>	<b>(43)</b>	<b>(163)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(50)	(57)	(50)
<b>Net Cash Flows From Investing Activities</b>	<b>(50)</b>	<b>(57)</b>	<b>(50)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(185)</b>	<b>(100)</b>	<b>(213)</b>
Opening Cash and Cash Equivalents	3,032	3,032	2,932
<b>Closing Cash and Cash Equivalents</b>	<b>2,847</b>	<b>2,932</b>	<b>2,719</b>
<b>Cash Flow Reconciliation</b>			
Net result	(319)	(251)	(319)
Non cash items added back	296	320	188
Change in operating assets and liabilities	(112)	(112)	(32)
<b>Net Cash Flows From Operating Activities</b>	<b>(135)</b>	<b>(43)</b>	<b>(163)</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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
Notifiable incidents reported	no.	2,173	2,479	2,500	2,700	2,600
Incident investigations conducted	no.	12	9	15	12	12
Confidential Safety Information and Reporting Scheme investigations conducted	no.	23	25	25	12	12
				———2011-12——— Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				2,340	2,420	2,436
Capital Expenditure				20	20	20



## Financial Statements

### Operating Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	1,763	1,877	1,903
Other operating expenses	461	460	451
Depreciation and amortisation	16	63	62
Other expenses	100	20	20
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>2,340</b>	<b>2,420</b>	<b>2,436</b>
<b>Revenue</b>			
Sales of goods and services	3	7	1
Investment income	6	6	6
Grants and contributions	2,187	2,187	2,283
Acceptance by Crown Entity of employee benefits and other liabilities	93	92	95
<b>Total Revenue</b>	<b>2,289</b>	<b>2,292</b>	<b>2,385</b>
<b>Net Result</b>	<b>(51)</b>	<b>(128)</b>	<b>(51)</b>

## Balance Sheet

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	104	74	45
Receivables	21	21	21
<b>Total Current Assets</b>	<b>125</b>	<b>95</b>	<b>66</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Land and building	...	48	...
Plant and equipment	40	40	46
<b>Total Non Current Assets</b>	<b>40</b>	<b>88</b>	<b>46</b>
<b>Total Assets</b>	<b>165</b>	<b>183</b>	<b>112</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	74	74	74
Provisions	209	209	189
<b>Total Current Liabilities</b>	<b>283</b>	<b>283</b>	<b>263</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	...	58	58
<b>Total Non Current Liabilities</b>	<b>...</b>	<b>58</b>	<b>58</b>
<b>Total Liabilities</b>	<b>283</b>	<b>341</b>	<b>321</b>
<b>Net Assets</b>	<b>(118)</b>	<b>(158)</b>	<b>(209)</b>
<b>Equity</b>			
Accumulated funds	(118)	(158)	(209)
<b>Total Equity</b>	<b>(118)</b>	<b>(158)</b>	<b>(209)</b>

## Cash Flow Statement

	—2011-12—		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	1,695	1,810	1,828
Other	626	545	531
<b>Total Payments</b>	<b>2,321</b>	<b>2,355</b>	<b>2,359</b>
<b>Receipts</b>			
Sale of goods and services	3	7	1
Interest	6	6	6
Grants and contributions	2,187	2,187	2,283
Other	70	70	60
<b>Total Receipts</b>	<b>2,266</b>	<b>2,270</b>	<b>2,350</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(55)</b>	<b>(85)</b>	<b>(9)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(20)	(20)	(20)
<b>Net Cash Flows From Investing Activities</b>	<b>(20)</b>	<b>(20)</b>	<b>(20)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(75)</b>	<b>(105)</b>	<b>(29)</b>
Opening Cash and Cash Equivalents	179	179	74
<b>Closing Cash and Cash Equivalents</b>	<b>104</b>	<b>74</b>	<b>45</b>
<b>Cash Flow Reconciliation</b>			
Net result	(51)	(128)	(51)
Non cash items added back	16	63	62
Change in operating assets and liabilities	(20)	(20)	(20)
<b>Net Cash Flows From Operating Activities</b>	<b>(55)</b>	<b>(85)</b>	<b>(9)</b>

