

INTRODUCTION

Budget Paper No. 3 *Budget Estimates* provides information on the financial and operating performance of general government agencies.

An overview at the start of each Minister's portfolio sets out the total expenses and capital expenditure for agencies within the portfolio.

Details of agency performance and its 2008-09 Budget are outlined in the individual agency commentary and financial statements. In addition, service group statements are provided for those agencies classified as budget dependent general government agencies.

REPORTING OF RESULTS AND SERVICES

This year Budget Paper No. 3 is presented on a results and services format. This requires a performance focus in agency commentary and replaces program statements with service group statements.

This is part of the Government's strategy to improve service delivery through increased disclosure of agency performance indicators and is part of an overall plan to improve performance management and budgeting practices within the NSW Public Sector. In November 2006 the Government released the *State Plan: A New Direction for NSW* which:

- ◆ sets clear priorities and targets for Government action and
- ◆ articulates a new performance management and budgeting system to be implemented for the 2008-09 Budget to support the delivery of State Plan priorities and targets.

The key elements of the performance management and budgeting system have now been implemented in the 2008-09 Budget process, including:

- ◆ using the State Plan to determine priorities for the 2008-09 Budget
- ◆ funding new policy initiatives in priority areas through reprioritisation of expenditure from lower priority activities

- ◆ using agencies' Results and Services Plans to negotiate the expected level of performance to be achieved with the agreed level of budget funding. This performance is articulated through result indicators and service measures and
- ◆ externally communicating that agreed level of performance in Budget Paper No. 3.

The key changes to the format of agency reporting in budget papers, compared with previous years, are:

- ◆ addition of an Agency Result Indicators table in the commentary of all budget-dependent general government agencies. This will report on the intended impacts of an agency's services on the community, the environment or the economy
- ◆ replacement of program statements by service group statements. Service groups represent the "end products" that an agency delivers to clients or recipients, the broader community or another government agency and
- ◆ service group statements which focus on key measures of service delivery performance such as the quality, quantity and costs of services. Unlike program statements, the service group statements do not disaggregate service group costs by line items (employee related expenses, depreciation etc). Rather they include, where relevant, the costs of specific activities which are considered to be matters of particular interest to users of the budget papers. The reduction in line item detail is consistent with a number of other States and the Commonwealth and helps focus attention on the results and service measures and away from the specific inputs used by agencies to deliver services.

COMMENTARY

The commentary section includes an overview of the agency's results and services, recent achievements, strategic directions and 2008-09 budget initiatives.

The *Results and Services* section provides a summary of the results, or community outcomes, that the agency is working towards and the key services the agency delivers to contribute to those results.

The *Recent Achievements* section provides information on how the agency has used its funding to deliver services, and how these are making an effective contribution to achieving the Government priorities.

The *Strategic Directions* section explains the high level strategies the agency is pursuing over the medium to long term and how these strategies ensure that services provided are achieving results.

The *2008-09 Budget Initiatives* section summarises the agency's expenses and capital expenditure for the Budget year. This section provides information on important areas of expenditure or major initiatives that will support the agency in its delivery of services as well as the expected contribution these services will make to results for the community.

The *Result Indicators* section is new to this year's budget paper. It provides information on the extent to which improvements in outcomes and progress towards an agency's results are being achieved. Indicators may not be exact measures of the agency's performance but provide evidence the agency is changing or improving, the service it delivers.

SERVICE GROUP STATEMENTS

Where agencies receive direct Budget support their activities are grouped into service groups. The underlying structure for these agencies is:

Minister:	highest level at which funds are appropriated (e.g. the Minister for Police).
Agency:	department or authority (e.g. the NSW Police Force).
Service Group:	grouping of services on a consistent basis, for example the results they contribute to, the client group they serve, common cost drivers or other common elements (e.g. Community Support).

Service Group Statements – Each service group statement includes narrative material – service description and linkage to results – as well as service measures, expense, net cost of service and capital expenditure information. Agencies also show employee numbers and matters of public interest, where appropriate.

The *service group title* conveys sufficient information to enable an interested reader to understand in general terms what government functions or responsibilities are included.

The *service description* describes and explains the services and activities that are linked together under the service group.

The *linkage to results* section describes a range of intermediate results that are to be achieved by the agency in the shorter term in order for the agency to contribute to higher level results to be achieved in the longer term. The high level results are those shown in the Results and Services section of the commentary.

Service Measures are indicators of how efficiently the agency delivers its services, as well as the quality, access and timeliness of the service delivery. Agencies which provide personnel services to other agencies will show employee EFT information in this section.

From this point program statements vary, depending upon whether information on Employees and Matters of Public Interest are being shown.

Employees is the number of staff engaged on services provided by the service group. These staff figures represent an estimate of annual average staffing, including temporary and short term “casual staffing”, expressed on an equivalent full-time (EFT) basis. They are a guide to the average number of staff who might be employed during the year on a particular service group based on the funds intended to be spent on the service group. The figures include staff charged both to recurrent services and to capital works and services. Where service group costs consist of contributions to other bodies (e.g. transport authorities), staff figures for these bodies are not included.

Total Expenses Excluding Losses is the expenses incurred in providing the services in the group. It includes employee, operating, maintenance, grant payment and financing costs.

Some service group statements show additional detail below Total Expenses excluding Losses. This detail is collectively known as *Matters of Public Interest*. It will vary from service group to service group and from agency to agency as it covers those matters that are of specific interest to members of Parliament, interest groups or the community more generally.

Net Cost of Services measures the net cost of providing the services in the group. It equals Total Expenses excluding Losses less operating revenues.

Also shown is the *capital expenditure* for each service group, which details the total level of purchases of property, plant and equipment being planned by the agency.

FINANCIAL STATEMENTS

Financial statements are presented for each agency on an accrual basis. These include an operating statement, balance sheet and cash flow statement. Budget dependent general government agencies also present a Recurrent Funding Statement and a Capital Expenditure Statement shown immediately after the Operating Statement.

The *Operating Statement* details the major categories of expenses and revenues of agencies. A key aggregate is the Net Cost of Services, which is the difference between expenses, retained revenue and gains/losses arising from revaluations or disposal of assets.

For those agencies which receive a direct appropriation from Parliament, the Net Cost of Services is funded by revenue (mainly taxation) raised from the community as a whole.

For those agencies which do not receive direct appropriations, the difference between revenues and expenses is the surplus (deficit) available to further the objectives of the agency or be distributed to the Consolidated Fund to support core government services to the community. A deficit would need to be funded from the agency's cash holdings or through borrowings.

The Government incurs expenditure as a result of providing services to the community. Under accrual accounting, the operating statement of an agency records expenses when they occur. This varies from cash accounting which records expenditure when the payment is made.

The major categories of expenses shown on this statement include employee related costs, operating costs, depreciation and amortisation of assets, grants and subsidies provided to other entities, and other expenses.

Similarly, revenues are shown when the agency is entitled to receive the funds although the cash may be received in a different period. Revenues are dissected into sales of goods and services, investment income, grants and contributions, and other revenue.

The *Recurrent Funding Statement* illustrates the government funding support, as shown in the Appropriation Bill, towards meeting the Net Cost of Services.

The *Capital Expenditure Statement* illustrates the government funding support, as shown in the Appropriation Bill, towards capital expenditure.

The *Balance Sheet* details the assets and liabilities of the agency with the difference being the net investment by the community in the form of equity in that agency. Assets and liabilities are dissected into current (convertible into cash or paid/received within the next 12 months), or non current (paid/received after 12 months).

The *Cash Flow Statement* details the cash impacts of agency activities including the cash appropriations sourced from taxation. The movement in cash disclosed in the statement equates to the difference between the opening and closing cash amounts in the Balance Sheet. In addition, the net cash flow from operating activities shown on the cash flow statement is reconciled to the Net Cost of Services (or surplus/deficit) in the operating statement.

THE LEGISLATURE

OVERVIEW

Agency	2007-08 Budget \$m	2008-09 Budget \$m	Variation %
The Legislature			
Total Expenses	116.2	122.3	5.3
Capital Expenditure	4.0	6.4	59.8

THE LEGISLATURE

The Parliament of New South Wales, under the *Constitution Act 1902*, has a number of roles to play in providing a system of representative and responsible government for the people of New South Wales. The Parliament fulfils its representative and legislative role by:

- ◆ making laws for the peace, welfare and good government of New South Wales, with the consent of the Governor
- ◆ providing a forum for supervision and scrutiny of the Executive Government and accountability to the people of New South Wales and
- ◆ providing a forum for debate, discussion and review of issues of public policy and issues of concern to the people of New South Wales.

The support services for the Legislative Council and the Legislative Assembly provide procedural and administrative assistance to Members in the performance of their Parliamentary and constituency duties. In the case of the Legislative Assembly, this assistance is also provided to Members in their electorate offices.

The Parliamentary Joint Services provides support and ancillary services to Members and for the operation of the two Houses and the Parliament House building. These services are finance and payroll, archives, catering, education, Hansard, information technology, library and research, security, printing and building maintenance.

RESULTS AND SERVICES

Under the doctrine of the separation of powers, the Parliament of New South Wales, as the Legislature, is a sovereign body that is necessarily distinct from the Executive Government.

The Parliament fulfils its role as a representative and legislative body by working towards the following results:

- ◆ Two Houses of Parliament and their committee systems operate effectively to debate and pass legislation and complete committee inquiries with recommendations to Government.
- ◆ Members of Parliament are properly supported so that they can undertake their role at Parliament House and elsewhere.
- ◆ Better access is provided to the community in order to increase awareness of the role and functions of the Parliament and access to Members, and the public can enjoy Parliament House as a building of historical significance.

The key services provided by the Legislature to contribute to these results are:

- ◆ Chamber and committee support services such as procedural advice, research, public consultation and Parliamentary reporting services
- ◆ Members' support services such as human resources, salary and entitlement administration, facilities management and information services and
- ◆ community access programs such as school visits, tours, exhibitions and displays, public events and functions, web streaming and Members' newsletters.

The key services provided by the Legislature and the way in which they are expected to contribute to these results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Chambers and committees operate effectively	Members supported to fulfil their role	Better community access programs in place
Chamber and Committee Support	16.4	✓	✓	✓
Members' Support	99.5	✓	✓	✓
Community Access	6.4			✓
Total Expenses Excluding Losses	122.3			

RECENT ACHIEVEMENTS

In the last five years, the Legislature has undergone considerable change, particularly in the provision of information technology services to Members.

The Parliament has been funded to employ professional, specialist staff who are able to ensure that both Chambers and their committees are able to function efficiently. Members receive expert procedural advice in relation to committee operations and the proceedings in the Houses and in committees. These proceedings are recorded and transcribed by the Parliamentary Reporting Service.

In addition, community access programs are well supported with tours, school visits, teacher training and a curriculum support service. Members are involved in many of these activities. Outreach programs include web streaming of proceedings of the Houses and Members' newsletters to the community.

Trends in the Parliament's operations over the previous five years involve:

- ◆ implementation of efficiencies in Parliamentary support services
- ◆ increased flexibility to Members in the use of their entitlements
- ◆ enhancements to security both physical and IT related and
- ◆ provision of information to constituents by Members through regular newsletters and the internet.

STRATEGIC DIRECTIONS

Strategic directions include increased security, maintaining the Parliament House building and its heritage features and enabling information and communication technologies.

Increased security

In the face of a heightened security environment, the Parliament's security infrastructure is being strengthened to support the continuity of services to both Members and the community. The Government has provided additional funding for a targeted capital program and increased security personnel.

Building maintenance (including catering facilities) and meeting heritage and disability access requirements

The Parliament has made a significant investment in building maintenance, heritage and disability access projects. This is to improve the safety of the public attending functions and meetings at Parliament House and the health and safety of Members and staff.

Enabling information and communication technologies

Members and the public alike expect to be able to benefit from the most up to date information and communication technologies available. The State's democratic credentials are improved through better interaction between Members and constituents and enhanced public participation in Parliamentary proceedings.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for 2008-09 are estimated at \$122.3 million, an increase of 5.2 per cent over budgeted 2007-08 expenses. This increase reflects:

- ◆ provision for staff salary increases of 2.5 per cent in line with the Government's wages policy
- ◆ provision for other operating costs escalation of 2.5 per cent
- ◆ transfer of \$550,000 in asset maintenance funding from the Department of Commerce to maintain Parliament House

- ◆ additional funding of \$1.1 million to recruit Special Constables to enhance the Parliament House security and
- ◆ pay increases granted to Members of Parliament by the Parliamentary Remuneration Tribunal subsequent to the 2007-08 budget allocation.

Capital Expenditure

Total capital expenditure in 2008-09 is estimated at \$6.4 million. This funding will be used for:

- ◆ completion of the energy and water saving initiatives projects (\$1.9 million)
- ◆ the upgrade of Parliament's information technology systems (\$775,000)
- ◆ upgrading of security infrastructure within Parliament House (\$2.1 million)
- ◆ the transfer of funding from the Department of Commerce for the Parliament House building (\$642,000) and
- ◆ fit out of Legislative Assembly Members' electorate offices and other minor works (\$1 million).

AGENCY RESULT INDICATORS

Chambers and Committees operate effectively

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Bills passed both Houses and received assent	no.	111	71	115	119
ii) Sitting hours per year	no.	803	540	887	858
iii) Committee reports	no.	80	80	75	80
iv) Committee meetings	no.	281	180	320	280

Notes:

- i) This indicator shows the effectiveness of the Parliament to consider Government Bills.
- ii) This indicator is a proxy for the availability of the Parliament to consider legislation.
- iii) This indicator shows the committee inquiries completed and recommendations to Government.
- iv) This indicator is a proxy for the committee inquiry process.

Members supported to fulfil their roles

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Cost of support service/ total expenditure	%	30.4	32.0	32.1	31.4
Note:					
i) This indicator is a benchmark for cost effectiveness of support services provided to Members of Parliament.					

Better community access programs in place

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Participants in education programs	no.	8,800	7,540	9,240	9,702
ii) Committee inquiry participants	no.	1,295	1,058	1,400	1,700
Notes:					
i) This is a measure of the effectiveness of the education tour processes and program.					
ii) This is a measure of the effectiveness of the community access and participation in the Parliamentary process.					

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1.1 Chamber and Committee Support

Service Description: This service group covers procedural support (specialist advice, information and research services to members); chamber support (operational support for the chambers to carry out their business); committee support (the provision of a secretariat for each committee, the provision of advice and information on its operation and on its enquiry and the provision of mechanisms to allow for public consultation); and Parliamentary reporting (Hansard services to the Houses and to committees).

Linkage to Results: This service group contributes to the Parliament of New South Wales fulfilling its role as a representative and legislative body by working towards a range of intermediate results that include:

- ◆ the effective functioning of the Parliament and its committees and
- ◆ Members of Parliament are supported to fulfil their Parliamentary roles.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Employees:</u>	EFT	129	120	118	117	121

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	15,384	15,547	16,356
Total expenses include the following:			
Legislative Council	569	556	584
Legislative Council and Committees	3,981	3,857	4,022
Legislative Assembly	1,116	1,149	1,168
Legislative Assembly and Joint Committees	4,169	4,129	4,158
Hansard	2,087	2,220	2,102
NET COST OF SERVICES	15,004	14,862	15,530

CAPITAL EXPENDITURE	619	490	952
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1.2 Members' Support

Service Description: This service group covers Members' services (the provision of human resources services to Members and the administration of Members' entitlements); facilities management (maintenance of Members' offices, the Parliament House building and associated services such as security, catering, building services, library, archives and printing) and information services. With regard to the Legislative Assembly Members, it includes management of electorate offices lease, fitout and maintenance of equipment and amenities.

Linkage to Results: This service group contributes to the Parliament of New South Wales fulfilling its role as a representative and legislative body by working towards a range of intermediate results that include:

- ◆ the effective functioning of the Parliament and its committees and
- ◆ Members of Parliament are supported to fulfil their Parliamentary roles.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
EFT members' staff provided	no.	256	261	276	278	280
ITS helpdesk calls from members and staff	no.	9,423	7,535	10,365	8,792	9,000
<u>Employees:</u>	EFT	429	409	415	398	411
				2007-08 Budget \$000	2007-08 Revised \$000	2008-09 Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses		94,596	95,810	99,502
Total expenses include the following:				
Legislative Council		20,058	18,253	19,189
Legislative Assembly		57,461	59,070	60,044
Building and support services		17,077	18,487	20,269
NET COST OF SERVICES		88,947	91,592	94,473
CAPITAL EXPENDITURE		2,951	2,850	4,314

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1.3 Community Access

Service Description: This service group covers community education services such as school tours, visitor tours and open days and education in service sessions for teachers; exhibition services (historical displays, art exhibitions, expositions); public events and functions, particularly utilising the building's function rooms; webstreaming of the proceedings in both Houses and Members' newsletters to constituents.

Linkage to Results: This service group contributes to the Parliament of New South Wales fulfilling its role as a representative and legislative body by working towards the intermediate result of Community access and awareness of the role and functions of the Parliament.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Education programs conducted	no.	96	98	98	103	108
<u>Employees:</u>	EFT	31	31	32	32	32
				———2007-08——— Budget Revised \$000 \$000		2008-09 Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	6,193	6,348	6,420
Total expenses include the following:			
Legislative Assembly members electorate mail-out	5,600	4,517	5,600
NET COST OF SERVICES	6,122	6,063	6,090
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CAPITAL EXPENDITURE	450	1,143	1,156

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	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	57,794	58,630	60,729
Other operating expenses	24,441	23,473	25,441
Depreciation and amortisation	3,948	4,624	4,009
Other expenses	29,990	30,978	32,099
Total Expenses Excluding Losses	116,173	117,705	122,278
Less:			
Retained Revenue -			
Sales of goods and services	4,945	4,423	4,855
Investment income	105	128	115
Grants and contributions	780	235	865
Other revenue	270	402	350
Total Retained Revenue	6,100	5,188	6,185
NET COST OF SERVICES	110,073	112,517	116,093
RECURRENT FUNDING STATEMENT			
Net Cost of Services	110,073	112,517	116,093
Recurrent Services Appropriation	96,844	99,656	102,443
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	4,020	4,483	6,422
Capital Works and Services Appropriation	3,240	4,198	5,557

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	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	1,216	3,647	3,667
Receivables	1,197	1,831	1,831
Inventories	257	152	152
Total Current Assets	2,670	5,630	5,650
Non Current Assets -			
Property, plant and equipment -			
Land and building	135,068	133,040	132,905
Plant and equipment	47,194	47,939	50,528
Intangibles	6	119	78
Total Non Current Assets	182,268	181,098	183,511
Total Assets	184,938	186,728	189,161
LIABILITIES -			
Current Liabilities -			
Payables	5,185	4,059	3,859
Provisions	5,215	5,130	5,350
Total Current Liabilities	10,400	9,189	9,209
Non Current Liabilities -			
Provisions	37	37	37
Total Non Current Liabilities	37	37	37
Total Liabilities	10,437	9,226	9,246
NET ASSETS	174,501	177,502	179,915
EQUITY			
Reserves	33,186	32,294	32,294
Accumulated funds	141,315	145,208	147,621
TOTAL EQUITY	174,501	177,502	179,915

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	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	47,333	48,068	50,003
Other	56,582	57,648	60,140
Total Payments	103,915	105,716	110,143
Receipts			
Sale of goods and services	4,945	4,414	4,855
Interest	95	152	115
Other	3,453	3,042	3,615
Total Receipts	8,493	7,608	8,585
NET CASH FLOWS FROM OPERATING ACTIVITIES	(95,422)	(98,108)	(101,558)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(4,020)	(4,578)	(6,422)
Other	...	(30)	...
NET CASH FLOWS FROM INVESTING ACTIVITIES	(4,020)	(4,608)	(6,422)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	96,844	99,656	102,443
Capital appropriation	3,240	4,198	5,557
NET CASH FLOWS FROM GOVERNMENT	100,084	103,854	108,000
NET INCREASE/(DECREASE) IN CASH	642	1,138	20
Opening Cash and Cash Equivalents	574	2,509	3,647
CLOSING CASH AND CASH EQUIVALENTS	1,216	3,647	3,667
CASH FLOW RECONCILIATION			
Net cost of services	(110,073)	(112,517)	(116,093)
Non cash items added back	14,009	14,837	14,515
Change in operating assets and liabilities	642	(428)	20
Net cash flow from operating activities	(95,422)	(98,108)	(101,558)

PREMIER, AND MINISTER FOR CITIZENSHIP

OVERVIEW

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
Department of Premier and Cabinet			
Total Expenses	180.8	226.0	25.0
Capital Expenditure	1.3	2.3	79.1
Independent Commission Against Corruption			
Total Expenses	17.9	18.4	2.9
Capital Expenditure	1.2	1.3	14.8
Ombudsman's Office			
Total Expenses	22.2	21.9	-2.0
Capital Expenditure	0.3	0.6	84.5
New South Wales Electoral Commission			
Total Expenses	29.6	36.7	24.0
Capital Expenditure	2.4	1.8	-25.0
Independent Pricing and Regulatory Tribunal			
Total Expenses	18.0	18.1	0.3
Capital Expenditure	0.2	0.2	...
Natural Resources Commission			
Total Expenses	4.8	4.8	...
Capital Expenditure
Community Relations Commission of New South Wales			
Total Expenses	16.4	17.1	4.2
Capital Expenditure	0.1	0.1	...
Audit Office of New South Wales			
Total Expenses	34.7	33.8	-2.6
Capital Expenditure	0.7	1.1	65.4
Events New South Wales Pty Limited			
Total Expenses	29.8	n.a.
Capital Expenditure	1.2	n.a.
Total, Premier, and Minister for Citizenship			
Total Expenses	324.5	406.6	25.3
Capital Expenditure	6.2	8.6	38.7

DEPARTMENT OF PREMIER AND CABINET

The Department of Premier and Cabinet supports the Premier and the Cabinet with the development, coordination and implementation of Government policy and by coordinating intergovernmental relations.

The Department also includes the Parliamentary Counsel's Office, which provides comprehensive legislative drafting and publishing services for the Government and Members of Parliament.

The Department supports the Premier, the Minister for Finance (Section 3), the Minister for Women (Section 6), the Minister for Volunteering (Section 10), the Minister for Regulatory Reform (Section 21) and four regional Ministers (the Minister for the Central Coast, the Minister for the Hunter, the Minister for the Illawarra and the Minister for Western Sydney – Sections 8, 22, 18 and 14 respectively) with strategic advice; project and issues management; a whole-of-government approach to policy development; and service provision within the public sector, especially in regional and rural areas.

RESULTS AND SERVICES

The Department of Premier and Cabinet provides leadership, coordination and oversight of the State Plan. The Department has lead agency responsibility for the following State Plan priorities:

- ◆ R4: Increased participation and integration in community activities.
- ◆ F4: Embedding prevention and early intervention into Government services.
- ◆ P3: Cutting red tape.
- ◆ S8: Increased customer satisfaction with Government services.

The Department of Premier and Cabinet contributes to the implementation of major Government policy by working towards the following results:

- ◆ There is effective sector-wide implementation and coordination of major Government initiatives and policies.
- ◆ Economic and regional issues including resolution of complex business, community, transport and infrastructure issues across New South Wales are soundly managed.
- ◆ Service delivery by the public sector is improved.
- ◆ Government decision-making through policy advice and support to the Premier, Cabinet and its Committees is effective.

Key services provided by the Department of Premier and Cabinet to contribute to these results are:

- ◆ providing support and coordination for the delivery of Government priorities identified in the State Plan
- ◆ coordinating implementation of significant infrastructure and investment projects, including facilitating the interface with the private sector, and rural, regional and metropolitan initiatives
- ◆ reviewing and improving public sector operations and services, including improving public sector employment, workforce strategy and policy, workforce capability, equity and diversity
- ◆ developing, advising and implementing policy (including cross-portfolio issues, Commonwealth/State relations and the Office for Women); providing support to the Premier and the Cabinet through the Cabinet process; and drafting Bills, statutory instruments and environmental planning instruments and providing legislative information and
- ◆ providing the Governor, Premier and Ministers with protocol, ministerial and parliamentary support services.

The key services provided by the Department and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results			
		Effective sector-wide implementation of the State Plan	Sound management of economic and regional issues	Improved government services	Effective government decision making processes
State Plan Leadership and Support	5.7	✓		✓	
Economic and Regional Coordination	37.0		✓		
Services and Capabilities Improvement	32.5			✓	
Policy Support	46.4				✓
Administrative Support for Government	104.4				✓
Total Expenses Excluding Losses	226.0				

RECENT ACHIEVEMENTS

The Department of Premier and Cabinet has established systems for assisting with the implementation and monitoring of State Plan priorities, including the production of performance reports summarising progress against targets over a ten year plan. Where the Department is lead agency, achievements include:

- ◆ developed tools to measure, report and improve satisfaction with Government services
- ◆ established a Volunteering Unit, completed a review of NSW Government agency volunteering programs and activities, and commenced work on a sector-wide policy and related web portal
- ◆ established a new Violence Prevention Coordination Unit in the Office for Women which will develop a strategic framework for addressing violence against women in New South Wales and will administer a new grants program of over \$2 million
- ◆ developed a draft Prevention and Early Intervention policy framework to be trialled over the next 12-18 months and
- ◆ established the Better Regulation Office to implement an effective and transparent gate keeping process and for cutting red tape.

Other achievements in priority areas include:

- ◆ established Crime Prevention Partnerships in Local Area Commands
- ◆ worked with regional coordination management groups to promote growth in regional and rural New South Wales
- ◆ streamlined the public sector employment process to reduce recruitment times
- ◆ provided policy support and leadership in Commonwealth/State relations including support for the Council of Australian Government processes and the National Reform Agenda
- ◆ provided grants to local community war memorials and
- ◆ continued reimbursement of monies owed to Aboriginal people through the Aboriginal Trust Fund Repayment Scheme.

STRATEGIC DIRECTIONS

The Department of Premier and Cabinet's strategic framework is a *Statement of Strategic Intent*. This is used to inform business planning across the Department. The *Statement of Strategic Intent* focuses on a number of strategic imperatives which drive the business of the Department. These include infrastructure, transport, prevention and early intervention, customer service, service delivery improvement, resource reallocation, workforce and core business delivery.

2008-09 BUDGET INITIATIVES

Total Expenses

The Department of Premier and Cabinet has estimated total expenses of \$226 million, which includes:

- ◆ \$9 million for continuing the Aboriginal Trust Fund Repayment Scheme to pay back money owed to Aboriginal people whose money was put into Trust Funds between 1900 and 1969 and not repaid
- ◆ \$4 million for e-recruitment
- ◆ \$2.9 million for domestic violence funding transferred from the Department of Health
- ◆ \$2.1 million for the Better Regulation Office and
- ◆ \$1.4 million for resourcing of the National Reform Agenda.

Capital Expenditure

In 2008-09, the Department's capital program is \$2.3 million.

The capital program is necessary for:

- ◆ regular staged upgrades to that portion of the Department's computer, telecommunications and office equipment requiring replacement or reaching obsolescence during the financial year
- ◆ set-up and customisation of a whole-of government e-recruitment system
- ◆ emerging office accommodation requirements and
- ◆ adopting the use of the Government Broadband System and updating infrastructure.

AGENCY RESULT INDICATORS

Effective sector-wide implementation of the State Plan

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Lead and partner agencies that have linked State Plan actions into their Results and Services Plan and Corporate Plan (State Plan chapter 7)*	%	80
ii) Lead and partner agencies with performance targets for embedding prevention and early intervention	%	Human Services and Justice agencies
iii) Leadership activities that promote community awareness and/or support participation in volunteering activities	no.	5	5
Notes:					
i) This indicator shows agency alignment of planning and resources towards achievement of their State Plan priorities.					
ii) This indicator quantifies agency effectiveness of implementing prevention and early intervention strategies.					
iii) This is a proxy measure of promotion of community participation in volunteering.					
* Where no data is shown indicates the State Plan strategy or indicator was not developed or measured previously					

Sound management of economic and regional issues

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) State significant infrastructure projects completed consistent with project milestones	%	100
ii) Satisfaction of stakeholders with regional and rural coordination of local multi-agency issues	%	100
Notes:					
i) The indicator shows the percentage of State significant infrastructure projects completed to plan.					
ii) This indicator shows the level of satisfaction of stakeholders with regional and rural coordination of local multi-agency issues.					

Improved Government services

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Agencies compliant with Government wages policy	%	100	100
ii) Reduction in average sector recruitment time	%	n.a.	n.a.
iii) Lead CEO performance agreements reviewed to align with State Plan priorities	%	100	100
iv) Implementation of recommendations of sector-wide reviews and reforms	%	90	95

Notes:

- i) This indicator addresses workforce issues by showing agency efficiency of aligning resources towards the achievement of their State Plan priorities.
- ii) This indicator is currently under development.
- iii) This indicator demonstrates CEO performance agreements reviewed for alignment with State Plan priorities.
- iv) This indicator shows service delivery improvement as a result of adopting the recommendations of sector-wide reviews and reforms.

Effective Government decision making processes

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Community satisfaction with State-managed significant public events	%	90	90	90	90
ii) Government legislation program delivered	%	100	100	100	100

Notes:

- i) This indicator shows the level of community satisfaction with State-managed significant public events. Results presented are from a sample survey by the Office of Protocol and Special Events.
- ii) This indicator reflects the percentage of the Government's legislation program delivered.

INDEPENDENT COMMISSION AGAINST CORRUPTION

The Independent Commission Against Corruption is responsible for promoting and enhancing integrity in public administration throughout New South Wales by investigating, exposing and minimising corruption through the application of its special powers. The Commission's governing legislation is the *Independent Commission Against Corruption Act 1988*.

RESULTS AND SERVICES

The Commission contributes to an improved culture of honesty, integrity and ethical behaviour within the NSW public sector by working towards the following results:

- ◆ Potential offenders are deterred from committing corrupt conduct through the exposure of corruption activities and corruption risks.
- ◆ The community and public sector employees have confidence that corruption matters reported are being properly investigated.
- ◆ The community and public sector employees have an increased awareness and understanding of corrupt conduct and corruption risks across the public sector.
- ◆ A comprehensive range of corruption prevention strategies operates across the public sector.