## 10. Treasury Cluster

Agency	Expenses			Capital Expenditure		
	2011-12 Budget \$m	2012-13 Budget \$m	Var. %	2011-12 Budget \$m	2012-13 Budget \$m	Var. %
<b>The Treasury</b>						
Service Group						
State Resource Management .....	75.8	77.3	2.0	0.4	0.4	...
Total	75.8	77.3	2.0	0.4	0.4	...
<b>Crown Finance Entity</b>						
Service Group						
Debt Liability Management .....	1,390.1	1,581.0	13.7	...	...	...
Superannuation Liability Management .....	1,475.5	706.4	(52.1)	...	...	...
Central Financial Services .....	2,345.1	2,238.8	(4.5)	0.5	0.5	...
Total	5,210.7	4,526.2	(13.1)	0.5	0.5	...
<b>Building Insurers' Guarantee Corporation</b>						
Total	...	13.3	N/A	...	...	...
<b>Electricity Tariff Equalisation Ministerial Corporation</b>						
Total	0.4	...	(100.0)	...	...	...
<b>Liability Management Ministerial Corporation</b>						
Total	66.3	70.6	6.6	...	...	...
<b>NSW Self Insurance Corporation</b>						
Total	1,687.1	1,630.5	(3.4)	0.4	0.2	(61.9)
<b>Advance to the Treasurer</b>						
Total	150.0	150.0	...	135.0	135.0	...

## Introduction

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As the Government's main financial and economic adviser, the Treasury cluster aims to improve the NSW public service and economy.

The Treasury cluster is the lead for achieving the NSW 2021 goal to rebuild State finances.

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
- advising on microeconomic reforms to support a strong competitive economy
- driving public sector financial accountability by promoting a contemporary legislative and policy framework
- advising on the use of the State's resources to deliver better services, including through capital investment
- assessing financial and economic risk and advising on the economic impact of policies
- providing Treasury Managed Fund (TMF) self-insurance cover for general government agencies, and home warranty insurance for eligible residential building projects
- managing and reporting on sector-wide assets and liabilities
- providing grants to first home owners and providing for natural disaster relief
- shareholder support for state owned corporations (SOC) performance monitoring
- providing a whole-of-government advisory role on commercial financing.

## Services

The Treasury cluster's key services are:

- 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 the performance of SOC and other Government businesses
- monitoring public sector wage growth
- monitoring agency savings targets and initiatives
- representing the State's interests in intergovernmental negotiations
- maintaining an effective accountability and contract management framework for the self-insurance scheme
- managing home warranty insurance claims for former HIH/FAI policy holders and for builders

- researching and developing insurance reforms to reduce claim costs and channel savings into high-priority areas
- setting the parameters for managing the Crown debt portfolio, to minimise cost and risk
- managing superannuation liabilities in line with the Government's plan to fully fund them.

## **2012-13 Budget Highlights**

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In 2012-13, key initiatives will include spending:

- \$1.3 billion for State Super defined benefit scheme member expenses
- \$226 million for first home owner grants
- \$250 million for natural disaster relief grants

The cluster will also:

- change management arrangements for an expected \$43 million in Building Insurance Guarantee claim payments in 2012-13 from an outsourced contractor to in-house resources
- establish a statewide TMF legal services panel for Self Insurance Corporation (SICorp) litigation, which is budgeted to save \$903,000 in 2012-13 and deliver substantial further savings when fully implemented
- use a rollover of funds from 2011-12 to commence a Treasury transformation project which will include project work to develop a new financial management system as recommended by the Commission of Audit.

# The Treasury

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## Service Group Statements

### State Resource Management

**Service description:** This service group covers advice on economic and fiscal strategies, 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	2009-10 Actual	2010-11 Actual	2011-12 Forecast	2011-12 Revised	2012-13 Forecast
<b>Service measures:</b>						
State physical assets covered by a Total Asset Management Plan submission for nominated agencies	%	95.7	100.0	100.0	100.0	100.0
Required government businesses that have signed their Statement of Corporate Intent or Statement of Business Intent	%	66	25	100	82	100
				-----2011-12----- Budget \$000	Revised \$000	2012-13 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				75,780	74,382	77,317
Capital Expenditure				385	385	385

## Financial Statements

### Operating Statement

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	46,271	48,740	54,818
Other operating expenses	28,677	24,774	21,615
Depreciation and amortisation	663	704	714
Grants and subsidies	169	164	170
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>75,780</b>	<b>74,382</b>	<b>77,317</b>
<b>Revenue</b>			
Recurrent appropriation	63,981	60,102	61,219
Capital appropriation	385	385	385
Sales of goods and services	8,400	11,019	12,583
Investment income	500	731	558
Acceptance by Crown Entity of employee benefits and other liabilities	2,907	2,275	2,506
Other revenue	15	1	...
<b>Total Revenue</b>	<b>76,188</b>	<b>74,513</b>	<b>77,251</b>
Gain/(loss) on disposal of non current assets	...	1	...
<b>Net Result</b>	<b>408</b>	<b>132</b>	<b>(66)</b>



## Balance Sheet

	-----2011-12-----		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	12,729	12,494	12,757
Receivables	1,930	1,930	1,930
<b>Total Current Assets</b>	<b>14,659</b>	<b>14,424</b>	<b>14,687</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	1,023	1,008	954
Intangibles	729	703	428
<b>Total Non Current Assets</b>	<b>1,752</b>	<b>1,711</b>	<b>1,382</b>
<b>Total Assets</b>	<b>16,411</b>	<b>16,135</b>	<b>16,069</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	3,152	3,152	3,152
Provisions	5,218	5,218	5,218
<b>Total Current Liabilities</b>	<b>8,370</b>	<b>8,370</b>	<b>8,370</b>
<b>Non Current Liabilities</b>			
Provisions	56	56	56
<b>Total Non Current Liabilities</b>	<b>56</b>	<b>56</b>	<b>56</b>
<b>Total Liabilities</b>	<b>8,426</b>	<b>8,426</b>	<b>8,426</b>
<b>Net Assets</b>	<b>7,985</b>	<b>7,709</b>	<b>7,643</b>
<b>Equity</b>			
Accumulated funds	7,985	7,709	7,643
<b>Total Equity</b>	<b>7,985</b>	<b>7,709</b>	<b>7,643</b>

## Cash Flow Statement

	-----2011-12-----		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	43,341	46,442	52,312
Grants and subsidies	169	164	170
Other	31,949	28,046	24,884
<b>Total Payments</b>	<b>75,459</b>	<b>74,652</b>	<b>77,366</b>
<b>Receipts</b>			
Recurrent appropriation	63,981	60,102	61,219
Capital appropriation	385	385	385
Sale of goods and services	9,430	12,049	12,583
Interest	480	711	558
Other	3,463	3,449	3,269
<b>Total Receipts</b>	<b>77,739</b>	<b>76,696</b>	<b>78,014</b>
<b>Net Cash Flows From Operating Activities</b>	<b>2,280</b>	<b>2,044</b>	<b>648</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	1	...
Purchases of property, plant and equipment	(243)	(243)	(300)
Other	(142)	(142)	(85)
<b>Net Cash Flows From Investing Activities</b>	<b>(385)</b>	<b>(384)</b>	<b>(385)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>1,895</b>	<b>1,660</b>	<b>263</b>
Opening Cash and Cash Equivalents	10,834	10,834	12,494
<b>Closing Cash and Cash Equivalents</b>	<b>12,729</b>	<b>12,494</b>	<b>12,757</b>
<b>Cash Flow Reconciliation</b>			
Net result	408	132	(66)
Non cash items added back	663	704	714
Change in operating assets and liabilities	1,209	1,208	...
<b>Net Cash Flows From Operating Activities</b>	<b>2,280</b>	<b>2,044</b>	<b>648</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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	-----2011-12-----		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	1,390,140	1,530,289	1,581,023

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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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	-----2011-12-----		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	1,475,494	1,444,026	706,403

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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 provision of funds to various departments and authorities responding to natural disasters.