Key services provided by the Commission that contribute to these results include:

- ◆ Corruption complaints are assessed and investigated. In addition, the Commission conducts compulsory examinations (private hearings) and public inquiries, reports on corruption investigations and recommends corruption prevention improvements.
- ◆ Corruption prevention training programs and education materials are provided to promote corruption awareness across public sector agencies. In addition, the Commission conducts research to support the development of effective corruption prevention resources.

The services provided by the Commission and the way in which they are expected to contribute to these results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results			
		Deterrence of corrupt conduct	Confidence that reported corruption matters are investigated	Increased awareness of corrupt conduct and corruption risks	Corruption prevention strategies across the public sector
Corruption Investigation	14.0	✓	✓		
Corruption Prevention, Research and Education	4.4			✓	✓
Total Expenses Excluding Losses	18.4				

RECENT ACHIEVEMENTS

During 2007-08, the Commission commenced the development of a new complaint handling and case management system. This followed a review of its complaint management processes and the acquisition of new complaint handling and case management computer software.

The Commission also hosted the inaugural Australian Public Sector Anti-corruption Conference in conjunction with the Queensland Crime and Misconduct Commission and the Western Australia Crime and Corruption Commission. This conference, which addressed contemporary public sector corruption issues, attracted international and Australian delegates.

STRATEGIC DIRECTIONS

The Commission will maintain its focus on enhancing its capacity to identify systemic and individual corruption risks, the effective management of corruption complaints and the continued improvement and development of its investigative capacity.

Implementation of the Commission's new complaint handling and case management system will continue. This will enhance the management and performance tracking of cases, providing improved analysis of complaint data and profiling of corruption risks. The Commission will also continue to undertake strategic research and develop education and corruption prevention initiatives targeted at key sectors including local government, government agencies in regional areas and the general public sector.

2008-09 BUDGET INITIATIVES

Total Expenses

The Commission's total expenses are estimated at \$18.4 million in 2008-09, an increase of 2.8 per cent on 2007-08.

Capital Expenditure

The Commission's capital allocation in 2008-09 is \$1.3 million, including:

- ◆ \$350,000 to complete the new complaint handling and case management system
- ◆ \$750,000 to replace outdated computer equipment and systems and
- ◆ \$200,000 to update intelligence-based data analysis and technical equipment.

AGENCY RESULT INDICATORS

Deterrence of corrupt conduct

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Compulsory examinations and public inquiries	no.	36	53	30	30
ii) Investigation reports published	no.	7	6	5	5

Notes:

- i) This indicator shows the level of public exposure of corrupt conduct and corruption activities. Examinations include all persons called to appear for interviews to present information, give statements on the matters and generate further leads. This may lead to public inquiries which are major investigations and include multiple examinations.
- ii) This indicator shows the level of exposure of corrupt conduct and systemic corruption issues. Investigation reports are produced following public inquiries.

Confidence that reported corruption matters are investigated

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Corruption matters received by ICAC from the general public, through protected disclosures and from principal officers	no.	1,520	1,396	1,450	1,450
ii) Corruption matters received referred for further ICAC inquiry, action or investigation	%	23	26	25	25
iii) Investigations completed within 12 months	%	82	92	90	85
Notes:					
i) This indicator is a proxy for the level of confidence the community has in reporting matters that may involve corrupt conduct.					
ii) This indicator shows the level of serious matters being referred to ICAC requiring further action. This may include legal advice, request for agency response, investigation by examination or advice given on corruption prevention.					
iii) This indicator is a proxy for investigations being conducted in a thorough and timely manner.					

Increased awareness of corrupt conduct and corruption risks

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Corruption publications and guidelines released	no.	5	7	6	6
ii) Respondents to community survey who knew about ICAC and believed it was successful in exposing corruption (3 year community survey 2006)	%	n.a.	72	n.a.	n.a.
Notes:					
i) This indicator is a proxy for awareness of public sector employees of corruption issues and corruption risks through release of new publications and education on corruption prevention strategies.					
ii) This indicator shows the effectiveness of ICAC's communication projects to raise awareness of the role of ICAC and the community's understanding of corrupt conduct and corruption risks.					

Corruption prevention strategies across the public sector

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Reform recommendations arising from investigation reports that are implemented	%	85	91	90	90
ii) Responses to requests from Government agencies for corruption prevention advice	no.	324	325	335	335
Notes:					
i) This indicator shows the effectiveness of ICAC in identifying corruption prevention strategies to improve public sector integrity.					
ii) This indicator is a proxy for public sector agencies identifying corruption issues and seeking ICAC's advice in effectively managing corruption risks.					

OMBUDSMAN'S OFFICE

The Ombudsman's Office is an independent and impartial review body. Its objective is to ensure that the public and private sector bodies and employees overseen fulfil their functions properly. The Office helps organisations and individuals within its jurisdiction to be aware of their responsibilities to the public, to act reasonably and to comply with the law and best practice in administration.

The Ombudsman's Office is independent of the government of the day and accountable to the public through the NSW Parliament.

The Ombudsman's Office is governed by a range of legislation including the *Ombudsman Act 1974*, the *Community Services (Complaints, Reviews and Monitoring) Act 1993* and the *Police Act 1990*.

RESULTS AND SERVICES

The Ombudsman's Office works with both private and public sector agencies towards the following overall and intermediate results for the community:

- ◆ Administrative practice and service delivery are fair, accountable and responsive.
- ◆ Decision making in agencies is fair, reasonable and transparent.

- ◆ Public and private sector agencies and employees are fulfilling their functions properly.
- ◆ Public administration, provision of community services and protection of children are improved.
- ◆ Agencies establish and implement effective complaint handling systems.
- ◆ Customers are satisfied with the provision of public and community services.

Key services provided by the Office to contribute to these results are:

- ◆ complaint advice, referral, resolution or investigation
- ◆ oversight of agency investigation of complaints
- ◆ scrutiny of complaint handling and other systems and
- ◆ review of implementation of legislation.

The key services provided by the Office, and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses	Results
	\$m	Fair, accountable and responsive administrative practice and service delivery
Complaint Advice, Referral, Resolution or Investigation	9.6	✓
Oversight of Agency Investigation of Complaints	4.3	✓
Scrutiny of Complaint Handling and Other Systems	7.7	✓
Review of Implementation of Legislation	0.3	✓
Total Expenses Excluding Losses	21.9	

RECENT ACHIEVEMENTS

The Ombudsman's Office has surveyed public sector agencies and local councils about their complaint handling systems and is assisting agencies to improve their complaint handling and customer service.

In 2007-08, the Ombudsman's Office undertook 25 direct investigations of serious police complaints and 20 community services related matters. The Office also conducted 40 individual reviews of people in care and 20 community services complaint handling systems.

STRATEGIC DIRECTIONS

The Ombudsman's Office is adopting a number of strategies to improve service delivery:

- ◆ The Office is exploring proactive strategies to stabilise complaint numbers and to ensure continuous improvement in the delivery of services to the public.
- ◆ The Office has established a new team, on a trial basis, to handle multi-agency matters that fall within two or more of the Ombudsman's business areas. The new team is capable of responding to emerging issues, coordinating multi-jurisdictional matters and providing expert advice to staff about whole-of-government projects and initiatives.
- ◆ The Office has created specialised positions to deal with a number of projects where it is working with agencies in reviewing the delivery of their services to community groups. For example, there is a team of four officers in the Aboriginal Complaints Unit who liaise with both communities and agencies to improve service delivery.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses of the Ombudsman's Office are projected to be \$21.9 million in 2008-09, of which 80 per cent will be employee related. Included in the Office expenses are the expenses of official community visitors, who travel throughout New South Wales visiting residential services for children and young people and in care and accommodation services for people with a disability.

Capital Expenditure

In 2008-09, the Ombudsman's Office will be undertaking capital expenditure totalling \$559,000. The Office will replace IT equipment, purchase other minor items and update the office fitout during the year.

AGENCY RESULT INDICATORS

Fair, accountable and responsive administrative practice and service delivery

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Recommendations made in general jurisdiction that have been implemented by agency	%	97	89	90	90
ii) Recommendations made in police jurisdiction that have been implemented by agency	%	89	89	80	80
iii) Recommendations made in child protection jurisdiction that have been implemented by agency	%	100	80	80	80
iv) Reports to Parliament on public interest issues	no.	3	2	2	4
v) Agencies subject to Mystery Shopper audit	no.	...	1	1	1

Notes:

- i) This indicator shows the percentage of recommendations made by the Office in general jurisdiction that are adopted by agencies.
- ii) This indicator shows the percentage of recommendations made by the Office in police jurisdiction that are adopted by the NSW Police Force.
- iii) This indicator shows the percentage of recommendations made by the Office in child protection jurisdiction that are adopted by agencies.
- iv) This indicator reports the number of special reports that the Office makes to Parliament each year. These reports usually follow a formal investigation by the Office but can also be prepared to highlight deficiencies or public interest issues.
- v) The Office conducts audits of the customer service practices and policies of agencies. These audits, known as Mystery Shopper Audits, are undertaken without the knowledge of the agency. The Office provides a comprehensive report to the relevant Department Head at the conclusion of the audit.

NEW SOUTH WALES ELECTORAL COMMISSION

The New South Wales Electoral Commission (NSWEC) is responsible for the:

- ◆ management and administration of parliamentary elections, by-elections and referendums
- ◆ administrative support to the Election Funding Authority (EFA), which is responsible for public funding of election campaigns and management and administration of the Political Education Fund and
- ◆ on a full cost recovery basis and in accordance with appropriate legislation, elections for local government, trade unions, statutory boards, registered clubs and ballots for enterprise agreements.

Key legislation governing operations of the Commission is:

- ◆ *Parliamentary Electorates and Elections Act 1912* and
- ◆ *Election Funding Act 1981*.

RESULTS AND SERVICES

The following results will be targeted:

- ◆ Elections will be conducted impartially and in accordance with the law.
- ◆ Voter participation will be maximised and informal votes minimised.
- ◆ Public funding will be unbiased and campaign donations will be disclosed.

Key services provided by the Commission to contribute to these results include:

- ◆ provision of reports to the NSW Parliament and the public on the conduct of elections and by-elections
- ◆ electoral roll management
- ◆ strategies to inform those enrolled and those eligible to enrol of their rights and responsibilities under the NSW electoral system and
- ◆ strategies to inform candidates, groups and registered political parties of their entitlements and responsibilities.

The key services provided by the Commission and the way in which they are expected to contribute to these results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Impartial elections	Maximise voter participation	Election funding and disclosure
Conduct and Management of Elections	36.7	✓	✓	✓
Total Expenses Excluding Losses	36.7			

RECENT ACHIEVEMENTS

The Commission's recent achievements include:

- ◆ preparation of the *Report on the 2007 State Election* provided to the NSW Parliament in late 2007
- ◆ commencement of the preparation of benchmark surveys to assess the satisfaction of stakeholders with its provision of electoral services and
- ◆ continuation of its program of improving its management and monitoring systems for a range of programs including electoral roll management.

STRATEGIC DIRECTIONS

Investment in the centralised Election Management Application continues with work programmed for 2008 through 2009. This will position the Commission for the next State Government election in 2011. Workflow processes continue to be reviewed with a view to risk minimisation. Services in the areas of electoral education and election funding continue.

2008-09 BUDGET INITIATIVES

Total Expenses

The Commission has estimated total expenses of \$36.7 million in 2008-09. This principally comprises:

- ◆ \$20 million for the Local Government elections (this amount will be recovered from local governments after the elections)
- ◆ \$2.1 million (on behalf of the Election Funding Authority) for payments to candidates, groups and parties and political education and
- ◆ \$4 million for payments to the Commonwealth for the joint Electoral Roll Agreement.

Capital Expenditure

Capital expenditure for 2008-09 totals \$1.8 million. This consists of software development of \$1.7 million and office equipment of \$100,000.

AGENCY RESULT INDICATORS

To ensure that elections are impartial and delivered in accordance with the law

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Successful court challenges	no.	0	0	0	0
ii) Recounts required	no.	n.a.	2	n.a.	n.a.
Note: i) The nil result shown indicates a high quality service.					

To maximise voter participation

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Population enrolled	%	90.6	92.7	95.0	95.0
ii) Minimisation of informal votes	% - LA	n.a.	2.7	n.a.	n.a.
	% - LC	n.a.	6.1	n.a.	n.a.
iii) Reduction in non-voters	% of roll	n.a.	3.4	n.a.	<5

Note:
These indicators are measures of the contribution the NSWEC makes by undertaking such activities as electoral roll management, elector information campaigns and a range of information technology services.

To deliver unbiased public funding and open disclosure of campaign donations

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Prosecutions	no.	0	4	0	0
ii) Declarations lodged on time	%	n.a.	89	n.a.	n.a.

Note:
These indicators are a measure of the contribution made by the EFA to the understanding by candidates, groups, parties and donors of their obligations.

INDEPENDENT PRICING AND REGULATORY TRIBUNAL

The Independent Pricing and Regulatory Tribunal (IPART) provides advice, recommendations and determinations on prices for monopoly services provided by major New South Wales Government utilities.

Its objectives are aligned with the overall Government priority of encouraging utilities and regulated industries to provide efficient, quality services, while protecting consumers' interests and encouraging commercially and environmentally sustainable outcomes. The organisation works very closely with its stakeholders to demonstrate a fair and open process, and to achieve a balanced outcome for the industry sector as well as the consumer.

RESULTS AND SERVICES

IPART contributes to the promotion of a competitive business environment and delivery of better services by working towards the following results:

- ◆ IPART decisions prevent abuse of monopoly power and promote efficiency, sustainability and community welfare.
- ◆ Healthy and sustainable energy and water supplies are promoted.

It provides the following services to support these results:

- ◆ monitoring of water and energy licences
- ◆ administration, monitoring and enforcement of the Greenhouse Gas Abatement Scheme
- ◆ making recommendations on pricing of water, transport and energy services and
- ◆ undertaking reviews referred to it.

The key services provided by the Tribunal and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results	
		IPART decisions promote efficiency, sustainability and community welfare	Promote healthy and sustainable energy and water supplies
Energy/Transport/Water Pricing and Analysis and Policy Work	11.8	✓	
Licensing and Greenhouse Gas Reduction Scheme Administration	6.3		✓
Total Expenses Excluding Losses	18.1		

RECENT ACHIEVEMENTS

IPART's work in recent years has expanded beyond setting maximum prices for government utilities and transport services. Additional activities now undertaken include advice on competitive neutrality, setting gas tariffs, regulating gas networks and conducting arbitration proceedings between market participants.

IPART assumed the role of Administrator for the Greenhouse Gas Abatement Scheme, one of the world's first carbon dioxide-denominated emissions trading schemes, from 1 January 2003. The program involves the creation of abatement certificates through accredited abatement projects and the purchase and surrender of certificates by energy companies to meet their greenhouse gas emissions targets. In 2007 IPART accredited an additional 48 abatement projects. As at 31 December 2007 there were 203 projects accredited with the Scheme. Over 27 million additional abatement certificates were created in the 2007 calendar year. This will bring the total certificate creation between Scheme commencement and the end of 2007 to 59 million – equivalent to the abatement of an equal number of tonnes of carbon dioxide. Total certificates surrendered by energy companies for the 2006 calendar year was equivalent to 13.8 million tonnes of carbon dioxide abated.

The approach to price regulation is constantly evolving and the Tribunal maintains an interest in overseas developments as well as continuing membership of the Australian Utilities Regulators' Forum.

STRATEGIC DIRECTIONS

IPART's strategic directions for 2008-09 include:

- ◆ encouraging government businesses to make efficiency gains and reduce their overall cost to the community
- ◆ promoting continuity of supply, in particular through ensuring that incentives are adequate to stimulate ongoing investment in infrastructure to meet growth and replace ageing assets
- ◆ ensuring businesses have the resources to meet increasingly higher community expectations of service levels and environmental performance and
- ◆ ensuring that regulatory outcomes support the ongoing availability of low cost private capital necessary to fund new infrastructure.

2008-09 BUDGET INITIATIVES

IPART anticipates that the new licensing regime introduced by the *Water Industry Competition Act* will commence in 2008-09. This legislation provides for third party access to water supply, the creation of a licensing regime for service providers and the extension of IPART's pricing powers to the private sector, where the private sector provides a monopoly water supply to small retail customers. IPART will have the principal role to administer third party access, administer and audit licences, make a pricing order for a licensee, arbitrate disputes and monitor licence compliance.

Total Expenses

Total expenses for 2008-09 are estimated at \$18.1 million.

Capital Expenditure

IPART's capital expenditure in 2007-08 is projected to be \$2.5 million due to relocation and fitout of new premises. In 2008-09 capital expenditure will revert to \$180,000 for the replacement and upgrading of equipment.

AGENCY RESULT INDICATORS

Pricing decisions prevent abuse of monopoly power, promote efficiency, sustainability and community welfare

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Index of household charges (nominal, including GST)					
- Change since 1992-93	%	41	48	n.a.	n.a.
- Annual change	%	4.4	5.0	n.a.	n.a.
ii) Index of non-residential water prices (nominal)					
- Change since 1992-93	%	-32	-27	n.a.	n.a.
- Annual change	%	7.7	7.2	n.a.	n.a.

Pricing decisions prevent abuse of monopoly power, promote efficiency, sustainability and community welfare (cont)

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
iii) Index of regulated electricity prices for a small business customer (nominal, excluding GST)					
- Change since 1996-97	%	7	21	n.a.	n.a.
- Annual change	%	8	13	n.a.	n.a.
Notes					
i) This indicator shows the impact of IPART's decisions on composite household charges comprising residential electricity and gas prices, residential water charges and public transport prices. The change in the CPI since 1992-93 was 40 per cent in 2005-06 and 44 per cent in 2006-07.					
ii) Index of real revenue per kilolitre of water used, including water, wastewater and trade waste charges. Average of Sydney Water and Hunter Water prices, weighted by volume of sales to non-residential customers. The change in the CPI since 1992-93 was 40 per cent in 2005-06 and 44 per cent in 2006-07.					
iii) Calculated for a business customer of EnergyAustralia on a general supply tariff using 30 MWh of electricity per year. Reference period is 1996-97 because comparable prices for 1993 are not available. Prices exclude GST because GST is a pass-through cost for businesses. The change in the CPI since 1996-97 was 23 per cent in 2005-06 and 26 per cent in 2006-07.					

Promoting healthy and sustainable energy and water supplies

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Acceptance by Ministers of annual water and energy audit reports	no.	5	5	6	6
ii) Net tonnes per capita CO ₂ emissions in NSW from electricity usage (allowing for offset credits)	tonnes	7.60	7.27	7.27	7.27
Notes:					
i) This is a check on the effectiveness of licence compliance based on detailed audits.					
ii) This measure is based on the targets set under the Kyoto protocol.					

NATURAL RESOURCES COMMISSION

The Natural Resources Commission (NRC) provides the Government with independent advice on natural resource management issues.

RESULTS AND SERVICES

The Government has adopted the NRC's recommended Standard for Quality Natural Resource Management and State-wide targets for natural resource management in New South Wales.

The NRC contributes to healthy functional landscapes and communities by working with Catchment Management Authorities (CMAs), Government agencies and landholders to help ensure that natural resource management decisions are based on sound science and best practice management and are made in the economic, social and environmental interests of the State.

The NRC works towards the following results:

- ◆ The Government has credible evidence on whether the State-wide targets for natural resource management are being met.
- ◆ The Government has credible evidence on whether CMAs and other natural resource management programs are contributing to the State-wide targets through implementation of better adaptive management.
- ◆ Natural resource management policy settings are based on sound science and are improving the condition of natural resources.
- ◆ The natural resource management framework has a sound scientific basis to ensure properly informed management of natural resources, achievement of the Government's priorities and integration of economic, social and environmental outcomes.
- ◆ The Government receives high quality independent advice and recommendations on a variety of natural resource management issues.

Key services provided by the NRC to contribute to these results include:

- ◆ reporting on progress towards the State-wide targets and developing recommendations to resolve issues that are restricting progress
- ◆ auditing the implementation of CMAs' Catchment Action Plans against the Standard and State-wide targets

- ◆ reviewing technical issues to provide a sound scientific basis for decisions on specific natural resource management issues
- ◆ developing and revising the Standard and State-wide targets and facilitating their adoption by the State's natural resource managers and
- ◆ solving complex natural resource problems and providing a range of audits, reports and recommendations to the Government.

As a small agency, the NRC has only one Service Group. The key services provided by the NRC and the way in which they are expected to contribute to results are set out in the following table:

Service Group	2008-09 Budget Expenses \$m	Results				
		Credible evidence of progress to State-wide targets	Credible evidence on whether CMAs are contributing to state targets	Natural resource management policy settings based on sound science	Maintenance of the natural resource management framework for quality management of natural resources	Sound, independent advice on complex natural resource management issues
Natural Resources Commission	4.80	✓	✓	✓	✓	✓
Total Expenses Excluding Losses	4.80					

RECENT ACHIEVEMENTS

The Standard and State-wide targets provide the statutory quality assurance framework and goals to ensure that CMAs are cost-effective and that they protect and improve natural resource assets and maximise integrated natural resource management outcomes. The Standard and State-wide targets support flexible and innovative regional decision-making and ensure consistency, rigour and accountability for natural resource management.

Other recent achievements include:

- ◆ The Government's approval of 12 CMAs' Catchment Action Plans in line with the NRC's recommendations. The Catchment Action Plans set region-specific catchment targets to implement State-wide targets.

- ◆ Development of the NRC's Audit Framework for auditing CMAs' implementation of their Catchment Action Plans. The audit assesses whether Catchment Action Plans are achieving on-ground improvements in the condition of natural resources.
- ◆ Providing recommendations on enhancing the management and regulation of native vegetation in New South Wales and modelling the allocation of future natural resource funding amongst CMAs.
- ◆ Reviewing the scientific basis for aspects of water sharing plans and providing the Government with advice on recovering water for the environment.

STRATEGIC DIRECTIONS

The NRC will seek to provide the Government with comprehensive credible evidence on progress towards achievement of the State-wide targets and recommendations for the resolution of issues impeding progress. The NRC will audit CMAs to provide Government with independent evidence on whether CMAs are contributing effectively to the State-wide targets.

The achievement of the State-wide targets requires whole-of-government support. Through the adoption of the Standard, New South Wales will progress towards the State-wide targets by continuously improving the quality of its natural resources management. The Standard will achieve a better alignment of policy, legislation and institutional arrangements, particularly in regional planning in coastal and urban areas. The NRC will seek terms of reference to audit and review strategic natural resource management plans across Government against the Standard and State-wide targets and make recommendations to the Government.

An emerging strategic issue is the need to adapt CMAs' governance and reporting arrangements now that the Australian Government has indicated it will move to a contestable funding approach under its Caring for our Country program.

The NRC will also continue working with agencies to access, evaluate and publish meaningful information on baselines and trends in the condition of our natural resources. Credible information on the condition of resources is needed by policy makers, CMAs and other natural resource managers to inform planning and investment decisions and for the NRC to provide independent reports on progress towards Government priorities.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for the NRC in 2008-09 are projected to be \$4.8 million, which mainly relate to employee and other operating expenses.

AGENCY RESULT INDICATORS

Credible evidence of progress towards State-wide targets

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Reports to the Government on progress towards achieving the State-wide targets	no.	1	2
Note: i) The NRC is responsible for providing independent reports evidencing whether the State-wide targets are being achieved. It is not responsible for the actual achievement of the State-wide targets.					

Credible evidence on whether CMAs are contributing effectively to State-wide targets

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) NRC public reports on CMAs' compliance with the Standard and contribution to the State-wide targets	no.	...	6	4	2
Note: i) The NRC is responsible for independently auditing the effectiveness of CMAs' implementation of their Catchment Action Plans and whether implementation is contributing to the State-wide targets. It is not responsible for CMAs' performance.					

Natural resource management policy settings based on sound science

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Formal reviews completed	no.	111	69	14	19
<p>Note:</p> <p>i) The formal reviews include reviews of the Snowy Mountains Cloud Seeding Trial, Environmental Outcomes Assessment Methodology, SEPP 71 requests and other technical scientific reviews. The NRC and the Department of Planning have streamlined the need for advice on SEPP 71 applications resulting in efficiency gains which are reflected in the reduced need for formal reviews.</p>					

Maintenance of natural resource management framework

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Reports to Government recommending/revising the Standard, targets, facilitating their adoption or recommending wider adoption	no.	1	2	1	1
<p>Note:</p> <p>i) The NRC is responsible for reviewing and promoting the Standard, and supporting its adoption by CMAs and others across the State.</p>					

Sound, independent advice on complex natural resource management issues

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Independent reports to Government on requested natural resource management policy reviews	no.	1	4	3	3
ii) Proportion of stakeholders satisfied with NRC review process	%	80
<p>Notes:</p> <p>i) This result indicator is a measure of the number of referrals on complex issues which the NRC receives from the Premier.</p> <p>ii) NRC will commence surveying its stakeholders on their satisfaction with NRC engagement across all of its services.</p>					

COMMUNITY RELATIONS COMMISSION OF NEW SOUTH WALES

The Commission promotes more harmonious and equitable communities through community support services and provision of language services.

The Commission's governing legislation is the *Community Relations Commission and Principles of Multiculturalism Act 2000*.

RESULTS AND SERVICES

The Commission contributes to achieving more harmonious communities by working towards the following results:

- ◆ Social justice and benefits of cultural diversity are recognised and maximised.
- ◆ The Principles of Multiculturalism are observed by public authorities.
- ◆ Access to government and community services is equitable.

Key services provided by the Commission to contribute to these results include:

- ◆ providing interpreting and translation services
- ◆ administering grants to communities and organisations
- ◆ engaging the community through projects and partnerships and
- ◆ measuring and reporting on the observation of the Principles of Multiculturalism by public authorities.

The key services provided by the Commission and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Observation of the Principles of Multiculturalism	Equitable access	Promotion of social justice and benefits of cultural diversity
Community Support Services	9.0	✓	✓	✓
Language Services	8.1		✓	
Total Expenses Excluding Losses	17.1			

RECENT ACHIEVEMENTS

The Commission plays a leadership role in community relations in New South Wales. Recent and ongoing achievements include:

- ◆ the Community Relations Symposium held in August 2007
- ◆ a “Did You Know” exhibition conducted in Cronulla on the Australia Day weekend and at the Royal Easter Show and
- ◆ chairing the NSW Government Immigration and Settlement Planning Committee.

STRATEGIC DIRECTIONS

The Commission strives to be the leader and facilitator of community relations in achieving a harmonious and cohesive multicultural New South Wales.

The Commission will continue to engage the community, public and private sectors in providing direct services and advice to enable equal participation. It will also continue to promote community harmony and the benefits of multiculturalism in New South Wales.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for the Commission for 2008-09 are budgeted at \$17.1 million, compared with projected expenses of \$16.8 million in 2007-08.

Capital Expenditure

The Commission has a minor works allocation of \$75,000 for 2008-09.

AGENCY RESULT INDICATORS

Observation of the Principles of Multiculturalism by public authorities

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Agencies compliant with EAPS	%	95	97	97	97
Note:					
i) This indicator shows the level of compliance with the Ethnic Affairs Priority Statement program among NSW Public Institutions.					

Equitable access to government and community services

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Languages provided	no.	67	73	75	78
Note:					
i) This indicator demonstrates the diverse range of languages provided by the Commission.					

Promotion of social justice and benefits of cultural diversity

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Community grants	no.	118	107	110	110
ii) Community grants satisfaction survey result	%	85	87	89	90
Notes:					
i) This indicator shows the number of community organisations that were financially supported by the Commission.					
ii) This indicator shows the proportion of community organisations that were satisfied with how the Commission administered the community grants program.					

AUDIT OFFICE OF NEW SOUTH WALES

The Audit Office of New South Wales, on behalf of the New South Wales Auditor-General, conducts audits of New South Wales Government activity and reporting. These audits are reported to Parliament and assist it to hold government accountable for its use of community resources and its legislative powers.

The Audit Office is a statutory authority established under the *Public Finance and Audit Act 1983*.

RESULTS AND SERVICES

The Audit Office contributes to improving the State's financial performance and accountability by reporting to the New South Wales Parliament on its audits of NSW Government agencies.

The results the Office is working towards are:

- ◆ NSW Government financial reporting is sound.
- ◆ Government activities are effective, efficient, economic, and comply with laws and government directions.
- ◆ Parliament and the public can rely on the accuracy of State Plan performance reporting.
- ◆ Parliament uses Audit Office reports to assist it in holding government accountable for its use of public resources.

The key services provided by the Office are:

- ◆ audits of Government agencies' financial statements
- ◆ performance audits to determine whether agencies are effective, efficient and economic
- ◆ Auditor-General's reports to Parliament
- ◆ audits of State Plan performance indicators (planned to commence in 2008-09) and
- ◆ investigations into any allegations of serious and substantial waste of public money.

The key services provided by the Office and the way in which they are expected to contribute to results are set out in the following table

Service Groups	2008-09 Budget Expenses \$m	Results			
		NSW Government financial reporting is sound	Government activities are more effective, efficient, economic and comply to laws and government directions	Parliament uses our reports to assist it in holding government accountable for its use of public resources	Parliament/ Public can rely on accuracy of State Plan performance reporting
Financial Audit Services	27.7	✓			
Performance Audit Services	4.1		✓		
Auditor-General's Reports to Parliament	1.5			✓	
State Plan Performance Indicator audits	0.5				✓
Total Expenses Excluding Losses	33.8				

RECENT ACHIEVEMENTS

In 2006-07, the Audit Office completed 513 financial audits of NSW Government agencies. Of these, the Office only issued 48 qualified audit opinions, meaning that these agencies' financial reports did not fully comply with accounting standards or contained material errors. Most of these were very small entities.

Of the 749 recommendations the Office made to its top 50 financial audit clients, 92 per cent were accepted.

The Office completed 14 major reviews of government agencies' performance in 2006-07. Of the 136 recommendations made, 93 per cent were accepted by agencies.

The Office published five reports to Parliament on the outcomes of financial audits. Fourteen reports were published on the outcomes of reviews of government agencies' performance.

STRATEGIC DIRECTIONS

Through its audits of NSW Government agencies, the Audit Office will continue to assist Parliament in improving government's accountability and performance.

The Office is committed to being recognised as a centre of excellence in auditing by:

- ◆ being seen by other auditors as a benchmark for best practice in auditing
- ◆ being valued by Parliament as a contributor to improving the State's financial performance and accountability and
- ◆ ensuring agencies derive value from the information the Office provides.