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	-----2011-12-----		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	2,345,051	2,316,383	2,238,811
Capital Expenditure	500	500	500

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## Financial Statements

### Operating Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	2,418,210	2,532,495	1,477,402
Other operating expenses	75,896	78,950	60,740
Depreciation and amortisation	48	48	47
Grants and subsidies	999,323	893,534	1,071,135
Finance costs	1,451,985	1,527,046	1,579,406
Other expenses	265,223	258,625	337,507
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>5,210,685</b>	<b>5,290,698</b>	<b>4,526,237</b>
<b>Revenue</b>			
Recurrent appropriation	5,350,923	4,926,773	5,976,983
Capital appropriation	4,310,518	5,116,451	290,854
Cash transfers to the Consolidated Fund	(8,500,277)	(9,135,254)	(3,944,538)
Sales of goods and services	9,600	32,542	13,200
Investment income	572,050	424,994	432,295
Grants and contributions	4,908	...	...
Other revenue	16,578	56,250	55,946
<b>Total Revenue</b>	<b>1,764,300</b>	<b>1,421,756</b>	<b>2,824,740</b>
Other gains/(losses)	(92,357)	(39,413)	(93,039)
<b>Net Result</b>	<b>(3,538,742)</b>	<b>(3,908,355)</b>	<b>(1,794,536)</b>

## Balance Sheet

	-----2011-12-----		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	339,826	1,057,757	1,342,761
Receivables	14,718	8,391	8,184
Other financial assets	228,463	201,083	102,933
<b>Total Current Assets</b>	<b>583,007</b>	<b>1,267,231</b>	<b>1,453,878</b>
<b>Non Current Assets</b>			
Other financial assets	2,397,498	2,422,153	2,399,448
Property, plant and equipment -			
Land and building	500	500	1,000
Plant and equipment	66	66	45
Intangibles	49	49	23
<b>Total Non Current Assets</b>	<b>2,398,113</b>	<b>2,422,768</b>	<b>2,400,516</b>
<b>Total Assets</b>	<b>2,981,120</b>	<b>3,689,999</b>	<b>3,854,394</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	467,626	684,399	701,580
Borrowings at amortised cost	267,645	711,411	82,123
Other financial liabilities at fair value	547	59,158	64,611
Provisions	6,288,400	6,691,300	6,049,400
Other	371,993	192,545	173,283
<b>Total Current Liabilities</b>	<b>7,396,211</b>	<b>8,338,813</b>	<b>7,070,997</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	18,545,178	22,478,206	26,461,735
Provisions	26,346,943	35,130,837	28,380,582
Other	1,052,993	1,057,453	888,869
<b>Total Non Current Liabilities</b>	<b>45,945,114</b>	<b>58,666,496</b>	<b>55,731,186</b>
<b>Total Liabilities</b>	<b>53,341,325</b>	<b>67,005,309</b>	<b>62,802,183</b>
<b>Net Assets</b>	<b>(50,360,205)</b>	<b>(63,315,310)</b>	<b>(58,947,789)</b>
<b>Equity</b>			
Accumulated funds	(50,360,205)	(63,315,310)	(58,947,789)
<b>Total Equity</b>	<b>(50,360,205)</b>	<b>(63,315,310)</b>	<b>(58,947,789)</b>

## Cash Flow Statement

	-----2011-12-----		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	2,539,691	6,031,540	2,667,502
Grants and subsidies	997,293	890,358	1,063,929
Finance costs	1,233,846	1,260,727	1,406,643
Other	(412,344)	491,386	511,939
<b>Total Payments</b>	<b>4,358,486</b>	<b>8,674,011</b>	<b>5,650,013</b>
<b>Receipts</b>			
Recurrent appropriation	5,350,923	4,926,773	5,976,983
Capital appropriation	4,310,518	5,116,451	290,854
Sale of goods and services	1,495	7,881	...
Interest	535,640	395,920	390,725
Retained taxes, fees and fines	(11,000)	(11,000)	(11,400)
Grants and contributions	21	21	21
Cash transfers to the Consolidated Fund	(8,519,243)	(9,154,220)	(3,949,258)
Other	38,065	95,771	76,125
<b>Total Receipts</b>	<b>1,706,419</b>	<b>1,377,597</b>	<b>2,774,050</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(2,652,067)</b>	<b>(7,296,414)</b>	<b>(2,875,963)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	187,525	...	...
Proceeds from sale of investments	10,499	9,401	1,111
Advance repayments received	87,595	125,954	240,456
Purchases of property, plant and equipment	(500)	(500)	(500)
Purchases of investments	(734)	(20)	(21)
Advances made	(431,417)	(360,555)	(168,956)
<b>Net Cash Flows From Investing Activities</b>	<b>(147,032)</b>	<b>(225,720)</b>	<b>72,090</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	3,348,424	3,941,844	3,327,263
Repayment of borrowings and advances	(3,805,774)	(51,948)	(54,308)
Other	(1,309,014)	(215,294)	(184,078)
<b>Net Cash Flows From Financing Activities</b>	<b>(1,766,364)</b>	<b>3,674,602</b>	<b>3,088,877</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(4,565,463)</b>	<b>(3,847,532)</b>	<b>285,004</b>
Opening Cash and Cash Equivalents	4,905,289	4,905,289	1,057,757
<b>Closing Cash and Cash Equivalents</b>	<b>339,826</b>	<b>1,057,757</b>	<b>1,342,761</b>

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**Cash Flow Statement (cont)**

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	-----2011-12-----		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flow Reconciliation</b>			
Net result	(3,538,742)	(3,908,355)	(1,794,536)
Non cash items added back	190,558	174,666	135,051
Change in operating assets and liabilities	696,117	(3,562,725)	(1,216,478)
<b>Net Cash Flows From Operating Activities</b>	<b>(2,652,067)</b>	<b>(7,296,414)</b>	<b>(2,875,963)</b>

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# Building Insurers' Guarantee Corporation <sup>(a)</sup>

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## Financial Statements

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### Operating Statement

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	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	...	7,966	9,427
Finance costs	...	11,322	3,894
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	...	<b>19,288</b>	<b>13,321</b>
<b>Revenue</b>			
Investment income	...	3,034	2,781
Other revenue	...	20,497	14,152
<b>Total Revenue</b>	...	<b>23,531</b>	<b>16,933</b>
<b>Net Result</b>	...	<b>4,243</b>	<b>3,612</b>

(a) This entity was transferred to the Treasury cluster in August 2011 from the Finance and Services cluster and is being reported in the Budget Papers for the first time.



**Balance Sheet**

	-----2011-12-----		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	...	720	23,070
Receivables	...	41,882	41,619
<b>Total Current Assets</b>	...	<b>42,602</b>	<b>64,689</b>
<b>Non Current Assets</b>			
Receivables	...	99,185	44,722
<b>Total Non Current Assets</b>	...	<b>99,185</b>	<b>44,722</b>
<b>Total Assets</b>	...	<b>141,787</b>	<b>109,411</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Provisions	...	39,239	40,948
<b>Total Current Liabilities</b>	...	<b>39,239</b>	<b>40,948</b>
<b>Non Current Liabilities</b>			
Provisions	...	98,305	60,608
<b>Total Non Current Liabilities</b>	...	<b>98,305</b>	<b>60,608</b>
<b>Total Liabilities</b>	...	<b>137,544</b>	<b>101,556</b>
<b>Net Assets</b>	...	<b>4,243</b>	<b>7,855</b>
<b>Equity</b>			
Accumulated funds	...	4,243	7,855
<b>Total Equity</b>	...	<b>4,243</b>	<b>7,855</b>

(a) This entity was transferred to the Treasury cluster in August 2011 from the Finance and Services cluster and is being reported in the Budget Papers for the first time.