2008-09 BUDGET INITIATIVES

Total Revenue

Revenue is forecast to increase from \$33.3 million in 2007-08 to \$34.5 million in 2008-09. This is principally derived from audit fees paid by Government agencies. The increase includes revenue from additional work expectations.

Total Expenses

Expenses are estimated to increase from \$31.4 million in 2007-08 to \$33.8 million in 2008-09. This increase includes the cost of undertaking the additional work.

Capital Expenditure

Capital expenditure is estimated at about \$1.1 million in 2008-09. This will be spent on information technology and enhancements to our information systems.

EVENTS NEW SOUTH WALES PTY LIMITED

Events New South Wales Pty Ltd (Events NSW) is a wholly Government-owned company that identifies, attracts and nurtures events that will provide significant economic and/or community benefits to Sydney and other regions of New South Wales.

RECENT ACHIEVEMENTS

Events NSW was created during 2007-08 following the Government's consideration of the report *Review into a possible Events Corporation for New South Wales* commissioned by the Premier and prepared by Mr John O'Neill.

The Premier has announced Events NSW will have a budget of \$85 million over the three years from 2007-08 to 2009-10.

STRATEGIC DIRECTIONS

Events NSW will implement the following strategies to achieve its objectives:

- ◆ Event Development Strategy – to identify the nature of anchor and other events that should be attracted to the State.
- ◆ Business Events Strategy – to work closely with the Sydney Convention and Visitors Bureau to attract business events in priority industry sectors.
- ◆ Event Leveraging Strategy – to determine ways to maximise the return to New South Wales from events being held, including increasing visitor nights and investment opportunities into the State.
- ◆ Strategic Partnerships – to build key relationships and networks with business, academic, sporting and cultural organisations and work with these partners to promote Sydney and New South Wales as event destinations.
- ◆ Regional Strategy – to work with regional bodies to support the development, growth and attraction of events to regional New South Wales.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for Events NSW in 2008-09 are estimated at \$29.8 million.

Capital Expenditure

Total capital expenditure for Events NSW in 2008-09 is estimated at \$1.2 million, including \$735,000 for office fit-out.

PREMIER, AND MINISTER FOR CITIZENSHIP
2 DEPARTMENT OF PREMIER AND CABINET

2.1 State Plan Leadership and Support

Service Description: This service group covers the provision of leadership and support in implementing the State Plan. Services include working with government agencies to support the development of agency action plans and assisting in the development of performance measurement systems to deliver results against targets.

Linkage to Results: This service group contributes to sector-wide coordination of State Plan implementation, the reallocation of resources to State Plan priority areas as well as the achievement of specific State Plan objectives for which the agency has a lead role. The service group has a State Plan lead agency role in: measuring customer satisfaction with government services; embedding the principle of prevention and early intervention with government service delivery; cutting red tape for business; and increasing participation in community activities.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
State Plan priorities on track to meet targets*	%	70
Agencies using prevention and early intervention assessment tools	no.	Human Services and Justice
Customer satisfaction surveys conducted	no.	2	2	1
<u>Employees:**</u>	EFT	9	14	14

-----2007-08-----	2008-09
Budget	Budget
\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	2,754	5,537	5,655
Total expenses include the following:			
Premier's Delivery Unit	2,754	2,754	2,823
Better Regulation Office	...	2,207	2,121
NET COST OF SERVICES	2,754	5,537	5,655

* Where no data is shown it indicates the strategy or indicator was not developed or measured previously.

** EFT data is shown for the Department of Premier and Cabinet created in April 2007.

PREMIER, AND MINISTER FOR CITIZENSHIP
2 DEPARTMENT OF PREMIER AND CABINET

2.2 Economic and Regional Coordination

Service Description: This service group covers the support of major government and non-government initiatives that aid major investment and infrastructure development in New South Wales. This service group seeks to expedite the delivery of key government infrastructure projects; and the strategic management of projects and issues, often involving multiple stakeholders, across regional and metropolitan New South Wales.

Linkage to Results: This service group contributes to addressing economic and regional issues through better infrastructure coordination, transport coordination and regional issue management.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Coordination of State significant economic projects and initiatives consistent with government policies and plans	%	100
Targeted coordination of major planning initiatives consistent with government planning policy	%	100
Claims registered for the Aboriginal Trust Fund Repayment Scheme	no.	1,241	1,551	1,706	1,706	853
<u>Employees:</u>	EFT	78	80	80

—————2007-08—————		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	21,892	26,471	36,982
Total expenses include the following:			
Office of the Coordinator General	4,445	4,445	6,497
Office of Strategic Operations	14,402	14,402	14,762
Aboriginal Trust Fund Repayment Scheme	2,577	2,577	9,037
NET COST OF SERVICES	21,892	26,471	36,982

PREMIER, AND MINISTER FOR CITIZENSHIP
2 DEPARTMENT OF PREMIER AND CABINET

2.3 Services and Capabilities Improvement

Service Description: This service group covers the enhancement of service delivery performance of the public sector through undertaking agency, program, functional and major structural reviews involving multiple agencies; developing sector-wide management improvement strategies; providing strategic advice on employee relations issues and public sector management; and assisting agencies in resolving complex industrial relations and employee matters, workforce planning, capability development, recruitment, redeployment, occupational health and safety and equity and diversity.

Linkage to Results: This service group contributes to achieving improvements in government service delivery by working towards a range of intermediate results that include the following:

- ◆ public sector services and capabilities improved and
- ◆ workforce issues addressed and service delivery improved.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Public sector agencies with Workforce Plans	%	40
Reviews conducted at agency, sector-wide/functional and program level	no.	...	10	10	10	10
'Best practice' guidelines Produced	no.	...	4	2	2	2
<u>Employees:</u>	EFT	102	105	105

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	22,414	27,576	32,538
Total expenses include the following:			
Public Sector Workforce Office	14,579	14,579	14,943
Performance Review Unit	3,663	3,663	3,755
E-recruitment reform project	...	474	4,025
NET COST OF SERVICES	20,901	26,063	31,492
<hr/>			
CAPITAL EXPENDITURE	1,120

PREMIER, AND MINISTER FOR CITIZENSHIP
2 DEPARTMENT OF PREMIER AND CABINET

2.4 Policy Support

Service Description: This service group covers the provision of integrated, sector-wide policy advice, counsel and legislative support services; and policy advice to the Premier in coordinating the Government's response to the threat of terrorism and recovery from major disasters.

Linkage to Results: This service group supports government decision making through the provision of professional, accountable and customer focused support services.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
Executive Council meetings supported	no.	55	56	52	52	52
Items of legislation drafted	no.	1,373	1,163	n.a.	n.a.	n.a.
Legislative website visits	thous	1,387	1,644	1,700	1,700	1,800
<u>Employees:</u>	EFT	164	174	174

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses		35,391	44,346	46,408
Total expenses include the following:				
Parliamentary Counsel		7,800	8,083	8,285
General Counsel		9,447	9,447	9,683
Policy Development		14,363	14,363	14,722
Counter-terrorism and disaster recovery		3,781	3,781	3,876
Domestic violence		...	2,900	2,900
NET COST OF SERVICES		35,251	44,206	46,240
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CAPITAL EXPENDITURE		145

PREMIER, AND MINISTER FOR CITIZENSHIP
2 DEPARTMENT OF PREMIER AND CABINET

2.5 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; managing State protocol; coordinating special events; providing logistic and information services; supporting special inquiries; and delivering corporate governance and support services.

Linkage to Results: This service group supports government decision making through the provision of professional, accountable and customer focused support services.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
Protocol and official hospitality events organised	no.	150	150	150	150	150
Ministers' offices supported	no.	21	22	22	21	21
Appointments to Government Boards and Committees	no.	1,356	1,550	1,550	1,550	1,550
<u>Employees:</u>	EFT	430	434	434

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	98,397	122,488	104,414
Total expenses include the following:			
Office of Protocol and Special Events	8,418	8,418	8,628
Ministerial and Parliamentary services	65,420	70,693	65,807
NET COST OF SERVICES	93,868	117,802	100,958
<hr/>			
CAPITAL EXPENDITURE	1,294	2,843	1,053

PREMIER, AND MINISTER FOR CITIZENSHIP
2 DEPARTMENT OF PREMIER AND CABINET

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	100,938	108,098	111,837
Other operating expenses	67,058	79,452	64,367
Depreciation and amortisation	3,954	4,206	3,798
Grants and subsidies	6,400	31,764	43,026
Other expenses	2,498	2,898	2,969
Total Expenses Excluding Losses	180,848	226,418	225,997
Less:			
Retained Revenue -			
Sales of goods and services	1,037	1,037	1,211
Investment income	678	678	565
Grants and contributions	3,667	3,722	2,071
Other revenue	800	902	823
Total Retained Revenue	6,182	6,339	4,670
NET COST OF SERVICES	174,666	220,079	221,327
RECURRENT FUNDING STATEMENT			
Net Cost of Services	174,666	220,079	221,327
Recurrent Services Appropriation	162,972	204,766	209,368
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	1,294	2,843	2,318
Capital Works and Services Appropriation	1,294	2,843	2,318

PREMIER, AND MINISTER FOR CITIZENSHIP
2 DEPARTMENT OF PREMIER AND CABINET

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	10,161	11,763	9,954
Receivables	4,454	4,500	4,500
Total Current Assets	14,615	16,263	14,454
Non Current Assets -			
Property, plant and equipment - Plant and equipment	9,525	12,833	11,700
Intangibles	2,423	1,434	1,087
Total Non Current Assets	11,948	14,267	12,787
Total Assets	26,563	30,530	27,241
LIABILITIES -			
Current Liabilities -			
Payables	7,550	7,200	7,200
Provisions	10,273	11,592	11,592
Other	...	396	396
Total Current Liabilities	17,823	19,188	19,188
Non Current Liabilities -			
Provisions	1,243	83	83
Total Non Current Liabilities	1,243	83	83
Total Liabilities	19,066	19,271	19,271
NET ASSETS	7,497	11,259	7,970
EQUITY			
Accumulated funds	7,497	11,259	7,970
TOTAL EQUITY	7,497	11,259	7,970

PREMIER, AND MINISTER FOR CITIZENSHIP
2 DEPARTMENT OF PREMIER AND CABINET

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	94,760	101,920	105,485
Grants and subsidies	6,400	31,764	43,026
Other	72,375	85,169	70,155
Total Payments	173,535	218,853	218,666
Receipts			
Sale of goods and services	1,037	1,037	1,211
Interest	678	678	565
Other	7,286	11,117	5,713
Total Receipts	9,001	12,832	7,489
NET CASH FLOWS FROM OPERATING ACTIVITIES	(164,534)	(206,021)	(211,177)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(1,294)	(2,643)	(2,118)
Other	...	(200)	(200)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(1,294)	(2,843)	(2,318)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	162,972	204,766	209,368
Capital appropriation	1,294	2,843	2,318
Cash transfers to Consolidated Fund	...	(1,693)	...
NET CASH FLOWS FROM GOVERNMENT	164,266	205,916	211,686
NET INCREASE/(DECREASE) IN CASH	(1,562)	(2,948)	(1,809)
Opening Cash and Cash Equivalents	11,723	14,711	11,763
CLOSING CASH AND CASH EQUIVALENTS	10,161	11,763	9,954
CASH FLOW RECONCILIATION			
Net cost of services	(174,666)	(220,079)	(221,327)
Non cash items added back	10,132	10,384	10,150
Change in operating assets and liabilities	...	3,674	...
Net cash flow from operating activities	(164,534)	(206,021)	(211,177)

PREMIER, AND MINISTER FOR CITIZENSHIP
3 INDEPENDENT COMMISSION AGAINST CORRUPTION

3.1 Corruption Investigation

Service Description: This service group covers the processing, assessment and investigation of all corruption complaints. It also covers reporting on the resulting corruption investigations and recommending corruption prevention improvements.

Linkage to Results: This service group contributes to deterring corrupt conduct and building community confidence that reported corruption matters are being properly investigated by working towards a range of intermediate results that include the following:

- ◆ complaints being responded to in an appropriate and timely manner
- ◆ increased community confidence that all corruption matters will be rigorously investigated and
- ◆ ensuring that public officials and other potential offenders are deterred from committing corrupt conduct through the exposure of corrupt activities.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Average days to deal with complaints	no.	45	97	43	80	60
Investigations completed within twelve months	%	82	92	90	82*	85
Prosecutions/disciplinary actions commenced arising from investigations	no.	15	10	10	5	10
<u>Employees:</u>	EFT	78	81	82	86	87

* The revised 2007-08 measure for investigations completed within 12 months is lower than budget due to the increased complexity of investigations.

PREMIER, AND MINISTER FOR CITIZENSHIP
3 INDEPENDENT COMMISSION AGAINST CORRUPTION

3.1 Corruption Investigation (cont)

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	13,147	13,924	14,008
NET COST OF SERVICES	12,663	13,268	13,593
<hr/>			
CAPITAL EXPENDITURE	888	621	1,019

PREMIER, AND MINISTER FOR CITIZENSHIP
3 INDEPENDENT COMMISSION AGAINST CORRUPTION

3.2 Corruption Prevention, Research and Education

Service Description: This service group covers research and the development of corruption training and prevention advice for public sector agencies through educational materials.

Linkage to Results: This service group contributes to an increased awareness of corrupt conduct and corruption risks, as well as developing and recommending corruption prevention strategies across the public sector by working towards a range of intermediate results that include the following:

- ◆ raising community and public sector awareness of corrupt conduct and its risks across the public sector
- ◆ developing a comprehensive range of corruption prevention strategies across the public sector
- ◆ providing corruption prevention advice which seeks to promote better corruption risk management in public sector agencies and
- ◆ educating people about the detrimental effects of corruption and promoting the development of corruption detection and minimisation strategies.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Corruption prevention recommendations arising from investigation reports	no.	78	113	57	40	40
Training and ICAC presentations delivered	no.	94	70	80	65	70
Corruption publication guidelines released	no.	5	7	6	6	6
Website visitors	no.	77,430	97,430	75,000	105,000	98,000
<u>Employees:</u>	EFT	27	30	30	29	30

—————2007-08—————		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	4,772	4,392	4,436
NET COST OF SERVICES	4,597	4,185	4,305
<hr/>			
CAPITAL EXPENDITURE	279	196	321

PREMIER, AND MINISTER FOR CITIZENSHIP
3 INDEPENDENT COMMISSION AGAINST CORRUPTION

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	12,968	13,225	13,549
Other operating expenses	4,361	4,482	4,248
Depreciation and amortisation	590	609	647
Total Expenses Excluding Losses	17,919	18,316	18,444
Less:			
Retained Revenue -			
Sales of goods and services	293	380	440
Investment income	75	133	75
Other revenue	290	350	30
Total Retained Revenue	658	863	545
Gain/(loss) on disposal of non current assets	1	...	1
NET COST OF SERVICES	17,260	17,453	17,898
RECURRENT FUNDING STATEMENT			
Net Cost of Services	17,260	17,453	17,898
Recurrent Services Appropriation	16,239	16,239	16,591
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	1,167	817	1,340
Capital Works and Services Appropriation	1,167	817	1,340

PREMIER, AND MINISTER FOR CITIZENSHIP
3 INDEPENDENT COMMISSION AGAINST CORRUPTION

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	1,485	1,138	1,161
Receivables	707	707	673
Total Current Assets	2,192	1,845	1,834
Non Current Assets -			
Property, plant and equipment -			
Land and building	197	154	99
Plant and equipment	729	704	1,243
Intangibles	950	707	916
Total Non Current Assets	1,876	1,565	2,258
Total Assets	4,068	3,410	4,092
LIABILITIES -			
Current Liabilities -			
Payables	212	212	233
Provisions	828	828	878
Total Current Liabilities	1,040	1,040	1,111
Non Current Liabilities -			
Provisions	97	97	97
Total Non Current Liabilities	97	97	97
Total Liabilities	1,137	1,137	1,208
NET ASSETS	2,931	2,273	2,884
EQUITY			
Reserves	428	428	428
Accumulated funds	2,503	1,845	2,456
TOTAL EQUITY	2,931	2,273	2,884

PREMIER, AND MINISTER FOR CITIZENSHIP
3 INDEPENDENT COMMISSION AGAINST CORRUPTION

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	12,360	12,807	12,900
Other	4,801	4,835	4,664
Total Payments	17,161	17,642	17,564
Receipts			
Sale of goods and services	293	380	440
Interest	75	137	75
Other	730	766	480
Total Receipts	1,098	1,283	995
NET CASH FLOWS FROM OPERATING ACTIVITIES	(16,063)	(16,359)	(16,569)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	1	...	1
Purchases of property, plant and equipment	(290)	(210)	(960)
Other	(877)	(607)	(380)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(1,166)	(817)	(1,339)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	16,239	16,239	16,591
Capital appropriation	1,167	817	1,340
Cash transfers to Consolidated Fund	...	(133)	...
NET CASH FLOWS FROM GOVERNMENT	17,406	16,923	17,931
NET INCREASE/(DECREASE) IN CASH	177	(253)	23
Opening Cash and Cash Equivalents	1,308	1,391	1,138
CLOSING CASH AND CASH EQUIVALENTS	1,485	1,138	1,161
CASH FLOW RECONCILIATION			
Net cost of services	(17,260)	(17,453)	(17,898)
Non cash items added back	1,198	1,139	1,225
Change in operating assets and liabilities	(1)	(45)	104
Net cash flow from operating activities	(16,063)	(16,359)	(16,569)

**PREMIER, AND MINISTER FOR CITIZENSHIP
4 OMBUDSMAN'S OFFICE**

4.1 Complaint Advice, Referral, Resolution or Investigation

Service Description: This service group covers providing independent complaint advice and referral, handling complaints and dealing with protected disclosures. It also includes hearing witness protection appeals and conducting information and education programs for agencies and the community.

Linkage to Results: This service group contributes to community confidence that their complaints are being handled fairly, efficiently and effectively and in accordance with law or policy.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Written complaints and notifications about public sector and certain non government agencies	no.	10,304	9,692	11,000	11,000	11,000
Telephone complaints/inquiries received	no.	23,011	22,689	23,000	23,000	23,000
Complaints in the general jurisdiction resolved through provision of advice or constructive action by agencies	%	67	68	65	65	65
Direct investigation or reports in police jurisdiction completed	no.	25	12	25	25	25
Time taken to determine general jurisdiction complaints	weeks	5	7	5	5	5
Inquiries, monitoring, review and direct investigation of community services matters	no.	13	22	20	20	20
Public sector training sessions conducted	no.	100	138	100	100	100
Consumer education programs	no.	78	26	50	50	50
<u>Employees:</u>	EFT	78	81	85	84	84

**PREMIER, AND MINISTER FOR CITIZENSHIP
4 OMBUDSMAN'S OFFICE**

4.1 Complaint Advice, Referral, Resolution or Investigation (cont)

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	9,646	9,611	9,624
NET COST OF SERVICES	9,524	9,481	9,496
<hr/>			
CAPITAL EXPENDITURE	124	123	227

PREMIER, AND MINISTER FOR CITIZENSHIP
4 OMBUDSMAN'S OFFICE

4.2 Oversight of Agency Investigation of Complaints

Service Description: This service group covers oversight of NSW Police Force handling of complaints about police and oversight of agency handling of allegations of child abuse.

Linkage to Results: This service group contributes to independent oversight of complaints and ensures that complaint matters are being dealt with fairly, efficiently and effectively by agencies and in accordance with law or policy.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Police investigations directly monitored	no.	25	34	20	20	20
Time taken to assess child protection notifications	days	3	8	5	5	5
Time taken to assess final child protection investigation report	days	28	41	30	30	30
<u>Employees:</u>	EFT	33	35	34	35	37

2007-08		2008-09
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	4,295	4,280	4,288
NET COST OF SERVICES	4,261	4,242	4,262
<hr/>			
CAPITAL EXPENDITURE	39	39	73

PREMIER, AND MINISTER FOR CITIZENSHIP
4 OMBUDSMAN'S OFFICE

4.3 Scrutiny of Complaint Handling and Other Systems

Service Description: This service group covers scrutiny of systems to prevent child abuse, dealing with police complaints and certain systems in the community services sector. It also includes review of the situation of vulnerable people, review of compliance with certain legislation and coordination of the official community visitor program.

Linkage to Results: This service group contributes to independent scrutiny of systems and ensures that services are being provided fairly, efficiently and effectively complying with best practice and in accordance with law or policy.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Records audited in police jurisdiction	no.	8,000	5,322	6,000	6,000	6,000
Audits conducted in the child protection jurisdiction	no.	10	20	20	20	20
Time spent on visiting services	hours	7,581	9,507	14,616	14,616	14,616
Individual section 13 reviews of people in care	no.	27	45	40	40	40
Review of community services complaints handling system	no.	20	20	20	20	20
Death in care reviewable (calendar year)	no.	68	98	65	65	≤ 07-08
Child death reviewable (calendar year)	no.	117	123	120	160	≤ 07-08
<u>Employees:</u>	EFT	50	53	55	52	55

—————2007-08—————		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	7,283	7,257	7,689
NET COST OF SERVICES	7,249	7,219	7,652
<hr/>			
CAPITAL EXPENDITURE	116	115	215

**PREMIER, AND MINISTER FOR CITIZENSHIP
4 OMBUDSMAN'S OFFICE**

4.4 Review of Implementation of Legislation

Service Description: This service group reviews implementation of legislation that expands the powers of NSW Police Force.

Linkage to Results: The community has confidence that law enforcement agencies are using new powers in accordance with the law and in the public interest.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
Reports on our review including finding prepared within timeframe	%	100	100	100	100	100
<u>Employees:*</u>	EFT	8	8	9	9	2

2007-08		2008-09
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	1,091	1,087	273
NET COST OF SERVICES	1,091	1,087	273
<hr/>			
CAPITAL EXPENDITURE	24	23	44

* Reduction in 2008-09 reflects the expected completion of a number of reviews of new legislation early in the financial year.

**PREMIER, AND MINISTER FOR CITIZENSHIP
4 OMBUDSMAN'S OFFICE**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	17,804	17,231	17,529
Other operating expenses	3,813	4,320	3,807
Depreciation and amortisation	698	684	538
Total Expenses Excluding Losses	22,315	22,235	21,874
Less:			
Retained Revenue -			
Sales of goods and services	72	72	72
Investment income	50	50	50
Grants and contributions	...	69	54
Other revenue	68	15	15
Total Retained Revenue	190	206	191
NET COST OF SERVICES	22,125	22,029	21,683
RECURRENT FUNDING STATEMENT			
Net Cost of Services	22,125	22,029	21,683
Recurrent Services Appropriation	20,176	20,069	19,986
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	303	300	559
Capital Works and Services Appropriation	300	300	559

**PREMIER, AND MINISTER FOR CITIZENSHIP
4 OMBUDSMAN'S OFFICE**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	459	642	380
Receivables	419	531	505
Total Current Assets	878	1,173	885
Non Current Assets -			
Property, plant and equipment - Plant and equipment	878	885	985
Intangibles	218	318	239
Total Non Current Assets	1,096	1,203	1,224
Total Assets	1,974	2,376	2,109
LIABILITIES -			
Current Liabilities -			
Payables	336	350	350
Provisions	1,545	1,639	1,688
Other	34	152	69
Total Current Liabilities	1,915	2,141	2,107
Non Current Liabilities -			
Provisions	16	15	15
Other	9	9	...
Total Non Current Liabilities	25	24	15
Total Liabilities	1,940	2,165	2,122
NET ASSETS	34	211	(13)
EQUITY			
Accumulated funds	34	211	(13)
TOTAL EQUITY	34	211	(13)

**PREMIER, AND MINISTER FOR CITIZENSHIP
4 OMBUDSMAN'S OFFICE**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	16,588	16,020	16,566
Other	4,357	4,726	4,419
Total Payments	20,945	20,746	20,985
Receipts			
Sale of goods and services	72	72	72
Interest	45	47	50
Other	594	616	615
Total Receipts	711	735	737
NET CASH FLOWS FROM OPERATING ACTIVITIES	(20,234)	(20,011)	(20,248)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(223)	(212)	(459)
Other	(80)	(88)	(100)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(303)	(300)	(559)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	20,176	20,069	19,986
Capital appropriation	300	300	559
NET CASH FLOWS FROM GOVERNMENT	20,476	20,369	20,545
NET INCREASE/(DECREASE) IN CASH	(61)	58	(262)
Opening Cash and Cash Equivalents	520	584	642
CLOSING CASH AND CASH EQUIVALENTS	459	642	380
CASH FLOW RECONCILIATION			
Net cost of services	(22,125)	(22,029)	(21,683)
Non cash items added back	1,617	1,598	1,452
Change in operating assets and liabilities	274	420	(17)
Net cash flow from operating activities	(20,234)	(20,011)	(20,248)

PREMIER, AND MINISTER FOR CITIZENSHIP
5 NEW SOUTH WALES ELECTORAL COMMISSION

5.1 Conduct and Management of Elections

Service Description: This service group covers the delivery of election services, managing the electoral roll, public awareness and communications, and the disclosure of election funding information.

Linkage to Results: The result of the services is to deliver impartial electoral results which:

- ◆ withstand public scrutiny
- ◆ are based on the maximisation of voter participation and minimisation of informal votes and
- ◆ communicate electoral results in an accurate and timely way.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Conduct of elections	\$m	8.7	41.4	18.7	18.7	26.9
Electoral roll management	\$m	3.4	3.5	3.4	3.7	4
Communication and public awareness	\$m	0.7	8.3	1.6	1.6	3.7
Funding and disclosure*	\$m	2.0	4.4	5.8	10.1	2.1
<u>Employees:</u>	EFT	35	42	42	43	43

-----2007-08-----	2008-09
Budget	Budget
\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	29,575	34,125	36,680
Total expenses include the following:			
By-elections	636
General Election	2,385	2,385	588
Payments to candidates and parties	4,166	8,499	440
Political education	1,663	1,646	1,646
Payments to Commonwealth	3,425	3,707	4,004
Local Government Election	8,600	8,600	20,000
NET COST OF SERVICES	27,457	23,278	13,381
<hr/>			
CAPITAL EXPENDITURE	2,400	2,200	1,800

* Expenditure of \$10.1 million in 2007-08 (revised) was for the 2007 State General Election.

**PREMIER, AND MINISTER FOR CITIZENSHIP
5 NEW SOUTH WALES ELECTORAL COMMISSION**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	5,596	5,596	5,816
Other operating expenses	10,764	2,110	2,223
Depreciation and amortisation	1,576	1,576	1,327
Other expenses	11,639	24,843	27,314
Total Expenses Excluding Losses	29,575	34,125	36,680
Less:			
Retained Revenue -			
Sales of goods and services	2,059	2,058	3,149
Investment income	59	189	150
Other revenue	...	8,600	20,000
Total Retained Revenue	2,118	10,847	23,299
NET COST OF SERVICES	27,457	23,278	13,381
RECURRENT FUNDING STATEMENT			
Net Cost of Services	27,457	23,278	13,381
Recurrent Services Appropriation	25,211	29,883	31,444
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	2,400	2,200	1,800
Capital Works and Services Appropriation	2,400	2,400	1,800

**PREMIER, AND MINISTER FOR CITIZENSHIP
5 NEW SOUTH WALES ELECTORAL COMMISSION**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	943	1,772	1,308
Receivables	357	8,957	12,057
Total Current Assets	1,300	10,729	13,365
Non Current Assets -			
Property, plant and equipment - Plant and equipment	2,260	1,986	1,384
Intangibles	4,612	4,791	5,866
Total Non Current Assets	6,872	6,777	7,250
Total Assets	8,172	17,506	20,615
LIABILITIES -			
Current Liabilities -			
Payables	1,402	1,402	1,402
Provisions	463	738	738
Other	783	90	24
Total Current Liabilities	2,648	2,230	2,164
Non Current Liabilities -			
Other	...	327	232
Total Non Current Liabilities	...	327	232
Total Liabilities	2,648	2,557	2,396
NET ASSETS	5,524	14,949	18,219
EQUITY			
Accumulated funds	5,524	14,949	18,219
TOTAL EQUITY	5,524	14,949	18,219

**PREMIER, AND MINISTER FOR CITIZENSHIP
5 NEW SOUTH WALES ELECTORAL COMMISSION**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	5,187	5,176	5,509
Other	22,911	29,411	33,164
Total Payments	28,098	34,587	38,673
Receipts			
Sale of goods and services	2,109	2,667	3,149
Interest	59	267	150
Other	408	2,174	20,366
Total Receipts	2,576	5,108	23,665
NET CASH FLOWS FROM OPERATING ACTIVITIES	(25,522)	(29,479)	(15,008)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(100)	(100)	(100)
Other	(2,300)	(2,100)	(1,700)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(2,400)	(2,200)	(1,800)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	25,211	29,883	31,444
Capital appropriation	2,400	2,400	1,800
Cash transfers to Consolidated Fund	(16,900)
NET CASH FLOWS FROM GOVERNMENT	27,611	32,283	16,344
NET INCREASE/(DECREASE) IN CASH	(311)	604	(464)
Opening Cash and Cash Equivalents	1,254	1,168	1,772
CLOSING CASH AND CASH EQUIVALENTS	943	1,772	1,308
CASH FLOW RECONCILIATION			
Net cost of services	(27,457)	(23,278)	(13,381)
Non cash items added back	1,985	1,985	1,634
Change in operating assets and liabilities	(50)	(8,186)	(3,261)
Net cash flow from operating activities	(25,522)	(29,479)	(15,008)

PREMIER, AND MINISTER FOR CITIZENSHIP
6 INDEPENDENT PRICING AND REGULATORY TRIBUNAL

6.1 Energy/Transport/Water Pricing and Analysis and Policy Work

Service Description: This service group covers the setting of prices for energy, water and public transport and for carrying out other specific reviews of Government services referred at the request of the responsible Ministers.