## Cash Flow Statement

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	...	35,016	49,309
<b>Total Payments</b>	...	<b>35,016</b>	<b>49,309</b>
<b>Receipts</b>			
Sale of goods and services	...	14,502	52,726
Interest	...	3,034	2,781
Other	...	18,200	16,152
<b>Total Receipts</b>	...	<b>35,736</b>	<b>71,659</b>
<b>Net Cash Flows From Operating Activities</b>	...	<b>720</b>	<b>22,350</b>
<b>Net Increase/(Decrease) in Cash</b>	...	<b>720</b>	<b>22,350</b>
Opening Cash and Cash Equivalents	...	...	720
<b>Closing Cash and Cash Equivalents</b>	...	<b>720</b>	<b>23,070</b>
<b>Cash Flow Reconciliation</b>			
Net result	...	4,243	3,612
Change in operating assets and liabilities	...	(3,523)	18,738
<b>Net cash flow from operating activities</b>	...	<b>720</b>	<b>22,350</b>

(a) This entity was transferred to the Treasury cluster in August 2011 from the Finance and Services cluster and is being reported in the Budget Papers for the first time.

Financial Statements

Operating Statement

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	381	407	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>381</b>	<b>407</b>	...
<b>Revenue</b>			
Investment income	14,250	13,333	...
Retained taxes, fees and fines	(3,000)	1,598	...
<b>Total Revenue</b>	<b>11,250</b>	<b>14,931</b>	...
<b>Net Result</b>	<b>10,869</b>	<b>14,524</b>	...

(a) The Corporation will cease operations on 14 June 2012 under the *Electricity Supply (Electricity Tariff Equalisation Fund) Regulation 2012*.

**Balance Sheet**

	2011-12		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	304,519	...	...
<b>Total Current Assets</b>	<b>304,519</b>	...	...
<b>Total Assets</b>	<b>304,519</b>	...	...
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	25	...	...
<b>Total Current Liabilities</b>	<b>25</b>	...	...
<b>Total Liabilities</b>	<b>25</b>	...	...
<b>Net Assets</b>	<b>304,494</b>	...	...
<b>Equity</b>			
Accumulated funds	304,494	...	...
<b>Total Equity</b>	<b>304,494</b>	...	...

(a) The Corporation will cease operations on 14 June 2012 under the *Electricity Supply (Electricity Tariff Equalisation Fund) Regulation 2012*.

**Cash Flow Statement**

	-----2011-12-----		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	420	483	...
<b>Total Payments</b>	<b>420</b>	<b>483</b>	...
<b>Receipts</b>			
Interest	14,250	13,333	...
Retained taxes, fees and fines	7,950	12,548	...
Other	15	27	...
<b>Total Receipts</b>	<b>22,215</b>	<b>25,908</b>	...
<b>Net Cash Flows From Operating Activities</b>	<b>21,795</b>	<b>25,425</b>	...
<b>Cash Flows From Investing Activities</b>			
Other	...	(308,149)	...
<b>Net Cash Flows From Investing Activities</b>	...	<b>(308,149)</b>	...
<b>Net Increase/(Decrease) in Cash</b>	<b>21,795</b>	<b>(282,724)</b>	...
Opening Cash and Cash Equivalents	282,724	282,724	...
<b>Closing Cash and Cash Equivalents</b>	<b>304,519</b>	...	...
<b>Cash Flow Reconciliation</b>			
Net result	10,869	14,524	...
Change in operating assets and liabilities	10,926	10,901	...
<b>Net Cash Flow From Operating Activities</b>	<b>21,795</b>	<b>25,425</b>	...

(a) The Corporation will cease operations on 14 June 2012 under the *Electricity Supply (Electricity Tariff Equalisation Fund) Regulation 2012*.

# Liability Management Ministerial Corporation

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## Financial Statements

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### Operating Statement

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	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	66,000	65,988	70,410
Other operating expenses	250	175	206
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>66,250</b>	<b>66,163</b>	<b>70,616</b>
<b>Revenue</b>			
Investment income	697	610	1,253
Grants and contributions	51,526	51,526	54,103
<b>Total Revenue</b>	<b>52,223</b>	<b>52,136</b>	<b>55,356</b>
<b>Net Result</b>	<b>(14,027)</b>	<b>(14,027)</b>	<b>(15,260)</b>

**Balance Sheet**

	-----2011-12-----		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	...	100	100
<b>Total Current Assets</b>	<b>...</b>	<b>100</b>	<b>100</b>
<b>Non Current Assets</b>			
Other financial assets	16,373	14,416	29,605
<b>Total Non Current Assets</b>	<b>16,373</b>	<b>14,416</b>	<b>29,605</b>
<b>Total Assets</b>	<b>16,373</b>	<b>14,516</b>	<b>29,705</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	...	95	100
Provisions	51,526	37,900	40,100
<b>Total Current Liabilities</b>	<b>51,526</b>	<b>37,995</b>	<b>40,200</b>
<b>Non Current Liabilities</b>			
Provisions	646,574	786,600	674,400
<b>Total Non Current Liabilities</b>	<b>646,574</b>	<b>786,600</b>	<b>674,400</b>
<b>Total Liabilities</b>	<b>698,100</b>	<b>824,595</b>	<b>714,600</b>
<b>Net Assets</b>	<b>(681,727)</b>	<b>(810,079)</b>	<b>(684,895)</b>
<b>Equity</b>			
Accumulated funds	(681,727)	(810,079)	(684,895)
<b>Total Equity</b>	<b>(681,727)</b>	<b>(810,079)</b>	<b>(684,895)</b>

## Cash Flow Statement

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	35,600	37,540	39,966
Other	250	80	201
<b>Total Payments</b>	<b>35,850</b>	<b>37,620</b>	<b>40,167</b>
<b>Receipts</b>			
Grants and contributions	51,526	51,526	54,103
<b>Total Receipts</b>	<b>51,526</b>	<b>51,526</b>	<b>54,103</b>
<b>Net Cash Flows From Operating Activities</b>	<b>15,676</b>	<b>13,906</b>	<b>13,936</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of investments	(15,676)	(13,806)	(13,936)
<b>Net Cash Flows From Investing Activities</b>	<b>(15,676)</b>	<b>(13,806)</b>	<b>(13,936)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>...</b>	<b>100</b>	<b>...</b>
Opening Cash and Cash Equivalents	...	...	100
<b>Closing Cash and Cash Equivalents</b>	<b>...</b>	<b>100</b>	<b>100</b>
<b>Cash Flow Reconciliation</b>			
Net result	(14,027)	(14,027)	(15,260)
Non cash items added back	(697)	(610)	(1,253)
Change in operating assets and liabilities	30,400	28,543	30,449
<b>Net Cash Flows From Operating Activities</b>	<b>15,676</b>	<b>13,906</b>	<b>13,936</b>



## Financial Statements

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### Operating Statement

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	2011-12		2012-13
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	1,368,841	1,373,330	1,304,762
Depreciation and amortisation	427	427	315
Finance costs	317,831	311,308	325,442
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>1,687,099</b>	<b>1,685,065</b>	<b>1,630,519</b>
<b>Revenue</b>			
Sales of goods and services	1,384,235	1,311,239	1,341,289
Investment income	291,270	211,261	565,743
Grants and contributions	3,000	3,000	237,000
<b>Total Revenue</b>	<b>1,678,505</b>	<b>1,525,500</b>	<b>2,144,032</b>
<b>Net Result</b>	<b>(8,594)</b>	<b>(159,565)</b>	<b>513,513</b>