Linkage to Results: This service group contributes to the following intermediate results:

- ◆ abuse of monopoly power is prevented, and efficiency, sustainability and community welfare is promoted
- ◆ independent advice is provided to the Government on issues of pricing, funding, competition, service, policy and governance
- ◆ prices (or revenues) for energy, transport and water services are determined fairly and reasonably in accordance with legislation and
- ◆ issues of financial viability, efficiency, environmental impact, consumer protection and other issues are balanced.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Perceived quality of consultation processes*	%	91	91	n.a.	n.a.	n.a.
Perceived professionalism of staff*	%	95	95	n.a.	n.a.	n.a.
Perceived clarity of reports*	%	90	90	n.a.	n.a.	n.a.
Perceived quality of leadership - practical outcomes and independence*	%	86	86	n.a.	n.a.	n.a.
Reports and recommendations broadly accepted by Ministers	no.	6	5	6	6	6
<u>Employees:</u>	EFT	44	46	47	47	45

* The stakeholder survey is carried out every two years.

PREMIER, AND MINISTER FOR CITIZENSHIP
6 INDEPENDENT PRICING AND REGULATORY TRIBUNAL

6.1 Energy/Transport/Water Pricing and Analysis and Policy Work (cont)

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	11,627	11,903	11,748
NET COST OF SERVICES	10,772	10,787	10,938
<hr/>			
CAPITAL EXPENDITURE	117	1,628	117

PREMIER, AND MINISTER FOR CITIZENSHIP
6 INDEPENDENT PRICING AND REGULATORY TRIBUNAL

6.2 Licensing and Greenhouse Reduction Scheme Administration

Service Description: This service group consists of Water Licensing, Energy Compliance and the Greenhouse Gas Reduction Scheme administration.

Linkage to Results: This service group contributes to the following results:

- ◆ suppliers of energy and water meet their licence obligations and
- ◆ CO₂ reduction targets are enforced.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Acceptance by Minister of annual water audit reports	no.	3	3	3	3	3
Acceptance by Minister of annual energy compliance reports	no.	2	2	2	2	2
Accredited abatement projects	no.	73	70	70	70	70
Abatement certificates registered	mill	7.7	14.5	10.0	24.7	24.2
GGAS revenue/scheme administration costs	%	53	161	160	160	160
<u>Employees:</u>	EFT	25	25	27	27	27

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	6,365	6,381	6,303
NET COST OF SERVICES	5,800	5,782	5,869
<hr/>			
CAPITAL EXPENDITURE	63	872	63

PREMIER, AND MINISTER FOR CITIZENSHIP
6 INDEPENDENT PRICING AND REGULATORY TRIBUNAL

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	10,265	9,440	9,872
Other operating expenses	7,377	8,320	7,629
Depreciation and amortisation	350	524	550
Total Expenses Excluding Losses	17,992	18,284	18,051
Less:			
Retained Revenue -			
Sales of goods and services	1,200	1,400	1,025
Investment income	214	300	219
Other revenue	6
Total Retained Revenue	1,420	1,700	1,244
Gain/(loss) on disposal of non current assets	...	15	...
NET COST OF SERVICES	16,572	16,569	16,807
RECURRENT FUNDING STATEMENT			
Net Cost of Services	16,572	16,569	16,807
Recurrent Services Appropriation	15,923	15,923	16,151
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	180	2,500	180
Capital Works and Services Appropriation	180	180	180

PREMIER, AND MINISTER FOR CITIZENSHIP
6 INDEPENDENT PRICING AND REGULATORY TRIBUNAL

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	4,527	2,890	3,113
Receivables	448	1,046	1,046
Total Current Assets	4,975	3,936	4,159
Non Current Assets -			
Property, plant and equipment - Plant and equipment	421	2,804	2,442
Intangibles	25	29	21
Total Non Current Assets	446	2,833	2,463
Total Assets	5,421	6,769	6,622
LIABILITIES -			
Current Liabilities -			
Payables	728	499	499
Provisions	923	1,031	1,031
Total Current Liabilities	1,651	1,530	1,530
Non Current Liabilities -			
Provisions	46	7	7
Total Non Current Liabilities	46	7	7
Total Liabilities	1,697	1,537	1,537
NET ASSETS	3,724	5,232	5,085
EQUITY			
Accumulated funds	3,724	5,232	5,085
TOTAL EQUITY	3,724	5,232	5,085

PREMIER, AND MINISTER FOR CITIZENSHIP
6 INDEPENDENT PRICING AND REGULATORY TRIBUNAL

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	9,875	9,050	9,543
Other	7,445	8,479	7,629
Total Payments	17,320	17,529	17,172
Receipts			
Sale of goods and services	1,026	1,400	1,025
Interest	214	300	219
Other	180
Total Receipts	1,420	1,700	1,244
NET CASH FLOWS FROM OPERATING ACTIVITIES	(15,900)	(15,829)	(15,928)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	...	20	...
Purchases of property, plant and equipment	(180)	(2,500)	(180)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(180)	(2,480)	(180)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	15,923	15,923	16,151
Capital appropriation	180	180	180
NET CASH FLOWS FROM GOVERNMENT	16,103	16,103	16,331
NET INCREASE/(DECREASE) IN CASH	23	(2,206)	223
Opening Cash and Cash Equivalents	4,504	5,096	2,890
CLOSING CASH AND CASH EQUIVALENTS	4,527	2,890	3,113
CASH FLOW RECONCILIATION			
Net cost of services	(16,572)	(16,569)	(16,807)
Non cash items added back	672	914	879
Change in operating assets and liabilities	...	(174)	...
Net cash flow from operating activities	(15,900)	(15,829)	(15,928)

PREMIER, AND MINISTER FOR CITIZENSHIP
7 NATURAL RESOURCES COMMISSION

7.1 Natural Resources Commission

Service Description: Provision of independent advice to the NSW Government on natural resource management issues which enables natural resource management 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.

Linkage to Results: This service group contributes to better outcomes for native vegetation, biodiversity, land, rivers and coastal waterways, by working towards a range of intermediate results that include the following:

- ◆ Government has credible evidence on whether the targets for natural resource management are being met
- ◆ Government has credible evidence on whether CMAs and other natural resource management programs are effectively contributing to state targets and whether there is better adaptive management by CMAs and natural resource management programs in progressing towards the targets
- ◆ natural resource management policy settings are based on sound science and improving the condition of natural resources
- ◆ Government maintains a natural resource management framework that ensures a sound scientific basis for properly informed management of natural resources, achievement of the government priorities and integrated triple bottom line outcomes and
- ◆ Government decisions on complex and controversial natural resource management issues are demonstrably informed by independent advice, sound science and best practice management.

		2005-06	2006-07	2007-08	2007-08	2008-09
	Units	Actual	Actual	Budget	Revised	Forecast
<u>Service Measures:</u>						
Report on progress to State targets	no.	1	1	2
Review and audit Catchment Action Plans and CMAs	no.	13	14	6	5	6
Advice on technical natural resource management issues	no.	111	68	24	14	19
Reviews of the Standard and recommendations to facilitate wider adoption	no.	1	4	5	5	4
Reviews requested by Government on complex natural resource management issues	no.	1	4	3	3	3
<u>Employees:</u>	EFT	15	24	24	24	23

PREMIER, AND MINISTER FOR CITIZENSHIP
7 NATURAL RESOURCES COMMISSION

7.1 Natural Resources Commission (cont)

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	4,753	4,753	4,797
NET COST OF SERVICES	4,732	4,732	4,775

PREMIER, AND MINISTER FOR CITIZENSHIP
7 NATURAL RESOURCES COMMISSION

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	2,876	2,816	2,588
Other operating expenses	1,598	1,658	1,930
Depreciation and amortisation	279	279	279
Total Expenses Excluding Losses	4,753	4,753	4,797
Less:			
Retained Revenue -			
Investment income	21	21	22
Total Retained Revenue	21	21	22
NET COST OF SERVICES	4,732	4,732	4,775
RECURRENT FUNDING STATEMENT			
Net Cost of Services	4,732	4,732	4,775
Recurrent Services Appropriation	4,457	4,457	4,499

PREMIER, AND MINISTER FOR CITIZENSHIP
7 NATURAL RESOURCES COMMISSION

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	107	150	206
Receivables	165	91	91
Total Current Assets	272	241	297
Non Current Assets -			
Property, plant and equipment - Plant and equipment	385	380	101
Other	30
Total Non Current Assets	415	380	101
Total Assets	687	621	398
LIABILITIES -			
Current Liabilities -			
Payables	61	81	81
Provisions	232	270	256
Other	17	...	14
Total Current Liabilities	310	351	351
Non Current Liabilities -			
Provisions	32	16	16
Total Non Current Liabilities	32	16	16
Total Liabilities	342	367	367
NET ASSETS	345	254	31
EQUITY			
Accumulated funds	345	254	31
TOTAL EQUITY	345	254	31

**PREMIER, AND MINISTER FOR CITIZENSHIP
7 NATURAL RESOURCES COMMISSION**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	2,817	2,758	2,534
Other	1,598	1,657	1,931
Total Payments	4,415	4,415	4,465
Receipts			
Interest	21	21	22
Total Receipts	21	21	22
NET CASH FLOWS FROM OPERATING ACTIVITIES	(4,394)	(4,394)	(4,443)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	4,457	4,457	4,499
Cash transfers to Consolidated Fund	...	(104)	...
NET CASH FLOWS FROM GOVERNMENT	4,457	4,353	4,499
NET INCREASE/(DECREASE) IN CASH	63	(41)	56
Opening Cash and Cash Equivalents	44	191	150
CLOSING CASH AND CASH EQUIVALENTS	107	150	206
CASH FLOW RECONCILIATION			
Net cost of services	(4,732)	(4,732)	(4,775)
Non cash items added back	338	338	332
Net cash flow from operating activities	(4,394)	(4,394)	(4,443)

PREMIER, AND MINISTER FOR CITIZENSHIP
8 COMMUNITY RELATIONS COMMISSION OF NEW SOUTH WALES

8.1 Community Support Services

Service Description: This service group covers the provision of community relations policy advice to the Government, implementation of the Principles of Multiculturalism by all Government agencies, involvement in community projects and administration of the Community Development Grants program.

Linkage to Results: This service group contributes to achieving more harmonious communities by working towards a range of intermediate results that include the following:

- ◆ Social justice and community development for ethnic communities in New South Wales are promoted.
- ◆ The benefits of cultural diversity are recognised and maximised through the facilitation of cooperative arrangements and initiatives.
- ◆ The principles of multiculturalism are observed by public authorities.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Expressions of interest received for grant applications	no.	141	200	250	250	300
Successful grant applications	%	75	80	85	85	85
<u>Employees:</u>	EFT	44	42	44	44	44

—————2007-08—————		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	9,012	9,200	8,995
NET COST OF SERVICES	8,842	8,740	8,775
<hr/>			
CAPITAL EXPENDITURE	75	90	75

PREMIER, AND MINISTER FOR CITIZENSHIP
8 COMMUNITY RELATIONS COMMISSION OF NEW SOUTH WALES

8.2 Language Services

Service Description: This service group covers the provision of efficient, reliable and professional interpreting and translation services of community languages in a form relevant to client needs, provided by appropriately trained interpreters and translators.

Linkage to Results: This service group contributes to achieving more harmonious communities by working towards a range of intermediate results that include equitable access to government and community services for people from culturally and linguistically diverse backgrounds.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Assignments performed	no.	42,500	43,800	45,000	45,000	45,000
Formal complaints registered	no.	50	109	100	100	100
<u>Employees:</u>	EFT	72	72	72	72	72

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	7,389	7,555	8,090
NET COST OF SERVICES	3,305	3,155	3,608

PREMIER, AND MINISTER FOR CITIZENSHIP
8 COMMUNITY RELATIONS COMMISSION OF NEW SOUTH WALES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	11,764	12,037	12,521
Other operating expenses	2,676	2,757	2,710
Depreciation and amortisation	415	415	269
Grants and subsidies	1,546	1,546	1,585
Total Expenses Excluding Losses	16,401	16,755	17,085
Less:			
Retained Revenue -			
Sales of goods and services	4,174	4,640	4,552
Investment income	80	80	150
Grants and contributions	...	115	...
Other revenue	...	25	...
Total Retained Revenue	4,254	4,860	4,702
NET COST OF SERVICES	12,147	11,895	12,383
RECURRENT FUNDING STATEMENT			
Net Cost of Services	12,147	11,895	12,383
Recurrent Services Appropriation	11,526	11,526	11,726
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	75	90	75
Capital Works and Services Appropriation	75	75	75

PREMIER, AND MINISTER FOR CITIZENSHIP
8 COMMUNITY RELATIONS COMMISSION OF NEW SOUTH WALES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	3,686	4,250	4,176
Receivables	397	840	1,111
Total Current Assets	4,083	5,090	5,287
Non Current Assets -			
Property, plant and equipment -			
Land and building	151	149	23
Plant and equipment	131	137	142
Intangibles	73	110	37
Total Non Current Assets	355	396	202
Total Assets	4,438	5,486	5,489
LIABILITIES -			
Current Liabilities -			
Payables	737	1,401	1,412
Provisions	717	474	370
Total Current Liabilities	1,454	1,875	1,782
Non Current Liabilities -			
Provisions	61	314	314
Total Non Current Liabilities	61	314	314
Total Liabilities	1,515	2,189	2,096
NET ASSETS	2,923	3,297	3,393
EQUITY			
Accumulated funds	2,923	3,297	3,393
TOTAL EQUITY	2,923	3,297	3,393

PREMIER, AND MINISTER FOR CITIZENSHIP
8 COMMUNITY RELATIONS COMMISSION OF NEW SOUTH WALES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	11,115	11,387	11,936
Grants and subsidies	1,546	1,546	1,585
Other	3,126	3,205	3,160
Total Payments	15,787	16,138	16,681
Receipts			
Sale of goods and services	4,461	4,927	4,281
Interest	80	80	150
Other	450	590	450
Total Receipts	4,991	5,597	4,881
NET CASH FLOWS FROM OPERATING ACTIVITIES	(10,796)	(10,541)	(11,800)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(75)	(66)	(75)
Other	...	(24)	...
NET CASH FLOWS FROM INVESTING ACTIVITIES	(75)	(90)	(75)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	11,526	11,526	11,726
Capital appropriation	75	75	75
Cash transfers to Consolidated Fund	...	(28)	...
NET CASH FLOWS FROM GOVERNMENT	11,601	11,573	11,801
NET INCREASE/(DECREASE) IN CASH	730	942	(74)
Opening Cash and Cash Equivalents	2,956	3,308	4,250
CLOSING CASH AND CASH EQUIVALENTS	3,686	4,250	4,176
CASH FLOW RECONCILIATION			
Net cost of services	(12,147)	(11,895)	(12,383)
Non cash items added back	1,064	1,064	947
Change in operating assets and liabilities	287	290	(364)
Net cash flow from operating activities	(10,796)	(10,541)	(11,800)

PREMIER, AND MINISTER FOR CITIZENSHIP
AUDIT OFFICE OF NEW SOUTH WALES

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	34,726	32,791	34,246
Investment income	240	376	260
Other revenue	...	140	...
Total Retained Revenue	34,966	33,307	34,506
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	29,540	25,912	27,734
Other operating expenses	4,324	4,762	4,981
Depreciation and amortisation	827	683	1,060
Other expenses	32	28	29
Total Expenses Excluding Losses	34,723	31,385	33,804
SURPLUS/(DEFICIT)	243	1,922	702

PREMIER, AND MINISTER FOR CITIZENSHIP
AUDIT OFFICE OF NEW SOUTH WALES

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	4,631	6,605	7,280
Receivables	4,692	5,473	5,473
Other	5,900	5,730	5,730
Total Current Assets	15,223	17,808	18,483
Non Current Assets -			
Property, plant and equipment -			
Land and building	1,419	1,468	1,285
Plant and equipment	445	690	757
Intangibles	1,221	1,039	1,182
Other	4,954	3,937	3,937
Total Non Current Assets	8,039	7,134	7,161
Total Assets	23,262	24,942	25,644
LIABILITIES -			
Current Liabilities -			
Payables	928	1,341	1,341
Provisions	8,278	8,026	8,026
Other	740	439	439
Total Current Liabilities	9,946	9,806	9,806
Non Current Liabilities -			
Provisions	267	146	146
Other	300	300	300
Total Non Current Liabilities	567	446	446
Total Liabilities	10,513	10,252	10,252
NET ASSETS	12,749	14,690	15,392
EQUITY			
Accumulated funds	12,749	14,690	15,392
TOTAL EQUITY	12,749	14,690	15,392

PREMIER, AND MINISTER FOR CITIZENSHIP
AUDIT OFFICE OF NEW SOUTH WALES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	34,726	32,791	34,246
Interest	240	376	260
Other	2,100	2,240	2,100
Total Receipts	37,066	35,407	36,606
Payments			
Employee related	29,540	25,912	27,734
Other	6,456	6,890	7,110
Total Payments	35,996	32,802	34,844
NET CASH FLOWS FROM OPERATING ACTIVITIES	1,070	2,605	1,762
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(12)	(320)	(562)
Other	(645)	(648)	(525)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(657)	(968)	(1,087)
NET INCREASE/(DECREASE) IN CASH	413	1,637	675
Opening Cash and Cash Equivalents	4,218	4,968	6,605
CLOSING CASH AND CASH EQUIVALENTS	4,631	6,605	7,280
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	243	1,922	702
Non cash items added back	827	683	1,060
Net cash flow from operating activities	1,070	2,605	1,762

**PREMIER, AND MINISTER FOR CITIZENSHIP
EVENTS NEW SOUTH WALES PTY LIMITED**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Retained Revenue -			
Other	...	21,184	31,000
Total Retained Revenue	...	21,184	31,000
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	...	1,786	3,869
Other operating expenses	...	19,398	25,506
Depreciation and amortisation	390
Total Expenses Excluding Losses	...	21,184	29,765
SURPLUS/(DEFICIT)	1,235

**PREMIER, AND MINISTER FOR CITIZENSHIP
EVENTS NEW SOUTH WALES PTY LIMITED**

	2007-08	
	Budget	Revised
	\$000	\$000
		2008-09 Budget \$000
BALANCE SHEET		
ASSETS -		
Current Assets -		
Cash assets
		390
Total Current Assets
		390
Non Current Assets -		
Property, plant and equipment -		
Land and building
		444
Plant and equipment
		68
Intangibles
		333
Total Non Current Assets
		845
Total Assets
		1,235
NET ASSETS
		1,235
EQUITY		
Accumulated funds
		1,235
TOTAL EQUITY
		1,235

**PREMIER, AND MINISTER FOR CITIZENSHIP
EVENTS NEW SOUTH WALES PTY LIMITED**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Other	...	21,184	31,000
Total Receipts	...	21,184	31,000
Payments			
Employee related	...	1,786	3,869
Other	...	19,398	25,506
Total Payments	...	21,184	29,375
NET CASH FLOWS FROM OPERATING ACTIVITIES	1,625
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(735)
Other	(500)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(1,235)
NET INCREASE/(DECREASE) IN CASH	390
CLOSING CASH AND CASH EQUIVALENTS	390
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	1,235
Non cash items added back	390
Net cash flow from operating activities	1,625

DEPUTY PREMIER, MINISTER FOR TRANSPORT, AND MINISTER FOR FINANCE

OVERVIEW

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
World Youth Day Co-ordination Authority			
Total Expenses	3.9	60.7	>999.9
Capital Expenditure
Ministry of Transport			
Total Expenses	3,338.8	3,746.2	12.2
Capital Expenditure	124.2	111.5	-10.3
Independent Transport Safety and Reliability Regulator			
Total Expenses	17.1	17.0	-0.7
Capital Expenditure	0.4	0.2	-59.5
Office of Transport Safety Investigations			
Total Expenses	2.4	2.4	...
Capital Expenditure
Superannuation Administration Corporation			
Total Expenses	54.6	62.4	14.3
Capital Expenditure	5.2	1.7	-67.5
State Property Authority			
Total Expenses	147.1	164.0	11.5
Capital Expenditure	89.9	18.9	-79.0
Total, Deputy Premier, Minister for Transport, and Minister for Finance			
Total Expenses	3,563.9	4,052.7	13.7
Capital Expenditure	219.7	132.3	-39.8

In addition to the agencies listed above, the Minister is also supported by the Department of Premier and Cabinet (Section2) for the Finance portfolio.

WORLD YOUTH DAY CO-ORDINATION AUTHORITY

The World Youth Day Co-ordination Authority was established by the *World Youth Day Act 2006* on 4 December 2006.

The principal function of the Authority is to develop policies, strategies and plans for the coordination and delivery of integrated Government services for World Youth Day events in July 2008.

RESULTS AND SERVICES

The work being undertaken by the Authority supports efforts to attract major events to New South Wales. To achieve this, the Authority aims to deliver the following results:

- ◆ Government services to the event are delivered in an efficient and effective manner.
- ◆ The international reputation of Sydney and New South Wales as excellent hosts and organisers for significant events of this nature is enhanced.
- ◆ The tourism legacy for Sydney and New South Wales is maximised.

The Authority has lead responsibility for coordinating with partner agencies to ensure delivery of the following services to support the event:

- ◆ establish a structure for the provision of integrated Government services, including the preparation and implementation of road and transport plans
- ◆ consult with relevant Government transport agencies and the NSW Police Force in the preparation of road and transport plans
- ◆ coordinate and manage the road network, including pedestrian movements and motor vehicle traffic on roads
- ◆ coordinate and manage the delivery of public transport services
- ◆ assist in securing Randwick Racecourse as the main venue for the event
- ◆ develop and manage the public information strategy and
- ◆ act as the principal New South Wales Government agency for liaison on World Youth Day matters with other State and Territory governments, the Commonwealth Government and the Catholic Archdiocese of Sydney.

The key service provided by the Authority and the way in which it is expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Delivery of Government Services for World Youth Day 2008	Enhance reputation of Sydney and New South Wales as hosts and organisers	Maximise the tourism legacy for Sydney and New South Wales
Government Services to World Youth Day 2008	60.7	✓	✓	✓
Total Expenses Excluding Losses	60.7*			

* Includes \$11.6 million in relation to access to Randwick Racecourse.

RECENT ACHIEVEMENTS

Plans are being developed by the Authority in close consultation with other Government agencies and the Catholic Church in preparation for the delivery of Government services to World Youth Day 2008.

The staging of the main event for World Youth Day at Randwick Racecourse has an impact on the NSW racing industry. The Government has successfully negotiated terms with the Australian Jockey Club for the racing industry to vacate the racecourse for a period of 10 weeks to prepare the venue for the event, including the protection of the racing and training surfaces turf. The Commonwealth Government is contributing \$20.5 million to the costs associated with Randwick Racecourse.

STRATEGIC DIRECTIONS

The following are the key strategic directions for the Authority:

- ◆ finalise arrangements with the Catholic Church and government agencies regarding the provision of Government services in support of the event and
- ◆ effective and efficient planning and delivery of Government services.

2008-09 BUDGET INITIATIVES

The Authority will focus on coordination of Government services for World Youth Day being held in July 2008 and work with the Catholic Church and the Australian Jockey Club to ensure Randwick Racecourse is restored and ready for the 2008 Spring Carnival.

Total Expenses

Total expenses in 2008-09 of \$60.7 million consist of \$49.1 million for Government services for the World Youth Day 2008 event and \$11.6 million for the Randwick Racecourse Access Agreement.

Total expenses in 2007-08 and 2008-09 are being partly funded by a \$20.5 million contribution from the Commonwealth Government and a \$10 million contribution from the Catholic Church. These contributions relate to costs associated with Randwick Racecourse.

Capital Expenditure

A provision of \$30,000 has been made for minor capital expenditure.

MINISTRY OF TRANSPORT

The Transport portfolio includes the Ministry of Transport, the Independent Transport Safety and Reliability Regulator (ITSRR), the Office of Transport Safety Investigations (OTSI) and the State owned transport service providers-Rail Corporation New South Wales (RailCorp), Rail Infrastructure Corporation (RIC), Sydney Ferries, the State Transit Authority (STA), the Transport Infrastructure Development Corporation and the Public Transport Ticketing Corporation.

The Ministry of Transport, ITSRR and OTSI are funded directly by Budget appropriations. Transport service providers, while funded in part from their own source revenues and borrowings, are predominantly funded from the Budget by way of grants and service payments from the Ministry.

The Ministry of Transport is the lead agency of the Transport portfolio, providing a focal point for integrated transport planning and service delivery. The Ministry funds transport service providers and specific infrastructure programs, regulates the bus, taxi and hire car industries and contracts with accredited bus operators in metropolitan, outer metropolitan, rural and regional New South Wales. The Ministry also provides independent policy advice to the Minister for Transport.

RESULTS AND SERVICES

The Ministry has lead agency responsibility for coordinating with partner agencies the delivery of the following State Plan priorities:

- ◆ S6: Increasing share of peak hour journeys on a safe and reliable public transport system.
- ◆ E7: Improve the efficiency of the road network.

The Ministry of Transport contributes to providing transport services that are more accessible, attractive and sustainable and that meet customer expectations for safe, reliable and clean services by working towards the following results:

- ◆ Improve the performance of the New South Wales rail, bus and ferry services.
- ◆ Transport services that are safe, reliable and secure.
- ◆ Community needs for equitable and accessible public transport are met.

Services provided by the Ministry to achieve these results include:

- ◆ regulating bus, taxi and hire car services through accreditation, compliance and performance audit programs
- ◆ funding, and contracting for the provision of, public passenger transport services and transport concessions provided by operators
- ◆ planning and coordination of transport services
- ◆ providing independent policy advice on rail, bus, ferry and aviation policy issues
- ◆ managing transport programs including the School Student Transport Scheme, the Private Vehicle Conveyance Scheme and Community Transport Programs and
- ◆ supporting local initiatives to improve transport options in rural and regional areas and coordinating whole-of-Government approaches to transport security and counter-terrorism, including central business district security and evacuation planning.

The key services provided by the Ministry of Transport and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Improved performance across the NSW rail, bus and ferry network	Provision of safe, reliable and secure transport services	Equitable and accessible transport to match community needs
Transport Planning, Policy and Infrastructure Programs and Initiatives	871.5	✓		
Targeted Transport Services	643.5			✓
Transport Regulation, Service Provision and Contract Management	2,231.1		✓	
Total Expenses Excluding Losses	3,746.2			

RECENT ACHIEVEMENTS

Budget funded expenditure on transport has grown significantly over the past six years reflecting the Government's prioritisation of this area. Forecast total expenses for 2008-09 of \$3.7 billion represent an increase of more than 60 per cent on the 2002-03 level.

Rail Services

A significant expansion of the rail network is underway.

In March 2008 the Government announced SydneyLink, a series of major transport projects to transform Sydney's public transport infrastructure. The first stages of SydneyLink will be the North West Metro and the South West Rail Link. This is the largest expansion of the rail network since the 1930s and will put services into the growing areas of the north west and south west of Sydney.

- ◆ The North West Metro is a \$12 billion, 38 km rail line to run from Rouse Hill to the Sydney CBD. Construction will begin from both ends in 2010 with the first trains operating between Epping and the Hills Centre in 2015 and services between Rouse Hill and the CBD by 2017. The new line will include 17 easy access stations with interchanges to existing transport services. Services will be high frequency and significantly reduce the travel times to the CBD for commuters along the corridor.

- ◆ The South West Rail Link is a \$1.36 billion, 13 kilometre rail line from Glenfield to Leppington with two new stations at Edmondson Park and Leppington. Construction will commence in 2009 and be complete by 2012. An additional 1,650 commuter car parking spaces will be available, with bus interchanges at Leppington and Edmondson Park. The line will eventually enable up to eight trains per hour to the city.
- ◆ The \$2.3 billion Epping to Chatswood Rail Line, will provide underground services to the growing North Ryde/Macquarie Park area and increase the capacity on the Western line. Construction will be complete around mid year and commissioning of the rail connections at Epping and Chatswood will begin in the second half of 2008. Services will commence after operational readiness processes and final safety assurances are complete.
- ◆ The \$1.8 billion Rail Clearways Program comprises 15 key projects to simplify the rail network. Additional track, platforms and turnbacks will remove bottlenecks and junctions to increase capacity, ease congestion and reduce delays. This means an incident on one part of the network will have a limited effect on services elsewhere.

New rollingstock and rollingstock improvements are being provided to improve passenger amenity. New Outer Suburban carriages, costing around \$439 million, are now servicing commuters in the Illawarra and Central Coast, with services to be extended to the lower Blue Mountains later this year. The first stage of 41 carriages is almost complete and the second stage of 81 carriages well underway. The Hunter area is now benefiting from a \$102 million investment in 14 new carriages.

All non air-conditioned rail cars will be replaced under a Public Private Partnership arrangement. The 626 new CityRail carriages will be air-conditioned, equipped with CCTV cameras, internal passenger information screens and will be of a vandal-resistant design. Construction of the manufacturing and maintenance facilities is progressing. The first of the new carriages is due to be delivered in 2010.

Customer service has been a major focus during 2007-08. The Customer Service Improvement Program is a plan for RailCorp that puts the customer at the centre of its operational planning and management. RailCorp has already started to deliver the first changes from this Program.

The Program will ensure that RailCorp focuses its efforts on getting the basic service essentials right. This plan will involve a set of deliverables in 2008, 2009 and 2010 to systemically improve the customer service performance of RailCorp through a variety of measures.

The aim of the Program is to significantly improve the quality and consistency of the day-to-day service provided by RailCorp to its customers, by lifting RailCorp's performance and increasing its ability to deliver consistently acceptable levels of service across the network. It consists of inter-related initiatives that address each customer service challenge. The Program will ensure that the customer is at the centre of RailCorp's service and operations.

Major upgrading is continuing on the country regional rail network, including lines managed by the Australian Rail Track Corporation (ARTC). The Government is also contributing to the new Southern Sydney Freight Line, a dedicated freight line for trains from Macarthur to Chullora, to be constructed by the ARTC, which will free up capacity for the passenger rail system.

Bus Services

The Government continues to deliver improved bus services.

Metropolitan bus services are now provided through 15 contracts, worth \$2.8 billion over seven years. Bus priority measures support more frequent services on strategic corridors. In 2007-08, new integrated networks with improved services have been introduced in three bus regions. Reviews on 19 other corridors have commenced. New bus stop signage, identifying the corridor and containing bus route and timetable information, has been introduced on 14 corridors with installations proceeding on a further seven.

Service and operational improvements resulting from the new contracts include:

- ◆ new services on the North West T-way extensions to the Rouse Hill Interchange and Blacktown to Parklea
- ◆ a three-year \$135 million bus priority program, commenced in 2005-06, to improve traffic priority for buses on key strategic corridors. Further services are now operating along 18 corridors
- ◆ introduction of 61 new buses, costing \$26 million, to carry an additional 15,000 commuters and ease crowding on the busiest services
- ◆ standardisation of bus fares, with outer metropolitan fares being reduced to the level of metropolitan fares
- ◆ introduction of 23 pre-pay services on STA's strategic corridor routes
- ◆ introduction of a comprehensive community consultation process to develop bus networks that are better targeted to community needs and
- ◆ enhanced standards to ensure all buses on new routes are accessible and air-conditioned.

Other Services

Regional Transport Coordinators have introduced trial projects designed to improve the utilisation and effectiveness of existing transport resources. Over 330 projects have been undertaken over the last three years.

During 2007-08 \$32.2 million was allocated to 134 organisations under the Home and Community Care Program, the NSW Community Transport Program and the Area Assistance Scheme. These programs give improved transport options to transport disadvantaged people including isolated families, the frail aged, people with disabilities and their carers. In addition, \$1.9 million was allocated to some 47 projects in 34 towns under the Country Passenger Transport Infrastructure Grant Scheme.

The Ministry also coordinates public transport services to major sporting and cultural events. In 2007 more than one million people took advantage of special integrated ticketing to travel to and from major and special events.

STRATEGIC DIRECTIONS

The New South Wales State Plan sets out the Government's goal of an effective transport system and the *Urban Transport Statement*, released in November 2006, is the blueprint for Sydney's transport needs.

Investments in new and improved infrastructure are being undertaken to ensure State Plan targets are met. SydneyLink represents the next generation in public transport strategy for the Sydney region. SydneyLink is a series of major transport projects, including the North West Metro, an M4 extension, the South West Rail Link and possible future metro rail to the west and south east of the city.

The Government is committed to delivering the South West Rail Link by 2012 and the new North West Metro between Epping and the Hills Centre by 2015 and from Rouse Hill to the CBD by 2017.

The North West Metro will provide benefits for existing rail users by reducing crowding on the existing Western, Richmond, Main North and North Shore rail lines. The construction of the North West Metro provides an additional corridor into the CBD for residents of the north west, deferring the need for a second harbour crossing. The North West Metro will also reduce congestion on major roads such as Old Windsor Road, the M2 Motorway, Victoria Road, the Anzac Bridge, the Harbour Bridge and within the CBD.

An amount of \$30 million will be available in 2008-09, from the Commonwealth and the State, to undertake a feasibility study into a Western Metro Line, between Parramatta and the CBD. The feasibility study will identify preferred alignments and establish a business case for the project.

The introduction of an additional 40 new buses for private metropolitan bus operators and the acquisition of 150 high capacity buses for the STA are designed to meet the growing demand for bus services. The buses will be acquired by the bus operators with acquisition costs being funded over the life of buses through the bus contracts. Bus Priority measures and improved network designs that better meet commuter travel needs are aimed to encourage greater use of the public transport network.

The Government's priorities are to:

- ◆ increase the share of commuter trips made by public transport to and from the Sydney CBD during peak hours to 75 per cent by 2016
- ◆ increase the proportion of total journeys to work by public transport in the Sydney metropolitan area to 25 per cent by 2016
- ◆ consistently meet public transport reliability targets and
- ◆ increase public transport usage in and around peak times.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses in 2008-09 are estimated at \$3.7 billion. A significant portion of total expenses is comprised of grants to transport service providers.

Rail Services

In 2008-09 budget support for rail services, including metropolitan passenger rail services and the country regional network, is \$2.5 billion.

In 2008-09 the Budget, through the Ministry of Transport, will provide:

- ◆ \$1.6 billion to RailCorp to fund CityRail and CountryLink passenger services
- ◆ \$499 million to RailCorp as a contribution to capital investment
- ◆ \$3.4 million to the Transport Infrastructure Development Corporation toward completion of the Epping to Chatswood Rail Line
- ◆ \$170 million to the Transport Infrastructure Development Corporation for the North West Metro and South West Rail Link and
- ◆ \$209.5 million to Rail Infrastructure Corporation, including \$166.5 million for maintenance of the Country Regional Network and \$22.8 million for the interstate and Hunter Valley rail networks.

In 2008-09 RailCorp plans to spend \$2.5 billion (excluding depreciation) on operating CityRail and CountryLink services. Operating costs will be financed by Budget grants of \$1.6 billion (which includes a contribution to concessional rail travel provided to students and pensioners), farebox revenue of \$652 million and miscellaneous income.

RailCorp's total capital expenditure program in 2008-09 is \$967.1 million. The program is funded by \$499 million in grants, with the balance from borrowings and internal funds. The program includes safety and reliability initiatives, enhancements to customer service including improved access, security and passenger information and new rollingstock.

Rail Clearways

The \$1.8 billion Rail Clearways Program will untangle existing rail lines into five independent sectors to deliver more reliable services, to remove bottlenecks and minimise delays on the metropolitan network. Four projects have already been completed – turnbacks at Bondi Junction and Macdonaldtown, a new platform at Berowra and stabling facilities at Macdonaldtown.

In 2008-09, \$353 million will be made available to fund a number of projects including:

- ◆ the planned completion of a new station platform at Hornsby
- ◆ the continued duplication of the Cronulla line and
- ◆ continuation of works on Liverpool, Revesby, Homebush and Lidcombe turnbacks, the Kingsgrove to Revesby quadruplication, the Richmond line duplication and a new platform at Macarthur.

Rollingstock

In 2008-09, \$152.9 million will be spent on rollingstock acquisition and upgrades including:

- ◆ \$106.3 million to progress ancillary works on the privately financed project for 626 new air-conditioned carriages for the CityRail network
- ◆ \$15.7 million to finalise the acquisition of 122 new Outer Suburban carriages for intercity services
- ◆ \$6 million to upgrade long haul XPT and Endeavour fleet cars and
- ◆ \$12.9 million for rollingstock enhancements, \$8 million for passenger initiated egress and \$3 million for rollingstock maintenance and servicing facilities.

Rail Infrastructure

Over \$200 million will be spent to improve customer services, amenities and accessibility including:

- ◆ \$25.3 million for Easy Access station upgrades across the CityRail network, including completion of Eastwood, and continuation of Lindfield and Emu Plains, commencing work at Burwood and assessment of options at Newtown, as part of a \$127 million program
- ◆ \$28.6 million for North Sydney Station and \$6.5 million for Hurstville Station upgrades. Planning for redevelopment of Town Hall, Redfern and Wynyard stations will continue as well as planning for new stations at Flinders, North Warnervale, and Glendale
- ◆ \$10 million for station passenger information systems to improve customer communications and
- ◆ \$132.4 million for various safety and reliability improvements to infrastructure and rollingstock, including consolidation of signal boxes, electrical traction power supply through new or upgraded sub-stations and high voltage transmission lines to meet the needs of new generation rollingstock and other safety systems.

Epping to Chatswood Rail Line

Expenditure on the Epping to Chatswood Rail Line is estimated at \$148.3 million in 2008-09.

The new rail line will service three new underground stations at Macquarie University, Macquarie Park and North Ryde.

SydneyLink

The SydneyLink projects include the North West Metro and the South West Rail Link. In 2008-09 \$106 million will be available for the North West Metro Rail Line and \$64 million for the South West Rail Link.

Rail Infrastructure Corporation

The Corporation manages arrangements with the Australian Rail Track Corporation (ARTC) to ensure safe, consistent and reliable rail services are provided to rural New South Wales. In 2008-09, \$209.5 million will be available to RIC, including:

- ◆ \$166.5 million for the Country Regional Network and
- ◆ \$22.8 million towards works on the New South Wales interstate and Hunter Valley rail networks, as part of the State's obligation to contribute \$95 million over four years, to ARTC's investment on the east coast rail corridor.

The 2008-09 allocation to the Country Regional Network is a 28 per cent increase on last year and includes an additional \$35 million per annum for maintenance of unrestricted lines and public overbridges and \$15 million in 2008-09 for maintenance of the grain lines.

Expenditure on capital works is estimated at \$93.7 million in 2008-09, including \$41.7 million for re-sleepering and \$30 million for capacity enhancements on The Gap to Narrabri line to meet forecast increases in export coal from the Gunnedah basin.

Bus Services

With the implementation of Metropolitan and Outer Metropolitan Bus Service contracts, the Ministry funds bus services in Sydney, Central Coast, Newcastle, Wollongong and the Blue Mountains through seven year service contracts. These contracts provide for greater accountability to government and long-term funding certainty for operators. These contracts will result in a more viable and sustainable public and private bus industry and better services for commuters.

During 2008-09 the Ministry will also progress with the roll-out of contracts for rural and regional bus operators to support improved services in these areas.

State Transit Bus Services

Payments for STA services are budgeted at \$298.6 million in 2008-09, an increase of \$15 million over 2007-08.

Contract payments plus service revenue will contribute towards a \$75.4 million capital works program for STA in 2008-09 including:

- ◆ \$44.3 million for depot redevelopment including \$27.2 million to double the capacity of Leichhardt depot, \$6.4 million for an upgrade to Ryde Depot and \$10.7 million to expand Brookvale Depot
- ◆ \$2.9 million for on-board surveillance cameras and driver security screens
- ◆ \$5 million for upgrades to depot facilities and workshop modifications and
- ◆ \$8.2 million to upgrade the information management systems.

In addition, the STA will acquire 52 Euro-5 diesel and 70 standard compressed natural gas buses for Sydney and Newcastle networks, at a cost of \$60.8 million and place orders for a further 150 articulated buses for growth with delivery commencing in 2009. These buses will be financed by the Ministry and be treated as part of its capital program.

Private Bus Services

Funding for private metropolitan and outer metropolitan bus operators is estimated at \$309.8 million in 2008-09. This will ensure service viability and enable private metropolitan operators to bring into service 54 replacement buses, worth an estimated \$18.7 million. The Government will provide private metropolitan operators with \$13.9 million to purchase 40 buses to meet the growth in demand. All new buses will be environmentally friendly, with air conditioning and low floor for easy access and faster boarding.

Operators in outer metropolitan Sydney will bring into service 47 replacement buses worth an estimated \$16.3 million and are planning to spend \$7.1 million in 2008-09 on bus refurbishment. An amount of \$294.9 million will be available for regional bus operations, which will be progressively transferred to new contract arrangements.

Bus Priority

In 2007 two further extensions were opened on the North West T-way to the new Rouse Hill Town Centre Interchange and between Blacktown and Parklea. New dedicated bus lanes on Epping Road and the Lane Cove Bus Interchange opened in March.

As announced in the Urban Transport Statement, an additional \$100 million has been allocated over four years for bus priority in strategic bus corridors, bringing the total funding to \$235 million. In 2008-09, \$25 million will be spent on bus priority measures.

School Student Transport Scheme

The School Student Transport Scheme (SSTS) provides subsidised travel to and from school for eligible students on Government and private bus, rail, and ferry services, long distance coaches and in private vehicles where no public transport services exist.

The table below shows the value of the scheme over time. The estimated value of benefits gained by participants of the School Student Transport Scheme in 2008-09 is \$465.2 million.

Table 3.1: School Student Transport Scheme

		2003-04	2004-05	2005-06	2006-07	2007-08 Revised	2008-09 Projection
Beneficiaries (a)	'000	660.1	660.5	661.6	662.4	662.5	662.6
Total value to beneficiaries* (b)	\$m	451.3	456.3	429.3	433.3	446.3	465.2
Average value per beneficiary (b/a)	\$	683.7	690.8	648.9	654.1	673.7	702.0

* The reduction in 2005-06 partly reflects a reduction in private bus fares resulting from fares harmonisation, which reduced the value of SSTS.

Sydney Ferries

Recurrent funding payments to Sydney Ferries, including payments for SSTS and concessions, are estimated at \$80.5 million in 2008-09, an increase of \$20.3 million on the 2007-08 Budget.

Sydney Ferries' \$30.3 million capital works program includes a number of initiatives designed to improve safety and service reliability including:

- ◆ \$3.2 million for the Ferry Operations and Customer Information System and
- ◆ \$3.2 million for continuation of the First Fleet re-engining project.

The Report of the Special Commission of Inquiry into Sydney Ferries was released on 1 November 2007. The Government is currently considering its response to the report's recommendations.

Electronic Integrated Ticketing

The Public Transport Ticketing Corporation terminated the Tcard contract in January 2008.

The NSW Government remains committed to delivering an electronic integrated ticketing system for Sydney. The Public Transport Ticketing Corporation is working with an expert group from across Government to begin scoping out next steps for a new system.

Community Groups and Other Transport Subsidy Schemes

The Government provides a wide range of public transport concessions and subsidies to various disadvantaged groups to assist access to services, education and employment. Payments to community groups are estimated at \$82.9 million in 2008-09. This includes \$33.4 million to assist frail aged and younger people with disabilities and their carers, \$3.7 million to assist people who are transport disadvantaged to access transport services and \$22.4 million for taxis subsidies for people with disabilities.

Transport Interchanges and Commuter Car Parks

Improvements in public transport infrastructure, funded from the Parking Space Levy, will continue during 2008-09 and include:

- ◆ commuter car parks to be built or extended at Wentworthville, Holsworthy, Werrington, Seven Hills, St Marys, Glenfield and Blacktown
- ◆ continued delivery of the bus/rail interchanges at Hurstville, Macarthur, Morisset and Windsor and
- ◆ construction of a bus parking facility on Warringah Freeway at Cammeray.

Capital Expenditure

The Ministry of Transport's total capital program in 2008-09 is estimated at \$111.5 million. The program includes \$109.8 million for 263 new buses funded through the Metropolitan and Outer Metropolitan Bus Service Contract Arrangements. The acquisitions cover 122 standard buses for the STA and 141 buses for use by private operators, including 54 buses in metropolitan regions, 47 buses in outer metropolitan regions and 40 buses to meet the growth in demand. The Government has also approved purchase of a further 150 articulated buses to meet the growth in demand in STA areas. Delivery of these buses should commence in the second half of 2009.

AGENCY RESULT INDICATORS

Improved performance across the NSW rail, bus and ferry network

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
Work with service delivery partner agencies to improve:					
i) Share of commuter trips made by public transport to and from Sydney CBD during peak hours	%	72.8	72.8	72.9	73.0
ii) Share of total journeys to work by public transport in the Sydney metropolitan region	%	22.0	22.0	22.0	22.1
iii) On time running of peak CityRail trains	%	88.8	92.1	92.0	92.0
iv) On time departure of Sydney buses	%	95	95	95	95
v) On time running of Sydney ferries	%	98.4	97.9	99.5	99.5
Notes:					
i) The extent to which mode share is shifting to public transport during peak hours. Target is 75 per cent by 2016.					
ii) The extent to which journey to work mode share is shifting to public transport in the Sydney metropolitan region. Target is 25 per cent by 2016.					
iii) Target is 92 per cent.					
iv) Target is 95 per cent.					
v) Target is 99.5 per cent.					

Equitable and accessible transport services to match community needs

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) School Student Transport Scheme beneficiaries	'000s	661.6	662.4	662.5	662.6
ii) Community transport organisations meeting service quality measures	%	90	92	92	92
Note:					
i) The number of school students who are provided with transport assistance to access education.					

Provision of safe, reliable and secure transport services

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Bus operator on-road inspection compliance audits completed	no.	1,804	2,435	2,500	2,500
ii) Taxi operator on-road compliance inspection audits completed	no.	6,486	7,401	7,500	7,500
iii) Customers using transport information services	million	7.52	8.52	9.40	10.20

INDEPENDENT TRANSPORT SAFETY AND RELIABILITY REGULATOR

The Independent Transport Safety and Reliability Regulator (ITSRR) is a statutory authority reporting to the Minister for Transport. ITSRR's principal objective is to facilitate the safe operation of transport services in New South Wales.

ITSRR's primary focus, as mandated under the *Rail Safety Act 2002*, is to regulate rail safety. ITSRR also coordinates safety regulation across New South Wales transport safety regulators (rail, bus, ferry) and provides independent reports on reliability issues affecting publicly funded rail, bus and ferry services.

RESULTS AND SERVICES

ITSRR achieves its mandate by working towards the following results:

- ◆ Operators have safety management systems that meet legislated requirements of mitigating risk and focus on improving their safety culture and processes.
- ◆ Improvements are made by regulators to safety regulatory frameworks for rail, bus and ferry services.
- ◆ Government, the community and transport operators are aware of reliability and sustainability issues and results.

Key services provided by ITSRR to contribute to these results include:

- ◆ accreditation, audit and compliance of rail operators to ensure they have, and maintain, appropriate safety management systems

- ◆ use of regulatory and enforcement powers to ensure rail operators implement specific safety requirements and, where necessary, ensuring that identified unsatisfactory safety risks are addressed
- ◆ a strategic coordination role for safety regulation with the Ministry of Transport and Maritime Authority of New South Wales to ensure initiatives for safety are assessed for applicability for the rail, bus and ferry transport modes and
- ◆ provision of reports on transport service reliability and sustainability issues that create awareness and inform critical decisions on the performance of the publicly funded transport network.

The key services provided by ITSRR and the way in which they are expected to contribute to these results and Government priorities, are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Rail operators have safety management systems that effectively manage risk and have a continuously improving safety culture	Improvements made by regulators to safety regulatory frameworks for rail, bus and ferry sectors	Highly regarded and sought after reliability advice
Rail Safety Regulation	14.9	✓	✓	
Transport Service Reliability Advice	1.9	✓		✓
Strategic Coordination of Safety across Transport Modes	0.2	✓	✓	
Total Expenses Excluding Losses	17.0			

RECENT ACHIEVEMENTS

ITSRR has:

- ◆ implemented more rigorous safety requirements for mainline operators designed to bring about an improvement in their safety management systems
- ◆ provided considerable input into finalising the national model rail safety legislation and regulations, and prepared a draft *New South Wales Rail Safety Bill*

- ◆ monitored and reported on the implementation of the recommendations arising from the Special Commission of Inquiry into the Waterfall Rail Accident (97 per cent implemented) and
- ◆ initiated a system for monitoring and reporting by transport safety regulators on the implementation of independent investigation reports on rail, bus and ferry accidents.

STRATEGIC DIRECTIONS

ITSRR's strategic directions for 2008-09 are to:

- ◆ address high level risks with operators, as necessary
- ◆ work with the heritage sector to improve risk management practices and operational safety, with a focus on compliance with new rail safety legislative requirements
- ◆ implement amendments to NSW legislation to give effect to national rail safety reforms and
- ◆ monitor and report on the implementation of recommendations arising from independent investigation reports into rail, bus and ferry accidents.

2008-09 BUDGET INITIATIVES

Total Expenses

Total Expenses for ITSRR are estimated at \$17.0 million in 2008-09 including:

- ◆ \$14.9 million for conducting safety audits, compliance investigations and to implement the new rail safety legislation
- ◆ \$1.9 million to research and report to the Government and the public on reliability issues impacting on publicly funded transport and
- ◆ \$200,000 to facilitate improvements to transport safety regulatory frameworks.

Capital Expenditure

Capital expenditure of \$150,000 in 2008-09 is for the completion of ITSRR's management reporting system.

AGENCY RESULT INDICATORS

Rail operators have safety management systems that effectively manage risk and have a continuously improving safety culture

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Fatalities on the NSW rail network					
- Passenger	no.	1	0	1	n.a.
- Rail employee	no.	3	0	2	n.a.
ii) Incidents on the NSW rail network					
- Running line derailment	no.	43	42	35	n.a.
- Running line collision between trains	no.	4	8	5	n.a.
- Level crossing occurrences: road vehicle collision	no.	10	8	5	n.a.
iii) Audited rail operators that implement improved safety management system frameworks	%	n.a.	94	85	95
iv) Annual Safety Reports received by ITSRR from rail operators:	%	56	93	95	100
- Identifying self-improvement safety initiatives	%	n.a.	82	80	85
Notes:					
i) - ii) Data for 2007-08 reflects actual data for July 2007 - March 2008 (latest data available at the time of the budget)) due to incidents and impacts being relatively infrequent. Collisions between trains are generally between trains passing each other on adjacent tracks or track machine collisions (at low speed).					
iii) This indicator shows the responsiveness of industry in complying with new more rigorous safety requirements for rail operator safety management systems. Data for 2007-08 includes tourist and heritage operator who were given a longer time-frame to implement the new measures.					
iv) This indicator reflects whether industry is meeting its safety reporting requirements and is showing an improving safety culture through taking self-initiated actions.					

Improvements made by regulators to safety regulatory frameworks for rail, bus and ferry sectors

- ◆ Ensure cross-agency implementation of ongoing improvements to the regulatory framework of all transport modes

Highly regarded and sought after reliability advice

- ◆ Ensure that the Government, the community and transport operators are aware of reliability and sustainability issues and results.

OFFICE OF TRANSPORT SAFETY INVESTIGATIONS

The Office of Transport Safety Investigations (OTSI) is an independent statutory office whose function is to investigate rail, bus and ferry passenger transport and rail freight accidents and incidents in New South Wales.

RESULTS AND SERVICES

OTSI contributes to the delivery of a number of core regulatory activities within the Transport portfolio that are concerned with public safety by working towards the following results:

- ◆ reducing the risk of accidents in public transport in New South Wales by instituting safe working practices in public transport, assessing operational safety incidents and identifying and pro-actively targeting high risk practices and
- ◆ reducing the risk of accidents in rail freight in New South Wales by instituting safe working practices, assessing operational safety incidents and identifying and pro-actively targeting high risk practices.

The key service provided by OTSI contributing to these results includes:

- ◆ investigation and risk mitigation analysis through liaison with all industry participants in the preparation of reports and recommendations and publication of reports on OTSI website for transport industry and public utilisation.

The key service provided by OTSI and the way in which it is expected to contribute to these results and Government priorities are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results	
		Reduced risk of accidents in public transport in New South Wales	Reduced risk of accidents in rail freight in New South Wales
Investigation and Risk Mitigation Analysis	2.4	✓	✓
Total Expenses Excluding Losses	2.4		

RECENT ACHIEVEMENTS

OTSI has:

- ◆ researched international safety investigation standards to further improve measurement and benchmarking of its performance in transport accident investigation methodologies and
- ◆ undertaken further general “systemic” investigations into the policy, organisational, operational, administrative and cultural deficiencies of transport operators to improve their approach to risk mitigation.

STRATEGIC DIRECTIONS

OTSI’s objectives are:

- ◆ to raise the standard of risk mitigation strategies of the various public transport and rail freight operators in New South Wales by the use of systemic investigations and
- ◆ to further enhance the structure, substance, integrity and resilience of investigation reports by continuing to refine the process of engaging and consulting directly involved and interested parties throughout the investigation, and particularly during the final phase of report compilation.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for OTSI are estimated at \$2.4 million in 2008-09.

Capital Expenditure

OTSI will not make any capital expenditure in 2008-09.

AGENCY RESULT INDICATORS

Reduced risk of accidents in public transport in New South Wales

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Contributions by identified interested parties to OTSI reports	%	100	100	100	100
ii) Agreement by parties to Statement of Facts	%	100	100	100	100
iii) Confidential Safety Information and Reporting Scheme referrals actioned	%	100	100	100	100
iv) Implementation of OTSI recommendations	%	75	75	75	75

Notes:

- i) Measures contributions from parties identified as having an interest in a particular incident.
- ii) Measures the level of agreement to the published statement of facts relating to an incident being investigated.
- iii) Measures action taken on breach of safe working practice incidents, when confidentially reported by transport workers.
- iv) Measures the level of acceptance by operators that OTSI's recommendations are practical and will improve safe working within public transport.

Reduced risk of accidents in rail freight in New South Wales

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Contributions by identified interested parties to OTSI reports	%	100	100	100	100
ii) Agreement by parties to Statement of Facts	%	100	100	100	100
iii) Confidential Safety Information and Reporting Scheme referrals actioned	%	100	100	100	100
iv) Implementation of OTSI recommendations	%	75	75	75	75

Notes:

- i) Measures contributions from parties identified as having an interest in a particular incident.
- ii) Measures the level of agreement to the published statement of facts relating to an incident being investigated.
- iii) Measures action taken on breach of safe working practice incidents, when confidentially reported by transport workers.
- iv) Measures the level of acceptance by operators that OTSI's recommendations are practical and will improve safe working within rail freight.

SUPERANNUATION ADMINISTRATION CORPORATION (TRADING AS PILLAR ADMINISTRATION)

The business of the Corporation is the provision of superannuation scheme administration services and related services in both the public and private sectors. Pillar's clients in the public sector include the trustees of the First State Superannuation Fund, the Pooled Fund, and the Parliamentary Contributory Superannuation Fund.

The services provided include collecting contributions and paying benefits, maintaining member records, inquiry services, accounting and finance, and industry statutory reporting.

RECENT ACHIEVEMENTS

Through competitive tenders, Pillar has secured private sector clients and now services more than 1.5 million members in total. Pillar continues to market its services and expects further success in winning new business. Business expansion will enable it to spread the costs of ongoing systems development and general overheads.

STRATEGIC DIRECTIONS

As a statutory State-owned corporation, Pillar is subject to the commercial monitoring regime that provides accountability and reporting requirements to the NSW Government as shareholder.

In 2008-09 Pillar will focus on:

- ◆ maintaining quality of service and compliance to existing clients
- ◆ expanding business services, particularly in the private sector
- ◆ improving processing systems and productivity
- ◆ enhancing systems to better support statutory and market needs, innovation and growth
- ◆ enhancing the culture of governance and control and
- ◆ improving profitability.

2008-09 BUDGET INITIATIVES

Total Expenses

Operating expenses for 2008-09 are forecast at \$62.4 million, an increase of 14.3 per cent over the 2007-08 Budget of \$54.6 million, due to increases in the number of accounts being administered.

Capital Expenditure

The capital expenditure for 2008-09 is estimated to be \$1.7 million. This includes office fit out, computer hardware and system enhancements to meet new business needs.

STATE PROPERTY AUTHORITY

The *State Property Authority Act 2006* established the State Property Authority as a statutory body with functions relating to the acquisition, management and disposal of property vested in the Crown or government agencies and to provide for the transfer of certain property to the Authority.

The Authority's objectives are to:

- ◆ improve operational efficiencies in the use of properties of government agencies, particularly generic properties such as offices, warehouses, depots and car parks
- ◆ manage properties of government agencies in a way that supports the service delivery functions of those agencies
- ◆ provide advice and support within government on property matters and
- ◆ operate at least as efficiently as any comparable business, consistently with the principles of ecologically sustainable development and social responsibility for the community (including the indigenous community).

RECENT ACHIEVEMENTS

The 2007-08 financial year was the first full year of operation for the Authority. The year saw the transfer of the functions and activities of all owned properties of the former Crown Property Portfolio into the Authority.

During 2007-08, the Authority established the platform for its ongoing operations through a range of activities including business planning, organisational development, recruitment and relocation to new office accommodation.

A number of reviews of generic properties were completed during the year with both a regional and a portfolio-specific focus. This program of reviews will be ongoing, with the intent of identifying surplus assets and improvements in property management outcomes for agencies.

In 2007-08, construction of Government office buildings in Penrith and Queanbeyan continued and the next stage of the Parramatta Justice Precinct was concluded with the completion of the Attorney General's Building and the Trial Courts.

STRATEGIC DIRECTIONS

To enable improved coordination and management of generic property assets, the Government established a property policy framework in 2007-08. This framework will see staged vesting of Government-owned office accommodation properties in the Authority from 1 July 2008. A programmed transition to the Authority of all Government-occupied leased office accommodation will also commence in 2008-09.

The Authority's focus for the next 12 months will include:

- ◆ implementation of the Government's property policy initiatives in cooperation with service delivery agencies
- ◆ transitioning the management of owned and leased office accommodation to the Authority, including establishment of management arrangements with occupying agencies
- ◆ the development and implementation of property reviews to ensure alignment with service delivery outcomes and
- ◆ the implementation of strategic property divestments and acquisitions on behalf of Government agencies to realise efficiencies in the generic portfolio.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses in 2008-09 are budgeted at \$164 million. The major components of total expenses relate to Government-occupied owned and leased office accommodation and include head lease rental payments of \$83.1 million and other property related expenses of \$49.9 million, including building operating costs, maintenance and depreciation.

Capital Expenditure

In 2008-09 the Authority will receive a capital contribution of \$18.9 million. This will mainly be used to fund major Government office building construction and refurbishment works including:

- ◆ \$10 million to complete construction of the Government office building at Penrith
- ◆ \$2 million to complete construction of the Government office building at Queanbeyan and
- ◆ \$6.9 million for various building refurbishments and miscellaneous minor works.

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

9 WORLD YOUTH DAY CO-ORDINATION AUTHORITY

9.1 Government Services to World Youth Day 2008

Service Description: This service group covers the planning and coordination of government services for World Youth Day, including policing and transport services.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Employees:</u>	EFT	...	28	28	28	11
				—————2007-08—————		2008-09
				Budget	Revised	Budget
				\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses			3,935	75,893	60,672
Total expenses include the following:					
World Youth Day Co-ordination Authority costs			3,935	20,270	11,074
Funding of services provided by other government agencies			...	13,471	37,816
Randwick Racecourse access			...	42,030	11,580
NET COST OF SERVICES			3,935	65,692	60,840
<hr/>					
CAPITAL EXPENDITURE			...	361	30

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

9 WORLD YOUTH DAY CO-ORDINATION AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	2,395	3,226	2,112
Other operating expenses	1,440	2,956	997
Depreciation and amortisation	100	257	192
Grants and subsidies	...	42,030	11,580
Other expenses	...	27,424	45,791
Total Expenses Excluding Losses	3,935	75,893	60,672
Less:			
Retained Revenue -			
Sales of goods and services	...	1	...
Investment income	...	200	...
Grants and contributions	...	10,000	...
Total Retained Revenue	...	10,201	...
Gain/(loss) on disposal of non current assets	(168)
NET COST OF SERVICES	3,935	65,692	60,840
RECURRENT FUNDING STATEMENT			
Net Cost of Services	3,935	65,692	60,840
Recurrent Services Appropriation	3,935	70,514	55,278
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	...	361	30
Capital Works and Services Appropriation	...	361	30

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

9 WORLD YOUTH DAY CO-ORDINATION AUTHORITY

	2007-08		2008-09 Budget*
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	520	3,528	...
Receivables	11	1,586	...
Total Current Assets	531	5,114	...
Non Current Assets -			
Property, plant and equipment - Plant and equipment	667	574	...
Total Non Current Assets	667	574	...
Total Assets	1,198	5,688	...
LIABILITIES -			
Current Liabilities -			
Payables	240	108	...
Provisions	5	123	...
Total Current Liabilities	245	231	...
Non Current Liabilities -			
Provisions	...	1	...
Total Non Current Liabilities	...	1	...
Total Liabilities	245	232	...
NET ASSETS	953	5,456	...
EQUITY			
Accumulated funds	953	5,456	...
TOTAL EQUITY	953	5,456	...