## Balance Sheet

	2011-12		2012-13 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	279,373	261,973	279,074
Receivables	167,516	165,731	176,266
Other	354	354	354
<b>Total Current Assets</b>	<b>447,243</b>	<b>428,058</b>	<b>455,694</b>
<b>Non Current Assets</b>			
Receivables	228,049	245,608	266,054
Other financial assets	5,899,115	5,730,641	6,642,282
Property, plant and equipment - Plant and equipment	316	316	277
Intangibles	429	429	324
Other	26	26	13
<b>Total Non Current Assets</b>	<b>6,127,935</b>	<b>5,977,020</b>	<b>6,908,950</b>
<b>Total Assets</b>	<b>6,575,178</b>	<b>6,405,078</b>	<b>7,364,644</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	145,772	139,114	145,094
Provisions	851,985	885,270	943,637
Other	7,037	7,303	7,658
<b>Total Current Liabilities</b>	<b>1,004,794</b>	<b>1,031,687</b>	<b>1,096,389</b>
<b>Non Current Liabilities</b>			
Provisions	371,331	353,742	350,151
Other	4,895,326	4,866,893	5,251,835
<b>Total Non Current Liabilities</b>	<b>5,266,657</b>	<b>5,220,635</b>	<b>5,601,986</b>
<b>Total Liabilities</b>	<b>6,271,451</b>	<b>6,252,322</b>	<b>6,698,375</b>
<b>Net Assets</b>	<b>303,727</b>	<b>152,756</b>	<b>666,269</b>
<b>Equity</b>			
Accumulated funds	303,727	152,756	666,269
<b>Total Equity</b>	<b>303,727</b>	<b>152,756</b>	<b>666,269</b>

## Cash Flow Statement

	-----2011-12-----		2012-13
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	1,353,048	1,363,404	1,380,134
<b>Total Payments</b>	<b>1,353,048</b>	<b>1,363,404</b>	<b>1,380,134</b>
<b>Receipts</b>			
Sale of goods and services	1,384,491	1,311,761	1,341,644
Interest	250,065	238,120	268,752
Grants and contributions	3,000	3,000	237,000
Other	244,987	222,208	164,660
<b>Total Receipts</b>	<b>1,882,543</b>	<b>1,775,089</b>	<b>2,012,056</b>
<b>Net Cash Flows From Operating Activities</b>	<b>529,495</b>	<b>411,685</b>	<b>631,922</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(159)	(159)	(111)
Purchases of investments	(522,483)	(422,073)	(614,650)
Other	(290)	(290)	(60)
<b>Net Cash Flows From Investing Activities</b>	<b>(522,932)</b>	<b>(422,522)</b>	<b>(614,821)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>6,563</b>	<b>(10,837)</b>	<b>17,101</b>
Opening Cash and Cash Equivalents	272,810	272,810	261,973
<b>Closing Cash and Cash Equivalents</b>	<b>279,373</b>	<b>261,973</b>	<b>279,074</b>
<b>Cash Flow Reconciliation</b>			
Net result	(8,594)	(159,565)	513,513
Non cash items added back	(40,778)	27,286	(296,676)
Change in operating assets and liabilities	578,867	543,964	415,085
<b>Net Cash Flows From Operating Activities</b>	<b>529,495</b>	<b>411,685</b>	<b>631,922</b>

## Advance to the Treasurer

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Each year an amount is advanced to the Treasurer to manage 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 2012-13 an amount of \$285 million has been allocated. This comprises \$150 million for recurrent services and \$135 million for capital works and services.

The 2011-12 Budget introduced stronger budget control measures and as a result, the Treasurer's Advance was significantly reduced compared to previous years. This lower level has been maintained for this Budget. Budget Paper No. 2 *Budget Statement* Chapter 4 provides analysis of the historical use of the Advance.

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