* The Authority is expected to be dissolved before the end of 2008-09.

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

9 WORLD YOUTH DAY CO-ORDINATION AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	2,315	2,959	2,197
Grants and subsidies	...	42,030	11,580
Other	1,640	32,050	46,847
Total Payments	3,955	77,039	60,624
Receipts			
Sale of goods and services	...	1	...
Interest	...	200	...
Other	...	10,235	1,574
Total Receipts	...	10,436	1,574
NET CASH FLOWS FROM OPERATING ACTIVITIES	(3,955)	(66,603)	(59,050)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	244
Purchases of property, plant and equipment	...	(599)	(30)
NET CASH FLOWS FROM INVESTING ACTIVITIES	...	(599)	214
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	3,935	70,514	55,278
Capital appropriation	...	361	30
Cash transfers to Consolidated Fund	...	(228)	...
NET CASH FLOWS FROM GOVERNMENT	3,935	70,647	55,308
NET INCREASE/(DECREASE) IN CASH	(20)	3,445	(3,528)
Opening Cash and Cash Equivalents	540	83	3,528
CLOSING CASH AND CASH EQUIVALENTS	520	3,528	...
CASH FLOW RECONCILIATION			
Net cost of services	(3,935)	(65,692)	(60,840)
Non cash items added back	180	524	268
Change in operating assets and liabilities	(200)	(1,435)	1,522
Net cash flow from operating activities	(3,955)	(66,603)	(59,050)

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

10 MINISTRY OF TRANSPORT

10.1 Transport Planning, Policy and Infrastructure Programs and Initiatives

Service Description: This service group covers provision of strategic transport policy oversight to the Minister and Government including the development of service network and policy options on rail, bus, ferry, freight and aviation. It also covers negotiation and management of transport capital funding arrangements consistent with transport priorities. The Ministry is the lead agency for co-ordinating delivery of transport priorities in the State Plan.

Linkage to Results: This service group contributes to improved performance across the NSW rail, bus and ferry network by working towards a range of intermediate results that include the following:

- ◆ planning and policy advice meets practical transport needs and considers long term perspectives and
- ◆ public transport services consistently meet reliability and mode share targets.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Households within 400 metres of a rail line or a bus route during commuter peaks, inter-peak and weekend day time	%	n.a.	n.a.	75	75	80
Households within 800 metres of a rail line or a bus route at other times	%	n.a.	n.a.	70	70	72
Strategic bus corridors implemented consistent with the Strategic Bus Corridor Network Plan	%	47	53	65	65	74
CityRail services passenger journeys	mill	273.7	281.3	283.3	294.1	306.6
Sydney Ferries passenger journeys	mill	14.4	14.5	14.7	14.7	15.0
Metropolitan bus services passenger boardings on metropolitan buses	mill	184	191	198	195	200
<u>Employees:</u>	EFT	49	71	74	74	85

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

10 MINISTRY OF TRANSPORT

10.1 Transport Planning, Policy and Infrastructure Programs and Initiatives (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	700,693	695,500	871,548
Total expenses include the following:			
North West Metro Line	37,000	23,196	106,000
South West Rail Link	19,000	11,812	64,000
Western Metro feasibility study	...	30,000	...
Epping Chatswood Rail Line	18,894	18,894	3,399
Rail Corporation capital grant	409,570	412,589	499,470
Parking Space Levy funded projects	59,296	45,640	46,678
Payments for new buses	25,892	24,067	38,341
CBD Transport Strategy	7,000	7,000	13,000
Metropolitan Rail Strategy	4,000	4,000	...
Interstate and Hunter Valley Rail Network grant	50,000	50,000	22,774
NET COST OF SERVICES	694,716	683,983	862,201
CAPITAL EXPENDITURE	121,555	139,992	110,069

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

10 MINISTRY OF TRANSPORT

10.2 Targeted Transport Services

Service Description: This service group covers the provision of rail and ferry fare concessions and subsidies including those for school students and subsidies for taxi transport, approved private vehicle usage and other community transport programs. It also includes the coordination of the implementation of the Accessible Transport Action Plan and organisation of major and special event transport services.

Linkage to Results: This service group contributes to the provision of equitable and accessible transport by working towards a range of intermediate results that include the following:

- ◆ transport options for school students and
- ◆ targeted transport assistance for disadvantaged groups.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Community transport organisation funding agreements in place	%	100	100	100	100	100
Timetabled accessible bus services provided by contracted bus operators	%	n.a.	25	31	31	37
<u>Employees:</u>	EFT	39	36	39	39	40

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	601,476	598,013	643,483
Total expenses include the following:			
Transport concessions in rural and regional New South Wales	300,971	283,871	303,527
Taxi Transport Subsidy Scheme	20,904	20,904	22,390
RailCorp concessions	200,995	210,744	224,882
Community transport groups and individuals	26,082	26,082	27,076

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

10 MINISTRY OF TRANSPORT

10.2 Targeted Transport Services (cont)

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
FINANCIAL INDICATORS (cont)			
Sydney Ferries - School Student Transport and concessions	11,889	12,244	12,363
NET COST OF SERVICES	558,531	553,182	597,208
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CAPITAL EXPENDITURE	2,243	2,805	1,297
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**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

10 MINISTRY OF TRANSPORT

10.3 Transport Regulation, Service Provision and Contract Management

Service Description: This service group covers the management of bus service contracts and co-ordination of rail and ferry funding. It also covers the regulation of bus, taxi and hire car operators and drivers, compliance programs and implementation of safety management systems. Operational improvement and transport security policy, emergency management and the Integrated Transport Information Service are also covered.

Linkage to Results: This service group contributes to the provision of safe reliable and secure transport services and improved customer services by working towards a range of intermediate results that include the following:

- ◆ bus, ferry, taxi and hire car operators comply with ongoing service and safety standards
- ◆ community is informed on public transport service options and
- ◆ NSW Transport portfolio is prepared in the event of an emergency.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Bus feedback compliments received per 100,000 passengers	no.	0.73	0.92	1.09	1.09	1.30
Bus feedback complaints received per 100,000 passengers	no.	15.08	16.52	17.70	17.70	17.70
Taxi customer complaints resolved within benchmark	%	91.3	93.0	96.8	96.8	97.0
Number of 131500 customer complaints per 100,000 transactions	no.	16	12	15	15	14
<u>Employees:</u>	EFT	151	169	190	190	199

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

10 MINISTRY OF TRANSPORT

10.3 Transport Regulation, Service Provision and Contract Management (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	2,036,676	2,061,843	2,231,135
Total expenses include the following:			
RailCorp services	1,290,806	1,281,057	1,400,122
Private transport operators - contract services	251,517	272,931	290,679
State Transit Authority - contract services	267,540	269,124	279,420
Sydney Ferries - services	48,355	63,000	68,170
Rail Infrastructure Corporation - Country Regional Network	130,000	130,000	166,500
Integrated Transport Information Service	7,524	7,624	7,624
Major events transport services	7,000	7,000	7,000
NET COST OF SERVICES	2,033,125	2,054,456	2,217,186
CAPITAL EXPENDITURE	422	614	102

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

10 MINISTRY OF TRANSPORT

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	40,649	42,645	44,013
Other operating expenses	9,653	10,977	10,305
Depreciation and amortisation	17,179	11,869	17,697
Grants and subsidies	3,241,844	3,256,367	3,631,814
Finance costs	11,565	15,221	24,044
Other expenses	17,955	18,277	18,293
Total Expenses Excluding Losses	3,338,845	3,355,356	3,746,166
Less:			
Retained Revenue -			
Sales of goods and services	5,809	8,345	8,363
Investment income	1,327	5,327	6,387
Retained taxes, fees and fines	1,958	1,958	2,007
Grants and contributions	40,207	44,933	49,430
Other revenue	3,172	3,172	3,384
Total Retained Revenue	52,473	63,735	69,571
NET COST OF SERVICES	3,286,372	3,291,621	3,676,595
RECURRENT FUNDING STATEMENT			
Net Cost of Services	3,286,372	3,291,621	3,676,595
Recurrent Services Appropriation	3,268,549	3,290,557	3,675,897
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	124,220	143,411	111,468
Capital Works and Services Appropriation	3,510	3,510	1,595

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

10 MINISTRY OF TRANSPORT

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	40,131	60,168	61,357
Receivables	12,884	12,280	12,280
Total Current Assets	53,015	72,448	73,637
Non Current Assets -			
Receivables	271	262	262
Property, plant and equipment -			
Land and building	40	181	89
Plant and equipment	252,199	275,944	371,704
Infrastructure systems	29,626	26,712	31,095
Intangibles	9,148	9,542	6,646
Total Non Current Assets	291,284	312,641	409,796
Total Assets	344,299	385,089	483,433
LIABILITIES -			
Current Liabilities -			
Payables	31,534	29,640	29,363
Borrowings at amortised cost	18,350	9,630	13,391
Provisions	4,190	3,814	3,814
Total Current Liabilities	54,074	43,084	46,568
Non Current Liabilities -			
Borrowings at amortised cost	233,548	265,335	357,150
Other	31	31	31
Total Non Current Liabilities	233,579	265,366	357,181
Total Liabilities	287,653	308,450	403,749
NET ASSETS	56,646	76,639	79,684
EQUITY			
Accumulated funds	56,646	76,639	79,684
TOTAL EQUITY	56,646	76,639	79,684

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

10 MINISTRY OF TRANSPORT

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	38,563	40,560	41,865
Grants and subsidies	3,241,844	3,253,452	3,631,814
Finance costs	11,565	15,221	24,044
Other	65,029	89,742	93,875
Total Payments	3,357,001	3,398,975	3,791,598
Receipts			
Sale of goods and services	5,809	8,345	8,363
Interest	1,327	4,727	6,387
Other	88,489	112,815	116,437
Total Receipts	95,625	125,887	131,187
NET CASH FLOWS FROM OPERATING ACTIVITIES	(3,261,376)	(3,273,088)	(3,660,411)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(1,000)	(1,101)	(1,595)
Other	(2,510)	(3,510)	...
NET CASH FLOWS FROM INVESTING ACTIVITIES	(3,510)	(4,611)	(1,595)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings and advances	(14,138)	(8,845)	(14,297)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(14,138)	(8,845)	(14,297)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	3,268,549	3,290,557	3,675,897
Capital appropriation	3,510	3,510	1,595
Cash transfers to Consolidated Fund	...	(3,425)	...
NET CASH FLOWS FROM GOVERNMENT	3,272,059	3,290,642	3,677,492
NET INCREASE/(DECREASE) IN CASH	(6,965)	4,098	1,189
Opening Cash and Cash Equivalents	47,096	56,070	60,168
CLOSING CASH AND CASH EQUIVALENTS	40,131	60,168	61,357

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

10 MINISTRY OF TRANSPORT

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
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CASH FLOW STATEMENT (cont)			
CASH FLOW RECONCILIATION			
Net cost of services	(3,286,372)	(3,291,621)	(3,676,595)
Non cash items added back	16,093	13,697	16,461
Change in operating assets and liabilities	8,903	4,836	(277)
Net cash flow from operating activities	(3,261,376)	(3,273,088)	(3,660,411)

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

11 INDEPENDENT TRANSPORT SAFETY AND RELIABILITY REGULATOR

11.1 Rail Safety Regulation

Service Description: This service group delivers accreditation and enforcement of safety requirements, policy and legal advice, monitoring of safety performance, projects to implement safety initiatives and leadership and participation in national rail safety reforms.

Linkage to Results: This service group contributes to the following intermediate results:

- ◆ rail operators have safety management systems that effectively manage risk and
- ◆ rail operators focus on continuously improving safety culture and processes.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Scheduled annual safety audits and safety inspections completed	%	100	99	100	100	100
Compliance inspections completed	no.	133	215	200	130	150
Compliance investigations commenced	no.	12	17	10	15	...
Statutory notices issued (Prohibition, Improvement, Provision of Information)	no.	84	26	15	21	...
<u>Employees:</u>	EFT	61	64	64	68	68

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	15,007	14,844	14,827
Total expenses include the following:			
Audit, accreditation and enforcement services	5,369	5,369	5,288
Safety analysis and strategy development	1,039	1,039	1,023
Legal services	1,253	1,253	1,234
NET COST OF SERVICES	14,916	14,712	14,747
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CAPITAL EXPENDITURE	370	370	150

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

11 INDEPENDENT TRANSPORT SAFETY AND RELIABILITY REGULATOR

11.2 Transport Service Reliability Advice

Service Description: This service group provides monitoring, analysis and reporting services to the Government and the public on the publicly funded transport network.

Linkage to Results: This service group ensures that the Government, community and transport operators are aware of reliability and sustainability issues and results.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Major public reports prepared	no.	5	2	6	5	6
Routine and policy advices prepared for the Minister	no.	15	32	18	26	24
Reports/ advice provided to the Minister within scheduled timeframes	%	100	100	100	100	100
<u>Employees:</u>	EFT	9	10	10	10	10

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	1,876	1,876	1,932
NET COST OF SERVICES	1,866	1,866	1,922

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

11 INDEPENDENT TRANSPORT SAFETY AND RELIABILITY REGULATOR

11.3 Strategic Coordination of Safety Across Transport Modes

Service Description: This service group covers the leadership role with the Ministry of Transport and Maritime Authority of New South Wales on strategic coordination of safety regulatory frameworks.

Linkage to Results: This service group contributes to improvements made by regulators to safety regulatory frameworks for rail, bus and ferry services.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
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Transport Regulators Executive Committee workplans implemented to schedule	%	80	85	85	85	85
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<u>Employees:</u>	EFT	1	1	1	1	1
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2007-08		2008-09 Budget
Budget \$000	Revised \$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	188	188	196
NET COST OF SERVICES	186	185	193

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

11 INDEPENDENT TRANSPORT SAFETY AND RELIABILITY REGULATOR

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	13,295	13,352	13,173
Other operating expenses	2,152	2,029	2,240
Depreciation and amortisation	594	497	512
Other expenses	1,030	1,030	1,030
Total Expenses Excluding Losses	17,071	16,908	16,955
Less:			
Retained Revenue -			
Sales of goods and services	3	12	3
Investment income	100	120	90
Grants and contributions	...	13	...
Total Retained Revenue	103	145	93
NET COST OF SERVICES	16,968	16,763	16,862
RECURRENT FUNDING STATEMENT			
Net Cost of Services	16,968	16,763	16,862
Recurrent Services Appropriation	15,771	15,771	15,632
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	370	370	150
Capital Works and Services Appropriation	320	320	100

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

11 INDEPENDENT TRANSPORT SAFETY AND RELIABILITY REGULATOR

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	1,830	1,523	1,396
Receivables	124	340	336
Total Current Assets	1,954	1,863	1,732
Non Current Assets -			
Property, plant and equipment -			
Land and building	204	188	60
Plant and equipment	197	243	174
Intangibles	1,131	1,209	1,044
Total Non Current Assets	1,532	1,640	1,278
Total Assets	3,486	3,503	3,010
LIABILITIES -			
Current Liabilities -			
Payables	1,085	938	961
Provisions	1,420	1,274	1,274
Total Current Liabilities	2,505	2,212	2,235
Total Liabilities	2,505	2,212	2,235
NET ASSETS	981	1,291	775
EQUITY			
Accumulated funds	981	1,291	775
TOTAL EQUITY	981	1,291	775

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

11 INDEPENDENT TRANSPORT SAFETY AND RELIABILITY REGULATOR

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	12,649	12,587	12,536
Other	3,782	4,359	3,870
Total Payments	16,431	16,946	16,406
Receipts			
Sale of goods and services	3	12	3
Interest	103	123	94
Other	600	613	600
Total Receipts	706	748	697
NET CASH FLOWS FROM OPERATING ACTIVITIES	(15,725)	(16,198)	(15,709)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(50)	(50)	(50)
Other	(320)	(320)	(100)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(370)	(370)	(150)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	15,771	15,771	15,632
Capital appropriation	320	320	100
Cash transfers to Consolidated Fund	...	(9)	...
NET CASH FLOWS FROM GOVERNMENT	16,091	16,082	15,732
NET INCREASE/(DECREASE) IN CASH	(4)	(486)	(127)
Opening Cash and Cash Equivalents	1,834	2,009	1,523
CLOSING CASH AND CASH EQUIVALENTS	1,830	1,523	1,396
CASH FLOW RECONCILIATION			
Net cost of services	(16,968)	(16,763)	(16,862)
Non cash items added back	1,194	1,216	1,126
Change in operating assets and liabilities	49	(651)	27
Net cash flow from operating activities	(15,725)	(16,198)	(15,709)

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

12 OFFICE OF TRANSPORT SAFETY INVESTIGATIONS

12.1 Investigation and Risk Mitigation Analysis

Service Description: This service group covers the mandated function of independently investigating safety incidents that occur in public transport and rail freight in New South Wales.

Linkage to Results: This service group contributes to reduced risk of accidents in public transport and rail freight in New South Wales, by carrying out risk mitigation analysis and investigations associated with all public transport and rail freight incidents. It liaises with all industry participants including the regulators in the preparation of reports and recommendations.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Notifiable incidents reported and assessed	no.	1,165	818	1,000	1,425	1,200
Investigations submitted to the Minister for tabling	no.	10	11	12	17	19
Operator conducted investigations received and reviewed	no.	96	43	72	34	35
Monthly report on operator s66 investigations submitted to Minister	no.	15	15	24	12	12
Confidential safety information reporting scheme reports received and actioned	no.	73	75	66	66	50
<u>Employees:</u>	EFT	11	12	12	11	12

2007-08		2008-09
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	2,384	2,359	2,393
NET COST OF SERVICES	2,371	2,346	2,380

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

12 OFFICE OF TRANSPORT SAFETY INVESTIGATIONS

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
<i>OPERATING STATEMENT</i>			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	1,613	1,714	1,673
Other operating expenses	524	426	469
Depreciation and amortisation	147	151	151
Other expenses	100	68	100
Total Expenses Excluding Losses	2,384	2,359	2,393
Less:			
Retained Revenue -			
Sales of goods and services	1	1	1
Investment income	12	12	12
Total Retained Revenue	13	13	13
NET COST OF SERVICES	2,371	2,346	2,380
<i>RECURRENT FUNDING STATEMENT</i>			
Net Cost of Services	2,371	2,346	2,380
Recurrent Services Appropriation	2,086	2,086	2,092

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

12 OFFICE OF TRANSPORT SAFETY INVESTIGATIONS

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	262	225	202
Receivables	11	20	20
Total Current Assets	273	245	222
Non Current Assets -			
Property, plant and equipment -			
Land and building	373	374	250
Plant and equipment	92	71	50
Intangibles	8	24	18
Total Non Current Assets	473	469	318
Total Assets	746	714	540
LIABILITIES -			
Current Liabilities -			
Payables	140	73	73
Provisions	163	186	186
Total Current Liabilities	303	259	259
Total Liabilities	303	259	259
NET ASSETS	443	455	281
EQUITY			
Accumulated funds	443	455	281
TOTAL EQUITY	443	455	281

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

12 OFFICE OF TRANSPORT SAFETY INVESTIGATIONS

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	1,502	1,628	1,559
Other	674	564	639
Total Payments	2,176	2,192	2,198
Receipts			
Sale of goods and services	1	1	1
Interest	16	10	12
Other	50	76	70
Total Receipts	67	87	83
NET CASH FLOWS FROM OPERATING ACTIVITIES	(2,109)	(2,105)	(2,115)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	2,086	2,086	2,092
NET CASH FLOWS FROM GOVERNMENT	2,086	2,086	2,092
NET INCREASE/(DECREASE) IN CASH	(23)	(19)	(23)
Opening Cash and Cash Equivalents	285	244	225
CLOSING CASH AND CASH EQUIVALENTS	262	225	202
CASH FLOW RECONCILIATION			
Net cost of services	(2,371)	(2,346)	(2,380)
Non cash items added back	258	237	265
Change in operating assets and liabilities	4	4	...
Net cash flow from operating activities	(2,109)	(2,105)	(2,115)

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE**

SUPERANNUATION ADMINISTRATION CORPORATION

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	55,088	57,693	61,378
Investment income	180	350	200
Other revenue	2,504	6,065	5,492
Total Retained Revenue	57,772	64,108	67,070
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	37,935	41,784	44,065
Other operating expenses	13,052	15,742	15,899
Depreciation and amortisation	3,583	2,787	2,417
Total Expenses Excluding Losses	54,570	60,313	62,381
Gain/(loss) on disposal of non current assets	...	(1)	...
SURPLUS/(DEFICIT) BEFORE DISTRIBUTIONS	3,202	3,794	4,689
Distributions -			
Dividends and capital repatriations	1,345	1,593	1,969
Tax equivalents	961	1,138	1,407
SURPLUS/(DEFICIT) AFTER DISTRIBUTIONS	896	1,063	1,313

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE
SUPERANNUATION ADMINISTRATION CORPORATION**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	8,017	6,951	9,281
Receivables	8,301	9,770	10,280
Total Current Assets	16,318	16,721	19,561
Non Current Assets -			
Property, plant and equipment -			
Land and building	8,997	8,897	8,796
Plant and equipment	5,110	4,337	4,055
Intangibles	1,118	856	522
Other	1,859	1,857	1,929
Total Non Current Assets	17,084	15,947	15,302
Total Assets	33,402	32,668	34,863
LIABILITIES -			
Current Liabilities -			
Payables	4,546	3,856	4,014
Tax	381	558	607
Provisions	6,854	7,149	7,658
Total Current Liabilities	11,781	11,563	12,279
Non Current Liabilities -			
Tax	1,263	1,262	1,262
Provisions	227	...	166
Other	369	290	290
Total Non Current Liabilities	1,859	1,552	1,718
Total Liabilities	13,640	13,115	13,997
NET ASSETS	19,762	19,553	20,866
EQUITY			
Capital	6,000	6,000	6,000
Reserves	2,900	2,900	2,900
Accumulated funds	10,862	10,653	11,966
TOTAL EQUITY	19,762	19,553	20,866

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE
SUPERANNUATION ADMINISTRATION CORPORATION**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	54,397	57,002	60,918
Interest	180	350	200
Other	7,954	11,515	10,942
Total Receipts	62,531	68,867	72,060
Payments			
Employee related	38,210	41,924	43,330
Equivalent Income Tax	548	549	1,430
Other	18,521	21,211	21,291
Total Payments	57,279	63,684	66,051
NET CASH FLOWS FROM OPERATING ACTIVITIES	5,252	5,183	6,009
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(5,232)	(4,287)	(1,700)
Other	...	(39)	...
NET CASH FLOWS FROM INVESTING ACTIVITIES	(5,232)	(4,326)	(1,700)
CASH FLOWS FROM FINANCING ACTIVITIES			
Dividends paid	(830)	(857)	(1,979)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(830)	(857)	(1,979)
NET INCREASE/(DECREASE) IN CASH	(810)	...	2,330
Opening Cash and Cash Equivalents	8,827	6,951	6,951
CLOSING CASH AND CASH EQUIVALENTS	8,017	6,951	9,281
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year before distributions	2,241	2,656	3,282
Non cash items added back	3,583	2,787	2,417
Change in operating assets and liabilities	(572)	(260)	310
Net cash flow from operating activities	5,252	5,183	6,009

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE
STATE PROPERTY AUTHORITY**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	159,474	156,701	199,730
Investment income	7,483	8,605	7,110
Grants and contributions	95,777	83,621	26,834
Other revenue	...	1,204	1,301
Total Retained Revenue	262,734	250,131	234,975
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	10,885	10,007	12,827
Other operating expenses	122,950	118,086	126,854
Depreciation and amortisation	6,414	11,920	15,257
Finance costs	6,804	2,118	9,103
Other expenses	58
Total Expenses Excluding Losses	147,111	142,131	164,041
Gain/(loss) on disposal of non current assets	...	16,544	2,627
Other gains/(losses)	(100)	(150)	(200)
SURPLUS/(DEFICIT) BEFORE DISTRIBUTIONS	115,523	124,394	73,361
Distributions -			
Dividends and capital repatriations	29,388	70,252	74,791
SURPLUS/(DEFICIT) AFTER DISTRIBUTIONS	86,135	54,142	(1,430)

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE
STATE PROPERTY AUTHORITY**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	86,215	99,740	88,212
Receivables	23,133	17,003	18,872
Assets held for sale	...	13,888	...
Other	...	2,309	2,309
Total Current Assets	109,348	132,940	109,393
Non Current Assets -			
Receivables	10,850	15,570	15,570
Investment properties	15,718	15,718	15,718
Property, plant and equipment -			
Land and building	848,131	933,302	981,082
Plant and equipment	1,927	2,082	1,703
Intangibles	4,334	233	776
Other	...	11,783	13,083
Total Non Current Assets	880,960	978,688	1,027,932
Total Assets	990,308	1,111,628	1,137,325
LIABILITIES -			
Current Liabilities -			
Payables	18,816	16,321	9,727
Borrowings at amortised cost	597	1,871	2,020
Provisions	14,436	16,966	15,916
Other	8,370	6,172	6,172
Total Current Liabilities	42,219	41,330	33,835
Non Current Liabilities -			
Borrowings at amortised cost	6,863	54,012	51,992
Provisions	...	449	449
Other	253,411	251,227	243,559
Total Non Current Liabilities	260,274	305,688	296,000
Total Liabilities	302,493	347,018	329,835
NET ASSETS	687,815	764,610	807,490

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE
STATE PROPERTY AUTHORITY**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
<hr/>			
<i>BALANCE SHEET (cont)</i>			
EQUITY			
Reserves	...	56,533	67,290
Accumulated funds	687,815	708,077	740,200
TOTAL EQUITY	687,815	764,610	807,490

**DEPUTY PREMIER, MINISTER FOR TRANSPORT,
AND MINISTER FOR FINANCE
STATE PROPERTY AUTHORITY**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	159,474	154,805	198,779
Interest	6,322	3,391	5,512
Other	96,079	268,501	24,142
Total Receipts	261,875	426,697	228,433
Payments			
Employee related	10,768	11,375	12,827
Finance costs	645	4,271	4,133
Other	158,085	342,621	143,964
Total Payments	169,498	358,267	160,924
NET CASH FLOWS FROM OPERATING ACTIVITIES	92,377	68,430	67,509
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	...	40,884	16,515
Purchases of property, plant and equipment	(89,395)	(77,993)	(18,265)
Other	(521)	20,179	(625)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(89,916)	(16,930)	(2,375)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings and advances	(550)	(1,733)	(1,871)
Dividends paid	(29,388)	(70,252)	(74,791)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(29,938)	(71,985)	(76,662)
NET INCREASE/(DECREASE) IN CASH	(27,477)	(20,485)	(11,528)
Opening Cash and Cash Equivalents	113,692	120,225	99,740
CLOSING CASH AND CASH EQUIVALENTS	86,215	99,740	88,212
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year before distributions	115,523	124,394	73,361
Non cash items added back	6,414	10,716	13,956
Change in operating assets and liabilities	(29,560)	(66,680)	(19,808)
Net cash flow from operating activities	92,377	68,430	67,509

MINISTER FOR AGEING, AND MINISTER FOR DISABILITY SERVICES

OVERVIEW

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
Department of Ageing, Disability and Home Care			
Total Expenses	1,893.7	2,024.2	6.9
Capital Expenditure	64.2	115.2	79.4
Home Care Service of New South Wales			
Total Expenses	199.7	206.3	3.3
Capital Expenditure	3.0	3.0	...
Total, Minister for Ageing, and Minister for Disability Services			
Total Expenses	2,093.4	2,230.5	6.5
Capital Expenditure	67.2	118.2	75.9

DEPARTMENT OF AGEING, DISABILITY AND HOME CARE

The Department of Ageing, Disability and Home Care is responsible for delivering programs and policies that assist older people, people with a disability and their carers to participate in community life. The Department is both a purchaser and provider of services and shares responsibility for clients with a number of other government agencies that deliver services in areas such as health care, transport, family and children's services, and housing.

The support services provided by the Department comply with the requirements in the *NSW Disability Services Act 1993*.

RESULTS AND SERVICES

The Department has lead agency responsibility for coordinating with partner agencies to ensure the delivery of the following State Plan priority:

- ◆ F2: Increased employment and community participation for people with disabilities.

The Department helps older people, people with a disability and their families and carers to participate in community life by working towards the following results:

- ◆ Older people and people with a disability are able to live in their own homes and have opportunities to participate in community activities.
- ◆ People with a disability who cannot remain in their own home are assisted to live in specialist accommodation.

Key services provided by the Department that contribute to these results include:

- ◆ providing community support programs including respite, skills development and day activity programs, therapy, case management, personal assistance and community care services for frail older people, people with a disability and their families and carers
- ◆ providing short-term interventions including intensive personal care (attendant care programs) in home settings for people with a disability and
- ◆ providing specialist accommodation such as community housing or large residential centres to provide care for people with a disability who cannot remain in their own home.

The key services provided by the Department, and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results	
		Sustained community and home living	Specialist accommodation support
Ongoing Community Support	793.7	✓	
Short-Term Interventions	275.5	✓	
Supported Accommodation	955.0		✓
Total Expenses Excluding Losses	2,024.2		

RECENT ACHIEVEMENTS

The Department has had an increase in funding of \$640.4 million (46.2 per cent) over the last five years. The majority of the growth has occurred since 2006-07 with the announcement by the NSW Government of the commitment of a record investment of more than \$1.3 billion in new funding over a five year period to support *Stronger Together: A new direction for disability services 2006-2016*.

The funding will allow for services to be restructured and expanded to better manage projected increases in demand. The funding has enabled the Department to service over 44,700 people, an increase of 40 per cent over the last five years. Over 53 per cent of the total budget is allocated to the Sustained Community and Home Living result area which helps people to live in their own homes and prevents people from needing higher cost supports such as specialist accommodation or other supports in aged care or the health care system.

The other major growth in funding for the Department is the growth in Home and Community Care (HACC) funding. In recognition of an early intervention focus, this program is funded for long-term growth as a response to ageing of the population and to support people who need care in their own home.

STRATEGIC DIRECTIONS

In 2006-07, the NSW Government released a 10 year strategy, *Stronger Together: A new direction for disability services*. Stronger Together provides more assistance for people with disabilities to live in their own home. It also increases the range of specialist accommodation services for those unable to live at home.

The record investment in Stronger Together of more than \$1.3 billion in new funding from 2006-07 over a five year period comprises:

- ◆ \$1 billion over five years for community inclusion – supporting adults with disabilities to live in and be part of the community
- ◆ \$242 million over five years for improving services – fairer and clearer ways to access services, greater accountability and more opportunities for innovation and
- ◆ \$83 million over five years for strengthening families – enabling children with disabilities to grow up in their family and participate in the community.

2008-09 BUDGET INITIATIVES

Total Expenses

The Department's total expenses in 2008-09 are \$2 billion – an increase of \$130.5 million or 6.9 per cent on the 2007-08 Budget. This increase is mainly due to continued growth in the five year Stronger Together program funding.

Sustained Community and Home Living

The Government will provide a range of services and support designed to enable older people and people with a disability to continue to live in their own home and to participate in community life.

Expenditure on these services includes:

- ◆ \$47.4 million in 2008-09 (an increase of \$9.1 million over 2007-08) to increase support from three days a week to four days a week (and five days for people with very high support needs) for people with a significant disability who leave school but are unable to enter the workforce. Over the period 2006-07 to 2010-11 an estimated 6,240 people will be supported via the Department's post-school programs at a cost of \$235.5 million.
- ◆ \$14.1 million in 2008-09 (an increase of \$7.5 million) for an additional 100 attendant care (intensive in-home support) places. Over the period 2006-07 to 2010-11 an additional 320 places will be provided at a cost of \$66 million.
- ◆ \$5.3 million in 2008-09 (an increase of \$2 million) to provide intensive support packages for children and young people and their families. Over the period 2006-07 to 2010-11 an additional 1,840 packages will be provided at a cost of \$31 million.
- ◆ \$7.9 million in 2008-09 (an increase of \$4.6 million) for additional therapy places. Over the period 2006-07 to 2010-11 therapy places will increase by 2,880 at a cost of \$41million.
- ◆ \$14.7 million in 2008-09 (an increase of \$6.5 million) to provide 350 new flexible respite places. Over the period 2006-07 to 2010-11 an additional 1,260 places will be provided at a cost of \$61.8 million.
- ◆ \$7.8 million in 2008-09 (an increase of \$5.1 million) for day program places. An additional 780 places will be provided over the period 2006-07 to 2010-11 at a cost of \$33 million.
- ◆ \$5 million over four years (\$1.5 million in 2008-09) to provide intensive assistance for 410 children and their families with managing problem behaviours, both at home and at school.

Specialist Accommodation Support

Under this program, the Department provides and funds specialist care programs to assist people with a disability who are unable to remain in their own home. The services are predominantly supported accommodation in the community or large residential settings.

Expenditure on these services includes:

- ◆ \$109.3 million in 2008-09 (an increase of \$38.7 million) to fund 620 supported accommodation places. Over the period 2006-07 to 2010-11, an additional 990 places will be provided at a cost of \$514 million.
- ◆ \$2 million in 2008-09 (an increase of \$300,000) to trial new accommodation support models, in partnership with the Department of Housing and community housing providers. Over the period 2006-07 to 2010-11 up to 40 people will transition from group homes at a cost of \$10 million.
- ◆ \$17.7 million in 2008-09 (an increase of \$7.6 million) to prevent young people entering nursing homes, improve the circumstances of younger people in nursing homes and develop alternative models of support for young people living in nursing homes. Over the period 2006-07 to 2010-11 \$80 million will be spent.

In addition, across both result areas the Government will:

- ◆ employ 100 new case managers at a cost of \$53.3 million over the period 2006-07 to 2010-11 (\$11.9 million in 2008-09) to help 4,000 disabled and frail elderly people access the services they need and
- ◆ expand training for Government and non-government disability workers at a cost of \$15.4 million (\$5 million in 2008-09) over the period 2006-07 to 2010-11.

Capital Expenditure

The Department's capital expenditure program allocation for 2008-09 is \$115.2 million.

Major new works starting in 2008-09 include:

- ◆ \$35 million for accommodation facilities for clients under Stronger Together and
- ◆ \$2.6 million for the implementation of Stage 2 of the Client Information System.

Expenditure on works in progress includes:

- ◆ \$19 million for acquisition of supported accommodation places for new clients
- ◆ \$13.6 million for the redevelopment of the Peat Island facility to a 100 bed aged care facility and a 20 bed cluster accommodation
- ◆ \$11.9 million to reconfigure the Grosvenor and Lachlan Centres as specialist State-wide accommodation services for people with complex health care needs and challenging behaviours respectively
- ◆ \$16.2 million for improvements to, or replacement of, the Department's existing accommodation facilities and
- ◆ \$16.9 million for minor works and pre-planning.

AGENCY RESULT INDICATORS

Sustained community and home living

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) People accessing disability and HACC services	no.	195,700	203,100	215,200	226,100
ii) People with a severe or profound disability accessing disability services	no./1,000 relevant population	152.8	160.5	172.6	178.2
iii) People with a moderate/severe or profound disability accessing HACC services	no./1,000 relevant population	233.1	236.0	243.9	252.0
Notes:					
i) This indicator shows the growth of clients who are now accessing services					
ii) This indicator shows the increase in access for people under 65 with severe/profound disabilities to disability services					
iii) This indicator shows the increase in access for people with moderate/severe or profound disability to HACC services					

Specialist accommodation support

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) People in out-of-home arrangements	no.	5,890	6,050	6,210	6,410
ii) People with severe/profound disabilities (intellectual and related disabilities types only) who are receiving DADHC services	no./1,000 relevant population	342.4	345.7	346.9	352.2

Notes:

i) This indicator shows the growth of clients who are now accessing out of home arrangements

ii) This indicator shows the increase in access for people between 15 to 65 with severe/profound disability (intellectual and related disabilities only) to specialist disability accommodation support services

HOME CARE SERVICE OF NEW SOUTH WALES

The Home Care Service of NSW provides home-based assistance to frail older people and younger people with a disability and their carers. The governing legislation is the *Home Care Service Act 1988*.

The Home Care Service aims to assist people who are having difficulty managing to remain at home by providing basic support services.

Key services provided include:

- ◆ domestic assistance with cleaning, washing, shopping and bill paying
- ◆ personal care assistance with bathing, dressing and other personal care tasks and
- ◆ respite care which helps carers by providing a substitute carer who can provide them with a break.

RECENT ACHIEVEMENTS

Improvements in business systems and processes continue to be a focus of the Service, with significant emphasis on business practice reform including the potential for automated solutions around work practices and the efficiencies generated.

STRATEGIC DIRECTIONS

In 2008-09 the Service will continue to focus on:

- ◆ the efficiency of service delivery
- ◆ ongoing relationships with stakeholders and clients and
- ◆ improving the timeliness of intake and assessment processes while ensuring services reflect client need.

2008-09 BUDGET INITIATIVES

Total Expenses

Total forecast expenditure for the Home Care Service in 2008-09 is \$206.3 million including employee related expenditure of \$163.2 million and other operating expenditure of \$41.4 million.

Capital Expenditure

Total forecast capital expenditure for the Home Care Service in 2008-09 is \$3 million including \$1.2 million for information technology equipment and \$1.8 million for the replacement of motor vehicles.

**MINISTER FOR AGEING,
AND MINISTER FOR DISABILITY SERVICES**
13 DEPARTMENT OF AGEING, DISABILITY AND HOME CARE

13.1 Ongoing Community Support

Service Description: This service group covers services which assists older people and people with a disability to live in their own home environment and to participate in the community with some ongoing support.

Linkage to Results: This service group contributes to the result Sustained Community and Home Living by working towards a range of intermediate results including:

- ◆ People with a disability improve living skills and participate in the community and carers of frail older people with a disability are provided with respite.
- ◆ Basic support services assist older people and people with a disability to live in their home environment.
- ◆ Older people and people with a disability live in their own homes through ongoing intensive personal care.

		2005-06	2006-07	2007-08	2007-08	2008-09
	Units	Actual	Actual	Budget	Revised	Forecast
<u>Service Measures:</u>						
People in Post School Programs	no.	3,730	4,450	4,230	4,230	4,570
People receiving respite services	no.	31,730	33,200	35,920	35,920	38,090
People receiving personal assistance	no.	131,690	140,020	147,980	147,980	152,640
<u>Employees:</u>	EFT	435	657	564	640	639

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses		719,444	720,479	793,680
Total expenses include the following:				
Grants and subsidies - Disability Services		202,141	208,381	248,915
Grants and subsidies - HACC services		422,878	417,698	443,800
Employee related costs		60,423	60,423	65,278
NET COST OF SERVICES		709,970	706,735	778,951
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CAPITAL EXPENDITURE		4,840	5,373	5,754

**MINISTER FOR AGEING,
AND MINISTER FOR DISABILITY SERVICES**
13 DEPARTMENT OF AGEING, DISABILITY AND HOME CARE

13.2 Short-Term Interventions

Service Description: This service group covers assistance to older people and people with a disability to develop skills and abilities to live in the community with minimal support.

Linkage to Results: This service group contributes to the result Sustained Community and Home Living by working towards a range of intermediate results that include:

- ◆ Children with a disability live with their parents.
- ◆ Therapies and interventions assist older people and people with a disability to maximise their independence.
- ◆ Older people and people with a disability and carers access the best mix of services and/or community support.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Families and children receiving support	no.	6,220	6,570	6,970	6,970	9,970
People receiving therapy and interventions	no.	59,680	63,330	67,160	67,160	70,100
Seniors card holders	no.	920	950	980	980	1,010
<u>Employees:</u>	EFT	630	813	768	872	925

2007-08		2008-09
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	235,193	233,948	275,538
Total expenses include the following:			
Grants and subsidies - Disability Services	72,983	76,596	100,942
Grants and subsidies - HACC services	38,311	36,919	39,870
Employee related costs	93,630	89,130	101,042
NET COST OF SERVICES	234,562	232,634	274,101

CAPITAL EXPENDITURE	3,480	4,013	4,394
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**MINISTER FOR AGEING,
AND MINISTER FOR DISABILITY SERVICES**
13 DEPARTMENT OF AGEING, DISABILITY AND HOME CARE

13.3 Supported Accommodation

Service Description: This service group covers adequate alternate support arrangements for people with a disability to assist them to live in suitable accommodation and to participate in the community.

Linkage to Results: This service group contributes to the result Specialist Accommodation Support by working towards a range of intermediate results that include:

- ◆ Accommodation services provide affordable quality services.
- ◆ People with a disability who have lost or are at risk of losing their accommodation supports have access to suitable accommodation.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
People in intensive supported accommodation	no.	3,860	4,120	4,480	4,480	4,750
Bed utilisation in DADHC's operated services	%	95.4	95.7	96.1	96.1	96.1
<u>Employees:</u>	EFT	4,765	5,028	5,217	5,209	5,240

2007-08		2008-09
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	939,013	935,851	954,963
Total expenses include the following:			
Grants and subsidies - Disability Services	430,417	425,312	438,856
Employee related costs	411,431	406,931	406,558
NET COST OF SERVICES	900,031	898,622	917,241

CAPITAL EXPENDITURE	55,921	54,830	105,083
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**MINISTER FOR AGEING,
AND MINISTER FOR DISABILITY SERVICES**
13 DEPARTMENT OF AGEING, DISABILITY AND HOME CARE

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	565,485	556,485	572,878
Other operating expenses	117,271	119,471	124,293
Depreciation and amortisation	16,783	20,035	24,062
Grants and subsidies	1,178,855	1,177,031	1,284,795
Other expenses	15,256	17,256	18,153
Total Expenses Excluding Losses	1,893,650	1,890,278	2,024,181
Less:			
Retained Revenue -			
Sales of goods and services	37,033	39,189	40,229
Investment income	5,380	5,380	6,396
Grants and contributions	5,933	7,095	6,652
Other revenue	1,603	1,485	1,643
Total Retained Revenue	49,949	53,149	54,920
Gain/(loss) on disposal of non current assets	(500)	(500)	(670)
Other gains/(losses)	(362)	(362)	(362)
NET COST OF SERVICES	1,844,563	1,837,991	1,970,293
RECURRENT FUNDING STATEMENT			
Net Cost of Services	1,844,563	1,837,991	1,970,293
Recurrent Services Appropriation	1,810,222	1,803,650	1,935,451
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	64,241	64,216	115,231
Capital Works and Services Appropriation	64,241	64,241	115,231

**MINISTER FOR AGEING,
AND MINISTER FOR DISABILITY SERVICES**
13 DEPARTMENT OF AGEING, DISABILITY AND HOME CARE

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	60,923	37,836	60,048
Receivables	18,590	27,656	26,091
Inventories	257	254	300
Total Current Assets	79,770	65,746	86,439
Non Current Assets -			
Property, plant and equipment -			
Land and building	546,561	537,708	628,455
Plant and equipment	31,739	36,408	33,379
Intangibles	13,871	18,788	17,104
Total Non Current Assets	592,171	592,904	678,938
Total Assets	671,941	658,650	765,377
LIABILITIES -			
Current Liabilities -			
Payables	24,773	20,870	21,840
Provisions	48,114	52,100	54,551
Other	73	61	73
Total Current Liabilities	72,960	73,031	76,464
Non Current Liabilities -			
Other	7,350	7,640	7,620
Total Non Current Liabilities	7,350	7,640	7,620
Total Liabilities	80,310	80,671	84,084
NET ASSETS	591,631	577,979	681,293
EQUITY			
Reserves	136,281	132,936	132,936
Accumulated funds	455,350	445,043	548,357
TOTAL EQUITY	591,631	577,979	681,293

**MINISTER FOR AGEING,
AND MINISTER FOR DISABILITY SERVICES**
13 DEPARTMENT OF AGEING, DISABILITY AND HOME CARE

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	543,493	530,606	547,502
Grants and subsidies	1,178,855	1,177,031	1,284,795
Other	245,626	260,921	251,422
Total Payments	1,967,974	1,968,558	2,083,719
Receipts			
Sale of goods and services	37,033	39,189	40,229
Interest	5,380	4,862	6,596
Other	117,174	139,716	119,190
Total Receipts	159,587	183,767	166,015
NET CASH FLOWS FROM OPERATING ACTIVITIES	(1,808,387)	(1,784,791)	(1,917,704)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	2,600	4,462	4,465
Advance repayments received	1,250	1,250	...
Purchases of property, plant and equipment	(62,621)	(61,216)	(112,131)
Other	(1,620)	(3,000)	(3,100)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(60,391)	(58,504)	(110,766)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	1,810,222	1,803,650	1,935,451
Capital appropriation	64,241	64,241	115,231
Asset sale proceeds transferred to the Consolidated Fund Entity	...	(1,945)	...
Cash transfers to Consolidated Fund	...	(840)	...
NET CASH FLOWS FROM GOVERNMENT	1,874,463	1,865,106	2,050,682
NET INCREASE/(DECREASE) IN CASH	5,685	21,811	22,212
Opening Cash and Cash Equivalents	55,238	16,025	37,836
CLOSING CASH AND CASH EQUIVALENTS	60,923	37,836	60,048

**MINISTER FOR AGEING,
AND MINISTER FOR DISABILITY SERVICES**
13 DEPARTMENT OF AGEING, DISABILITY AND HOME CARE

	2007-08	
	Budget	Revised
	\$000	\$000

	2008-09
	Budget
	\$000

CASH FLOW STATEMENT (cont)

CASH FLOW RECONCILIATION

Net cost of services	(1,844,563)	(1,837,991)	(1,970,293)
Non cash items added back	38,776	41,616	46,987
Change in operating assets and liabilities	(2,600)	11,584	5,602
Net cash flow from operating activities	(1,808,387)	(1,784,791)	(1,917,704)

**MINISTER FOR AGEING,
AND MINISTER FOR DISABILITY SERVICES
14 HOME CARE SERVICE OF NEW SOUTH WALES**

14.1 Home Care Service

Service Description: This service group covers the provision of home care services including personal care, domestic assistance, respite care, live-in and overnight care, shopping, meal preparation and home maintenance.

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	199,713	197,625	206,292
NET COST OF SERVICES	(1,552)	674	61
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CAPITAL EXPENDITURE	3,000	3,000	3,000

**MINISTER FOR AGEING,
AND MINISTER FOR DISABILITY SERVICES
14 HOME CARE SERVICE OF NEW SOUTH WALES**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
<i>OPERATING STATEMENT</i>			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	155,559	158,569	163,220
Other operating expenses	42,534	37,436	41,411
Depreciation and amortisation	1,620	1,620	1,661
Total Expenses Excluding Losses	199,713	197,625	206,292
Less:			
Retained Revenue -			
Sales of goods and services	30,318	28,575	29,610
Investment income	4,966	2,399	3,759
Grants and contributions	165,383	165,779	172,496
Other revenue	800	400	568
Total Retained Revenue	201,467	197,153	206,433
Other gains/(losses)	(202)	(202)	(202)
NET COST OF SERVICES	(1,552)	674	61
<i>RECURRENT FUNDING STATEMENT</i>			
Net Cost of Services	(1,552)	674	61
<i>CAPITAL EXPENDITURE STATEMENT</i>			
Capital Expenditure	3,000	3,000	3,000

**MINISTER FOR AGEING,
AND MINISTER FOR DISABILITY SERVICES
14 HOME CARE SERVICE OF NEW SOUTH WALES**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	38,983	44,688	44,341
Receivables	5,481	5,145	5,327
Total Current Assets	44,464	49,833	49,668
Non Current Assets -			
Other financial assets	17,910	14,763	15,263
Property, plant and equipment -			
Land and building	342	552	552
Plant and equipment	4,148	4,350	4,350
Total Non Current Assets	22,400	19,665	20,165
Total Assets	66,864	69,498	69,833
LIABILITIES -			
Current Liabilities -			
Payables	6,091	5,695	6,091
Provisions	22,520	22,100	22,100
Other	19	19	19
Total Current Liabilities	28,630	27,814	28,210
Non Current Liabilities -			
Provisions	770	2,000	2,000
Total Non Current Liabilities	770	2,000	2,000
Total Liabilities	29,400	29,814	30,210
NET ASSETS	37,464	39,684	39,623
EQUITY			
Reserves	142	321	321
Accumulated funds	37,322	39,363	39,302
TOTAL EQUITY	37,464	39,684	39,623

**MINISTER FOR AGEING,
AND MINISTER FOR DISABILITY SERVICES
14 HOME CARE SERVICE OF NEW SOUTH WALES**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	154,869	152,815	162,921
Other	60,075	56,520	58,917
Total Payments	214,944	209,335	221,838
Receipts			
Sale of goods and services	30,318	29,103	29,610
Interest	3,033	3,399	3,259
Other	183,481	183,477	190,283
Total Receipts	216,832	215,979	223,152
NET CASH FLOWS FROM OPERATING ACTIVITIES	1,888	6,644	1,314
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	1,500	1,300	1,339
Purchases of property, plant and equipment	(3,000)	(3,000)	(3,000)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(1,500)	(1,700)	(1,661)
NET INCREASE/(DECREASE) IN CASH	388	4,944	(347)
Opening Cash and Cash Equivalents	38,595	39,744	44,688
CLOSING CASH AND CASH EQUIVALENTS	38,983	44,688	44,341
CASH FLOW RECONCILIATION			
Net cost of services	1,552	(674)	(61)
Non cash items added back	(313)	2,620	1,161
Change in operating assets and liabilities	649	4,698	214
Net cash flow from operating activities	1,888	6,644	1,314

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE

OVERVIEW

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
Attorney General's Department			
Total Expenses	716.2	745.7	4.1
Capital Expenditure	103.8	50.9	-51.0
Judicial Commission of New South Wales			
Total Expenses	5.3	5.1	-2.9
Capital Expenditure	0.2	0.2	...
Legal Aid Commission of New South Wales			
Total Expenses	186.6	193.4	3.7
Capital Expenditure	3.3	4.4	33.1
Office of the Director of Public Prosecutions			
Total Expenses.....	94.5	96.7	2.3
Capital Expenditure	1.3	1.8	35.2
Department of Corrective Services			
Total Expenses	868.0	911.4	5.0
Capital Expenditure	97.1	97.3	0.2
Public Trustee NSW			
Total Expenses	33.5	35.0	4.4
Capital Expenditure	2.0	2.9	44.3
Total, Attorney General, and Minister for Justice			
Total Expenses	1,904.1	1,987.3	4.4
Capital Expenditure	207.7	157.5	-24.2

ATTORNEY GENERAL'S DEPARTMENT

The Attorney General's Department has a crucial role in access to justice, protection of rights and public safety. It plays a key role in the administration and development of a just and equitable legal system of courts, tribunals, laws and other mechanisms that further the principles of justice.

The Department administers courts and tribunals, advises on legal policy and legislative reform and promotes social harmony through programs to reduce crime, protect human rights and improve community standards. The Department also administers the legal profession, provides trustee services, guardianship and financial services for people with disabilities and maintains records of births, deaths and marriages.

The Department supports the Attorney General as the first Law Officer of the Crown in the development of legislation and the provision of information to the Parliament.

RESULTS AND SERVICES

The Department has a significant role, in partnership with other justice agencies, to ensure the delivery of Government priorities to reduce crime, re-offending and anti-social behaviour and improve customer services. It promotes a just and safe society by working towards the following results:

- ◆ The rights of the people of New South Wales are protected.
- ◆ Public safety and support are improved.

Key services provided by the Department that contribute to these results include:

- ◆ providing legal, professional and regulatory services, including advice to the Government on law, justice and legal reforms
- ◆ providing administration of New South Wales Courts, Tribunals and Community Justice Centres
- ◆ providing court support, including transcription services, court security and jury management
- ◆ providing crime prevention and criminal diversion programs and support services to victims of violent crime, including providing grant funding to local communities
- ◆ providing registration of births, deaths and marriages

- ◆ providing legal services that involve Constitutional powers and implications beyond a Minister's portfolio and
- ◆ providing business and personnel services to business units including the Public Trustee NSW, the Office of the Public Guardian, the Office of the Protective Commissioner and the Legal Profession Admission Board.

The key services provided by the Department and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results	
		Rights of the people of NSW are protected	Public safety and support are improved
Legal, Policy and Regulatory Services	50.6	✓	✓
Court Services	380.2	✓	✓
Court Support Services	90.7	✓	✓
Crime Prevention and Community Services	109.4	✓	✓
Registry of Births, Deaths and Marriages	20.4	✓	
Crown Solicitor's Office	40.8	✓	
Business and Personnel Services	53.6	✓	
Total Expenses Excluding Losses	745.7		

RECENT ACHIEVEMENTS

In addition to further improvements in court performance and court security, the Department has continued to build community capacity to prevent crime, improve outcomes and services for Aboriginal communities and enhance value for money through increased justice sector cooperation and greater efficiencies.

The Productivity Commission's *Report on Government Services 2007* concludes that New South Wales Courts are amongst the most time-efficient in the country. The report found that the New South Wales District, Local and Children's Courts were rated first in Australia for the timeliness with which they dealt with criminal matters. This is the fourth consecutive year that New South Wales Local Courts have achieved this result, while handling more matters than any other State or Territory local court.

The Department continues to develop and support new court diversion and intervention programs including the Court Referral of Eligible Defendants into Treatment program, the Rural Alcohol Diversion program, the Magistrates' Early Referral into Treatment program, Forum Sentencing (formerly known as Young Adult Conferencing) and the Domestic Violence Intervention Court Model. The Circle Sentencing program, which is aimed at reducing re-offending rates in the Aboriginal community, has been expanded beyond regional New South Wales into Sydney.

Recent reforms have also had a significant impact on those coming into contact with the courts, including improving the protection of sexual assault complainants, introducing additional safeguards for children and other vulnerable witnesses and innovative new programs to combat domestic violence.

Following one of the most comprehensive reviews of the laws relating to sexual assault in the last 20 years, all of the legislative changes recommended by the Criminal Justice Sexual Offence Taskforce have been implemented. These changes are aimed at bringing about a cultural shift in the way sexual offences are investigated and prosecuted and changing the attitudes of key participants within the criminal justice system.

The Department has also implemented new programs to combat domestic violence, including the introduction of the Domestic Violence Court Intervention Model. This approach combines police, courts and victim support services in responding to domestic violence situations and has resulted in early guilty pleas rising from 17 to 40 per cent. Legislative changes were also introduced in 2007 to include children on apprehended violence orders (AVOs) and give police greater search powers in domestic violence situations.

The Victims Assistance Scheme, which was introduced in 2006-07 to improve the rehabilitation support available to victims of crime, outlaid a total of \$64.3 million on compensation, counselling and support for victims in its initial year. Some 853 victims of sexual assault received compensation totalling \$23.8 million, while 47,785 hours of counselling was approved for victims of crime.

The new purpose-built Children's Court, Justice Precinct Offices and the new Sydney West Trial Courts (SWTC) at Parramatta have been completed and have commenced operation. The SWTC is one of the most technologically advanced and secure court complexes in Australia. The building's two largest courtrooms can accommodate jury panels of up to 15 members and will host trials involving as many as 10 defendants. With 10 courtrooms, the SWTC is now the primary trial court complex for Western Sydney capable of supporting major criminal cases. Because of the completion of this significant project capital expenditure has been reduced in 2008-09.

The \$6 million redevelopment of Nowra courthouse has also been completed. This courthouse has almost doubled in size, with the addition of a third courtroom capable of hosting major jury trials. Audio-visual link systems have also been installed, along with improvements to court security.

JusticeLink, the Department's integrated multi-jurisdiction court administration system, continues to make good progress with several major applications already implemented. The Supreme Court and District Court now process criminal matters using JusticeLink. In addition, the Supreme Court uses JusticeLink Online Court services within its equity division for the electronic filing of court documents, as a virtual courtroom for use in case management activities, and for the electronic ordering, purchasing and receipt of court transcripts.

The Department has continued its major upgrade of remote witness facilities, with a total of 81 remote witness rooms servicing 139 courts in both metropolitan and regional areas. These facilities digitally record the testimony of vulnerable witnesses so they do not need to endure the trauma of giving evidence for a second time. The Department is also continuing to expand its Audio Visual Link network, which reduces the need to transport prisoners to court for short matters.

STRATEGIC DIRECTIONS

The Department, in partnership with other justice agencies, will continue to contribute to the achievement of Government priorities to deliver improved community outcomes through a focus on the following key priorities:

- ◆ reducing crime and re-offending through a range of rehabilitation programs, improving the effectiveness of crime-prevention programs and expanding preventive programs
- ◆ reducing impacts on victims of crime, including sexual assault victims and mental health patients and their carers, by providing support through programs, funding, technology, new legislation and the construction of new remote witness facilities
- ◆ bringing together judicial, police, custodial and justice administration functions at the Parramatta Justice Precinct, including the completion of the nine-court Trial Court and the refurbishment of the Parramatta Court House
- ◆ improving court systems and facilities to make it simpler and faster for customers using the justice system
- ◆ further developing JusticeLink applications for District Court crime matters, Supreme and District Court civil matters and all applications for the Local Court

- ◆ applying world-class information technology and electronic systems to make our courts safer, more efficient and more sensitive to the needs of vulnerable customers
- ◆ expanding the Aboriginal Mediation program and providing training in conflict resolution skills to support Alternative Dispute Resolution
- ◆ reducing the over-representation of Aboriginal people in legal processes, particularly through mediation and diversionary programs and the continuation of Circle Sentencing program and
- ◆ increasing efficiency through the consolidation of corporate services and the implementation of improved governance, procurement and debt recovery systems.

2008-09 BUDGET INITIATIVES

Total Expenses

In 2008-09, total expenses for the Attorney General's Department are estimated to be \$745.7 million, an increase of 4.1 per cent compared to 2007-08. Additional allocations for 2008-09 include:

- ◆ \$2.8 million for Aboriginal Justice Groups and Community Patrols that were previously funded under the Two Ways Together program
- ◆ \$3.7 million for the maintenance of the Parramatta Justice Precinct
- ◆ an additional \$1.5 million for enhancements to court security and
- ◆ \$1.9 million for roll-out of the Forum Sentencing program.

Capital Expenditure

The Department's capital allocation provides for the expansion and modification of existing courthouses, the upgrade of information technology infrastructure and the purchase and replacement of plant and equipment.

Funding of \$50.9 million has been allocated in 2008-09 for several projects including:

- ◆ \$6.9 million for the refurbishment of the Parramatta Local Court to complete the Sydney West Trial Courts complex
- ◆ \$3.2 million for the further roll-out of the remote witness program to provide closed circuit television facilities at a number of courts

- ◆ \$2.6 million for the continuation of the Registry of Births, Deaths and Marriages Technology Upgrade Program
- ◆ \$20.5 million for the Court Upgrade Program to improve service delivery at various courthouses across New South Wales
- ◆ \$1.5 million for the implementation of an Electronic Document and Records Management System to facilitate the management of electronic documents, records, correspondence and imaging and
- ◆ \$13.2 million for the ongoing upgrade and replacement of the Department's plant and equipment and other minor works.

AGENCY RESULT INDICATORS

The rights of the people of New South Wales are protected

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Net cost per finalised case:					
- Supreme Court	\$	3,691	3,303	3,402	3,504
- District Court	\$	4,001	3,965	4,084	4,206
- Local Court	\$	336	349	359	370
ii) Clearance rate:					
- Supreme Court	%	103	106	100	100
- District Court	%	102	101	100	100
- Local Court	%	97	97	100	100
iii) Pending criminal matters < 12 mths old:					
- Supreme Court	%	84	94	85	85
- District Court	%	92	94	90	90
iv) Pending civil matters < 12 mths old:					
- Supreme Court	%	75	74	74	74
- District Court	%	73	74	75	76
v) Pending Local Court criminal matters:					
- < 6 mths old	%	90	91	90	90
Note:					
These indicators measure the efficiency of court processes – over time, the cost per case is expected to reduce. All cases lodged within a year are expected to be cleared (ie. a target of 100 per cent) and the backlog of pending civil and criminal matters is expected to decrease. Depending on the particular jurisdiction, courts aim to have greater than 90 per cent of their cases either less than 6 months or less than 12 months old.					

Public safety and support are improved

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Major crime trends across NSW local government areas that are stable or falling	%	96	95	95	95
ii) Persons accepted to Magistrates' Early Referral into Treatment (MERIT) program	no.	1,433	1,659	1,660	1,670
iii) Offenders completing Forum Sentencing Program	no.	60	133	100	160
iv) Victims who participated in Forum Sentencing	no.	38	47	50	90
Notes:					
i) This indicator is a proxy measure for the level of public safety: if a higher number of crime trends are stable or falling then the level of crime is falling and safety is increasing. The target is 95 per cent.					
ii) This indicator shows the number of local court adult defendants with illicit drug use problems voluntarily entering drug treatment diversion programs. Over time, the number is expected to increase.					
iii) This indicator measures the number of offenders referred to the Forum Sentencing program who successfully completed Intervention Plans. It is expected that the number will increase once the program is rolled out to further courts from next financial year.					
iv) This indicator measures the number of victims who participate in forum sentencing conferences. It is expected that the number will increase.					

JUDICIAL COMMISSION OF NEW SOUTH WALES

The Judicial Commission of New South Wales is an independent statutory corporation established under the *Judicial Officers Act 1986*. The Commission seeks to promote excellence in judicial performance to enhance public confidence in the judiciary.

RESULTS AND SERVICES

The Commission works closely with the Attorney General's Department, the Office of Director of Public Prosecutions, the Legal Aid Commission of New South Wales, the Sentencing Council, the NSW Police Force and other partner agencies to meet Government priorities of reducing crime and re-offending and increasing customer satisfaction with Government services by working towards the following results:

- ◆ The judiciary is better informed and professional.
- ◆ There is consistency in sentencing.
- ◆ Complaints are examined in accordance with statutory provisions.

Key services provided by the Commission that contribute to these results include:

- ◆ A judicial education program that provides an extensive conference and seminar program for judicial officers and publishes professional reference material including bench books, bulletins and journals, education monographs, training DVDs and conference papers.
- ◆ A research and sentencing program that involves research and analysis of aspects of sentencing to publish sentencing trends papers, monographs and a sentencing bench book. The Commission also maintains and develops the Lawcodes database, which provides standard codes to describe offences in New South Wales, and provides online statistical and legal information through the Judicial Information Research System (JIRS).
- ◆ A complaints function that examines complaints against judicial officers in a timely and efficient manner and provides advice to the public about the Commission's complaint function.

The key services provided by the Commission and the way in which they are expected to contribute to these results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Better informed and professional judiciary	Consistency in sentencing	Examination of complaints in accordance with statutory provisions
Judicial Education	1.7	✓	✓	✓
Research and Sentencing	2.8	✓	✓	✓
Complaints against Judicial Officers	0.6			✓
Total Expenses Excluding Losses	5.1			

RECENT ACHIEVEMENTS

The Judicial Commission has introduced a number of initiatives over recent years including judgment writing workshops, cultural awareness program and occasional seminars on relevant topics.

The Commission has also produced a sentencing bench book, a sexual assault manual for District Court judges, a civil bench book and an equality before the law bench book. The JIRS has also been redesigned along with the development of a new publishing system and a sentencing database for Land and Environment Court offences.

STRATEGIC DIRECTIONS

The Commission will continue to focus on the provision of high quality professional development programs for judicial officers. Services will focus on the provision of timely and practical information through publications, conferences and seminars and the maintenance of the computerised JIRS, which contains sentencing and other information relevant to judicial decision making.

In particular, the Commission will offer an extensive conference and seminar program for judicial officers in each court, ranging from induction courses for new appointees to specialist conferences on specific aspects of law, procedure, judicial skills and technique.

The Commission will also arrange annual conferences for each court and pursue initiatives to ensure that judicial officers are aware of social context issues involving children, women, sexual offences, domestic violence and ethnic minorities.

Collaboration with other judicial education bodies within Australia will continue in order to share information and experience, and to explore the possibility of developing partnerships on joint programs to reduce costs.

The Commission will assist the Sentencing Council in collecting information necessary to monitor guidelines and standard non-parole period offences.

2008-09 BUDGET INITIATIVES

Total expenses

Total expenses of the Commission are projected to be \$5.1 million in 2008-09, a decrease of 2.9 per cent on 2007-08. This decrease is mainly due to the Commission not maintaining an IT system for a partner agency.

Capital expenditure

An amount of \$150,000 has been provided to meet the Commission's ongoing minor capital needs.

AGENCY RESULT INDICATORS

Better informed and professional judiciary

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Judicial development conferences - overall satisfaction rating	%	87	90	85	85
ii) Judicial officers who attend at least 2 training days	%	86	92	90	90
Note: These indicators show the effectiveness of the Commission's education programs which will lead to a better informed and more professional judiciary.					

Consistency in sentencing

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Crown Appeal cases upheld/allowed by the Court of Criminal Appeal	%	63	62	60	60
ii) Severity Appeal cases upheld by the Court of Criminal Appeal	%	45	39	40	40
iii) JIRS usage – page hits per month	no.	37,336	45,898	45,000	45,000

Note:
Crown Appeal and Severity Appeal cases can be a measure of the imposition of inconsistent sentences. In determining whether sentences are within range or outside the permissible range Courts use JIRS as well as the Commission's publications and other resources. These indicators show the effectiveness of the Commission's research and sentencing programs.

Examination of complaints in accordance with statutory provisions

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Complaints finalised within 12 months	%	100	100	100	100
ii) Complaints for which further action is required	%	11	10	10	10
iii) Cost per finalised complaint, excluding Conduct Divisions	\$	6,500	10,000	6,500	6,500

Note:
These indicators show the effectiveness of the Commission's complaint function and are a benchmark for increased customer satisfaction with government services. A Conduct Division was constituted during 2006-07.

LEGAL AID COMMISSION OF NEW SOUTH WALES

The Legal Aid Commission of New South Wales (Legal Aid NSW) is a statutory body established by the *Legal Aid Commission Act 1979*. Legal Aid NSW receives funding from the State Government and the Public Purpose Fund to provide legal aid and other legal services. The Commonwealth Government also provides funding for Legal Aid NSW to deliver legal assistance in matters arising under Commonwealth law.

RESULTS AND SERVICES

Legal Aid NSW contributes to the Government priorities of reduced crime rates and re-offending by working towards the following result:

- ◆ People, in particular those who are disadvantaged, can understand, protect and enforce their legal rights and interests as well as appreciate their legal obligations.

Key services provided by Legal Aid NSW that contribute to this result include:

- ◆ delivering criminal law services that will assist persons accused of criminal offences to properly understand and respond to allegations made against them
- ◆ delivering family law services that will ensure that each person's interests are properly considered where decisions need to be made about arrangements in their family and personal lives
- ◆ delivering civil law services that will provide options for people to contest unjust decisions and seek redress for harm caused by others and
- ◆ providing community partnerships that will support Community Legal Centres to effectively assist people with legal needs, and Specialised Support Schemes to effectively assist women and children seeking protection from domestic violence.

The key services provided by Legal Aid NSW and the way in which they are expected to contribute to this result are set out in the following table:

Service Groups	2008-09 Budget Expenses	Results
	\$m	People – in particular those who are disadvantaged – can understand, protect and enforce their legal rights and interests as well as appreciate their legal obligations.
Criminal Law Services	95.6	✓
Civil Law Services	20.8	✓
Family Law Services	58.9	✓
Community Partnerships	18.1	✓
Total Expenses Excluding Losses	193.4	

RECENT ACHIEVEMENTS

Over the past five years, Legal Aid NSW has:

- ◆ updated its means test limits for income and assets to take account of cost of living increases and ensure that legal assistance and increased core services continues to be available to socially and economically disadvantaged people
- ◆ increased the fees paid to private practitioners, preventing a widening of the gap between fee scales and those charged for commercial work, to ensure the availability of services in all areas of New South Wales
- ◆ expanded civil law services to more Legal Aid NSW offices
- ◆ increased the numbers of family dispute resolution conferences to resolve matters through mediation rather than adversarial litigation and
- ◆ improved the community legal education program by increasing the number of sessions delivered, reaching more people in need.

STRATEGIC DIRECTIONS

Legal Aid NSW will focus on:

- ◆ delivering legal services to socially and economically disadvantaged members of the community in conjunction with the private profession to more effectively deliver legal services to our clients across the whole of New South Wales
- ◆ targeting Legal Aid services to address areas of unmet need
- ◆ introducing a new grants management system (ATLAS) in mid-2008 to significantly improve the effectiveness of processing applications and invoices and
- ◆ working with the private profession to more effectively deliver legal services across New South Wales.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for Legal Aid NSW are estimated at \$193.4 million in 2008-09, an increase of 3.7 per cent on last year's allocation.

This includes additional funding of \$3.2 million from the Public Purpose Fund which will be used to enhance services to homeless and older persons, improve community legal education and publications and continue the trial of Criminal Case Conferencing at the Sydney Central and Downing Centre courts.

Capital Expenditure

Legal Aid NSW's capital allocation of \$4.4 million for 2008-09 will provide for the upgrade and replacement of information technology and office equipment.

AGENCY RESULT INDICATORS

People – in particular those who are disadvantaged – can understand, protect and enforce their legal rights and interests as well as appreciating their legal obligations.

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Clients satisfied with quality of advice provided by Legal Aid NSW staff	%	89	n.a.	90	n.a.
ii) Average waiting time for advice appointments	days	5.5	4.3	4.0	4.0
iii) Means Test income limit as a percentage of current national minimum wage	%	44.6	52.6	52.6	52.6
iv) Local Court sittings serviced by duty solicitor schemes	%	100	100	100	100
v) People accessing community legal education sessions	no.	9,328	15,132	16,000	16,500

Notes:

- i) Bi-annual survey results.
- ii) Timeliness is measured by the average length of time which clients have to wait before receiving advice services. The desired movement is steady or downwards.
- iii) This measures the extent to which legal aid is accessible to people on low incomes, with the desired movement being either steady or increasing.
- iv) Legal Aid NSW aims to ensure that duty solicitor services are available to assist eligible persons at all Local Courts and would therefore aim for no movement from the 100 per cent level.
- v) This measure shows the number of people attending Legal Aid NSW funded education sessions that are designed to assist people in understanding the law, as well as their legal rights and obligations. The desired movement is upwards.

OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

The Office of the Director of Public Prosecutions (ODPP) was established by the *Director of Public Prosecutions Act 1986* to provide the people of New South Wales with an independent and just prosecution service.

The principal instruments governing the work of the ODPP are the *Director of Public Prosecutions Act 1986*, the *Crown Prosecutors Act 1986*, the *Victims Rights Act 1996*, the *Public Sector Employment and Management Act 2002* and the Prosecution Guidelines.

RESULTS AND SERVICES

Through close cooperation with other agencies in the criminal justice portfolio, the ODPP is working towards the following results:

- ◆ The likelihood of successful prosecutions is increased.
- ◆ Sentencing outcomes for convicted criminals are appropriate.
- ◆ The timeliness of prosecution matters is improved through increased efficiency.
- ◆ The quality of prosecution services through expeditious resolution of matters and high quality advice to police and other agencies is improved.
- ◆ Participation of victims and witnesses in the prosecution process is increased by providing timely, high quality access and support.

Key services provided by the ODPP that contribute to these results include:

- ◆ undertaking prosecutions of serious criminal matters in all NSW Courts and the High Court on behalf of the Crown and all child sexual assault summary prosecutions. It also includes pre and post charge advice to police and other investigative agencies, identifying and recovering proceeds of crime and participating in inter-agency forums that contribute to law reform and efficiencies in the criminal justice system and
- ◆ providing assistance to victims and witnesses in the prosecution process by ensuring they have relevant information and support to enable them to participate in the prosecution process and have a greater sense of inclusion.

The key services provided by the Office and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results				
		Successful prosecutions	Appropriate sentences	Timeliness of prosecutions	Quality of prosecution services	Participation of victims and witnesses
Prosecutions	90.3	✓	✓	✓	✓	
Victim and Witness Assistance	6.4			✓	✓	✓
Total Expenses Excluding Losses	96.7					

RECENT ACHIEVEMENTS

A total of 3,169 trial and sentence matters were completed in the District and Supreme Courts in the 2006-07 financial year with a finding of guilt recorded in 73 per cent of those matters.

The 2006-07 Victim and Witness Satisfaction Survey reported that 66 per cent of those surveyed rated the ODPP's service as good or very good, an increase of 7 per cent from the previous survey.

In 2007, 62 per cent of people appearing in the Higher Courts for child sexual assault offences were found guilty of at least one charge, compared to 58 per cent in 2004. The conviction rate in relation to sexual assault not involving children has risen from 35 per cent in 2004 to 45 per cent in 2007.

STRATEGIC DIRECTIONS

The ODPP will continue its commitment to improving the criminal justice system and to providing the people of New South Wales with an independent, fair and just prosecution service by pursuing the following priorities.

- ◆ Appointment of an Executive Director to ensure better management of the ODPP and providing law officers more time to manage the legal case work.
- ◆ The on-going review of internal procedures will continue with the aim of improving efficiency.
- ◆ Ongoing improvement to the centralised committals scheme and criminal case processing will expedite the resolution of cases, and at earlier stages in the criminal justice process.

- ◆ Ensuring appropriate sentencing jurisdiction will minimise the number of less serious matters dealt with by way of indictment where there is adequate sentencing scope for summary disposal.
- ◆ Undertaking early screening of briefs of evidence to ensure documents are complete and to promote more constructive and timely communication with police and investigative agencies.
- ◆ The administrative pilot of criminal case processing reforms over a two year period achieved an increase in the rate of early pleas by 5 per cent, with a corresponding decrease in the number of late pleas. The continuing trial under a legislative framework will be undertaken from May 2008 to April 2009.
- ◆ Early contact with victims and witnesses will continue, providing support for people who are vulnerable or traumatised by the court process.

2008-09 BUDGET INITIATIVES

Total Expenses

In 2008-09, the Office's total expenses are estimated to be \$96.7 million, an increase of \$2.2 million over the 2007-08 Budget.

Expenses include:

- ◆ \$3.5 million for the Witness Assistance Scheme to comply with the *Victims Rights Act 1996* and
- ◆ \$3 million for pre-trial advocates to screen matters to ensure that only appropriate matters go to trial and to reduce delays in complex criminal cases.

Capital Expenditure

The Office's 2008-09 minor works allocation of \$1.8 million provides ongoing replacement of plant and equipment and furniture and fittings, acquisitions for the law library and the upgrade of information technology.

AGENCY RESULT INDICATORS

Increased likelihood of successful prosecution

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Matters returning finding of guilt	%	79	73	75	75
ii) Matters discontinued after committal order	%	0.07	0.06	0.06	0.05
<p>i) This indicator refers to matters committed for sentence that result in guilty verdicts/pleas as a percentage of all matters committed for trial. It measures the effectiveness of early screening, case conferencing and other case management strategies in reducing matters committed to trial. An increase in the indicator reflects fewer unnecessary matters committed to trial and costly court processes.</p> <p>ii) This indicator reflects the effectiveness of case management strategies. It measures cases where trial or sentencing is discontinued as a proportion of all cases committed for trial or sentencing. Increased efficiency in case management will show the indicator reducing.</p>					

Appropriate sentencing outcomes for offenders

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Successful Crown appeals in higher courts	%	61	63	63	65
<p>This indicator shows the effectiveness of prosecutions by measuring the success rate of Crown appeals to higher courts when the Crown believes the outcome decision of a lower court is unsatisfactory. An increase in this indicator reflects an increase in the quality of the appeals made, or improvement in the selection of matters for appeal, so that appeals that are unlikely to succeed do not proceed, avoiding unnecessary costs.</p>					

Improved timeliness of prosecution matters through improved efficiency

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Matters where early plea of guilty entered	%	40	44	46	48
ii) Committals finalised in Local Courts	%	48	47	47	47
<p>i) This indicator measures the number of matters that proceed to sentencing as a percentage of all matters committed to trial. An increase in the indicator shows the effectiveness of initiatives such as early screening and criminal case processing in encouraging early guilty pleas and avoiding prolonged trials.</p> <p>ii) This indicator shows the effectiveness of strategies, such as screening and charge negotiation, in having matters finalised in the Local Courts system rather than proceeding to more costly processes in higher jurisdictions.</p>					

Improved quality of prosecution services

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Listed trials adjourned on Crown application	%	n.a.	6.0	6.0	5.5
ii) Matters in which costs awarded against the ODPP	%	0.11	0.17	0.15	0.10
<p>i) This indicator measures trial listings adjourned on Crown application as a percentage of all trial listings. Adjournment may be required for a number of reasons, including delays in Police preparation for the trial. It is therefore a measure of the extent to which the quality of the prosecution services is impeded by adjournment for reasons within, as well as outside, ODPP control.</p> <p>ii) This indicator refers to costs awarded against the ODPP due to ODPP's conduct of the matter. A decrease in this indicator reflects an improvement in the quality and conduct of matters.</p>					

Improved victim and witness support

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Victims/witnesses satisfied with services provided by ODPP	%	n.a.	66	n.a.	70
<p>This indicator shows the effectiveness of the victim and witness support services. The satisfaction levels are determined by a survey undertaken every 2 years.</p>					

DEPARTMENT OF CORRECTIVE SERVICES

The Department of Corrective Services is a vital part of the criminal justice system, contributing to a safe, just and harmonious New South Wales.

The Department provides custodial and community-based correctional services on a *Throughcare* continuum. The aim of *Throughcare* is to assist offenders to complete their legal orders and to undertake correctional programs to reduce the risks of re-offending. This involves collaboration between the various branches of the Department and other agencies to provide a coordinated, integrated process.

RESULTS AND SERVICES

The Department has lead agency responsibility for coordinating with partner agencies to ensure delivery of the following State Plan priority:

- ◆ R2: Reduced re-offending.

The Department is working towards the following results:

- ◆ Offenders are safely, securely and humanely managed in custody.
- ◆ Offenders are effectively and safely managed in the community.
- ◆ Offender programs are effective in reducing risks of re-offending.

These results support the achievement of the State Plan target, and also contribute to other Government priorities in the areas of Rights, Respect and Responsibility- Keeping people safe and building harmonious communities.

The following key services are provided by the Department to contribute to these results:

- ◆ Custody Management, which includes the containment of inmates and providing security for inmates, employees and visitors. It also includes providing court security and safe escort for inmates when they are transferred between correctional centres and courts.

The Department is also increasing the use of video conferencing as an alternative to court appearances, and providing video conferencing for legal conferencing and family visitations in special circumstances.

A large number of offenders in custody have specific needs that need to be managed in custody. These needs arise from issues such as disabilities, the age of the offender, demonstrated violent behaviour or a history of sexual offending. There are also a number of offenders receiving therapeutic violence treatment or compulsory drug treatment. By providing these services the Department seeks to reduce re-offending thereby increasing community safety.

- ◆ Supervision of offenders in the community, which includes advice to courts and releasing authorities to assist in making decisions on pre-sentence, pre-release and post sentence arrangements. The Department also undertakes intensive community supervision and monitors and provides a range of diversionary programs when offenders are subject to Community Service Orders or home detention.
- ◆ Offender Programs that are designed to reduce re-offending. The range of programs available to persons under custodial and community supervision includes accredited programs assisting with employment, training and education, as well as programs designed to assist offenders deal with addiction, aggression and violence. The Department also provides re-settlement and re-integration support by providing transitional accommodation.

The key services provided by the Department and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Offenders are safely, securely and humanely managed in custody	Offenders are effectively and safely managed in the community	Offender programs are effective in reducing risks of re-offending
Custody Management	674.4	✓		✓
Supervision of Offenders in the Community	103.5		✓	
Offenders Program	133.5		✓	✓
Total Expenses Excluding Losses	911.4			

RECENT ACHIEVEMENTS

Current data shows promising trends in meeting the Government's priority to reduce re-offending. The percentage of offenders returning to court within 24 months of a conviction has decreased from 32.2 per cent in 2000 to 29.9 per cent in 2004.

To further reduce re-offending, the Department is committed to improving the completion rates of orders and reducing the reappearance in court by increasing monitoring and supervision of offenders under community-based orders.

Workplace reforms have been introduced in the recently opened correctional centres on the Mid North Coast (Kempsey), Dillwynia and Wellington Correctional Centres. The reforms are being progressively rolled out at other existing centres.

STRATEGIC DIRECTIONS

The Department of Corrective Services, as the lead agency for achieving a reduction in re-offending rates, will work with criminal justice and human services government and non-government agencies to develop strategies and plans that contribute to achieving this Government priority. The Department is also planning to increase the intensity of supervision and monitoring of offenders in community programs, to provide more support services, intervention and drug treatment programs.

Numbers in custody are expected to increase by about 300 inmates each year. Short and long-term strategies to manage this increase in demand are being examined.

Workplace reforms will continue in correctional facilities and community offender services with a view to achieving national benchmark performance.

Video conferencing has been successful in providing an alternative to direct court appearances by custodial inmates and reduces the cost of escort services and court security. The Department proposes to expand video conferencing to enable further containment of costs.

2008-09 BUDGET INITIATIVES

Total Expenses

The Department's 2008-09 expenses are estimated at \$911.4 million, an increase of 5 per cent on last year's Budget. This includes:

- ◆ \$6 million for drug programs
- ◆ \$12.8 million to fund costs associated with an increase in inmate numbers and
- ◆ \$2 million for the continuation of the drug court operations.

Capital Expenditure

The Department's 2008-09 capital program totals \$97.3 million (\$97.1 million in 2007-08) for the following ongoing capital projects:

- ◆ The 1,000 Inmate Beds project is estimated to cost \$296.4 million (\$70.6 million in 2008-09) to accommodate the growing inmate population across New South Wales. The project includes the expansion of Cessnock Correctional Centre (250 beds) and a new 500-bed facility at Nowra, and is expected to be completed in 2011-12.
- ◆ Electronic Case Management is estimated to cost \$8.9 million (\$1.5 million in 2008-09). The project consolidates information to improve decisions, services and programs for high risk offenders and provide support for the case management of offenders before, during and after custody, in both custodial and community contexts.
- ◆ The Department assumed responsibility for the operation of Kariiong Juvenile Correctional Centre in late 2004. Refurbishment work is continuing with the total estimated cost of the project at \$5.3 million (\$1.5 million in 2008-09) and completion expected in 2009-10.
- ◆ The Long Bay Hospital Redevelopment involves construction of a new 85-bed prison hospital to provide inpatient health care to inmates. The estimated total cost of the project is \$83 million (\$1.5 million in 2008-09), including \$61.4 million for the leased component financed as a Public Private Partnership. The balance is funded directly by the Government to meet costs associated with planning, relocation and enabling works. Completion is scheduled for 2008-09. The prison hospital will commence operations ahead of schedule in June 2008 (previously projected for 2008-09).

- ◆ Silverwater Women's Correctional Centre (formerly Mulawa) - Stage 2 involves the upgrade of infrastructure to improve accommodation for female inmates. As a maximum-security facility it will cater for both the operational and medical requirements of high-need female inmates. The estimated total cost for the project is \$52.8 million (\$10 million in 2008-09), with completion of all stages anticipated in 2009-10.

AGENCY RESULT INDICATORS

Offenders are safely, securely and humanely managed in custody

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Assaults on staff (per 100 staff)	no.	0.7	0.9	0.8	≤ 07-08
ii) Assaults on inmates (per100 inmates)	no.	15.3	11.1	9.6	≤ 07-08
iii) Escapes from custody					
- Low security/periodic	%	0.5	0.2	0.0	0.0
- Medium/high security	%	0.06	0.00	0.00	0.00
iv) Daily average out of cell hours					
- Low security/periodic	hours	11.9	12.6	13.1	13.1
- Medium/high security	hours	7.6	7.6	9.3	9.3
v) Basic education modules specifically structured for Aboriginal inmates	no.	139	347	380	420
vi) Visits to inmates	no.	213,119	212,553	216,000	216,900
Notes:					
i) - ii) These indicators show the effectiveness of safe management in custody					
iii) This indicator shows the effectiveness of secure management in custody. It is a measure of escapes as a percentage of total inmates.					
iv) - vi) These indicators show the results of humane management strategies for inmates through basic education being provided and by facilitating support for family contacts.					

Offenders are effectively and safely managed in the community

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Community sentences successfully completed	%	83.5	82.8	82.8	82.8
ii) Revocations by State Parole Authority (calendar year)					
- Parole Orders	no.	1,546	1,742	n.a.	n.a.
- Home Detention Orders	no.	71	79	n.a.	n.a.
- Periodic Detention Orders	no.	566	503	n.a.	n.a.
Notes:					
i) This indicator shows the effective management of offenders in the community.					
ii) This indicator shows the effective supervision/monitoring of offenders in the community. Increases in diversionary and intervention programs in recent years are expected to result in reductions in revocations of orders in 2007-08 and forward years.					

Offender programs are effective in reducing risks of re-offending

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Custodial offenders returning to corrective services with a new correctional sanction within two years	%	46.1	46.3	46.8	46.8
ii) Community offenders returning to corrective services with a new correctional sanction within two years					
- Return to community corrections	%	17.1	16.7	16.9	16.9
- Return to corrective services	%	29.6	29.0	29.3	29.3
Note:					
These indicators show the effectiveness of strategies to reduce the level of re-offending. Strategies and plans being developed are expected to reduce re-offending across all categories.					

PUBLIC TRUSTEE NSW

The Public Trustee NSW provides professional personal trust services consistent with section 12 of the *Public Trustee Act 1913*.

The Public Trustee NSW's charter is to provide efficient service delivery in personal trustee services and to meet legal and customer service obligations.

The Public Trustee NSW's services include:

- ◆ making wills and administering deceased estates
- ◆ acting as trustee of trusts created by wills, deeds, court orders and legislation
- ◆ providing power of attorney services through being an attorney and
- ◆ administering assets and managing financial affairs for 'protected persons'.

The Public Trustee NSW is also nominated in legislation as the trustee for workers compensation death benefits and assets pursuant to *Confiscation of Proceeds of Crime Act 1989*, *Criminal Assets Recovery Act 1990*, and *Civil Procedure Act 2005*.

The Public Trustee NSW operates within the NSW Treasury commercial policy framework with the aim of providing an appropriate return to the Government.

The Public Trustee NSW is largely financially independent of the Consolidated Fund, with recurrent expenses and capital works funded from revenue generated from clients and other corporate income.

The 2008-09 Budget includes a community service obligation payment of \$2.4 million to enable the Public Trustee NSW to meet its statutory obligation to administer low value estates and trusts.

RECENT ACHIEVEMENTS

The volume and value of key products indicate that the Public Trustee NSW is maintaining its market share. Deceased estate volumes have shown a marginal increase in 2007-08 as have trusts and powers of attorney. Will and power of attorney making, which drives future business, have both shown constant growth for four years.

The Public Trustee NSW recently implemented a new service delivery approach to meet changing needs brought about by an ageing workforce, challenges in maintaining skilled staff levels, increased costs and the availability of technological solutions.

STRATEGIC DIRECTIONS

The Public Trustee NSW is continuing to focus on providing professional service to its clients and making it easier for clients to access services through initiatives such as Saturday opening in certain areas.

The service delivery approach recently implemented aims to streamline the functions of specialist staff who interface with clients, as well as centralising technical and support resources to provide a more flexible resource pool and increased efficiencies.

2008-09 BUDGET INITIATIVES

Total Revenue

The forecast revenue of \$43.2 million provides for fee increases which are anticipated to take effect from 1 October 2008, following a review of fees which have not been increased since 2001. Proposed fee increases are reflective of increases in the costs of service provision since that time.

Total Expenses

Total expenses are budgeted at \$35 million, an increase of \$1.5 million on estimated expenses for 2007-08.

Capital Expenditure

Capital expenditure in 2008-09 is estimated to be \$2.9 million, including minor office renovations, the purchase of computer hardware to replace expiring leased items, and software and network upgrades.

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE

15 ATTORNEY GENERAL'S DEPARTMENT

15.1 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.

Linkage to Results: This service group contributes to the protection of rights and improved public safety and support by working towards a range of intermediate results that include:

- ◆ access to justice services
- ◆ laws which support the community
- ◆ the provision of legal representation, policy, professional and regulatory services and
- ◆ the timely investigation and resolution of complaints.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
Proposals for legislative reform considered by Parliament	no.	33	27	35	32	32
Proportion of Government legislation introduced into Parliament	%	26	32	25	30	25
Requests for statistical information completed by Bureau of Crime Statistics and Research	no.	1,176	1,121	1,000	1,000	1,000
Higher Court matters completed by Public Defenders	no.	486	431	450	448	480
<u>Employees:</u>	EFT	...	265	273	272	274

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
15 ATTORNEY GENERAL'S DEPARTMENT

15.1 Legal, Policy and Regulatory Services (cont)

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	45,866	49,170	50,649
NET COST OF SERVICES	37,017	38,874	39,116
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CAPITAL EXPENDITURE	1,047	3,945	803

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE

15 ATTORNEY GENERAL'S DEPARTMENT

15.2 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.

Linkage to Results: This service group contributes to the protection of rights and improved public safety and support by working towards a range of intermediate results that include:

- ◆ access to justice services
- ◆ resolution of disputes and criminal matters
- ◆ support for court processes and participants and
- ◆ laws which support the community.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
Cases Finalised						
Supreme Court	no.	14,245	14,902	15,051	15,051	15,202
District Court	no.	18,113	18,377	18,561	18,561	18,746
Local Court	no.	367,693	356,560	360,126	360,126	363,727
Community Justice Centre mediation sessions held	no.	2,691	2,166	2,000	1,610	2,000
Finalisations per EFT Judicial Officer						
Supreme Court	no.	228	254	245	245	250
District Court	no.	258	265	265	265	268
Local Court	no.	3,283	3,155	3,200	3,200	3,250
<u>Employees:</u>	EFT	...	2,072	2,029	2,029	1,966

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	369,551	370,253	380,181
NET COST OF SERVICES	262,359	262,317	268,856
CAPITAL EXPENDITURE	84,396	78,681	42,312

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE

15 ATTORNEY GENERAL'S DEPARTMENT

15.3 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.

Linkage to Results: This service group contributes to the protection of rights and improved public safety and support by working towards a range of intermediate results that include:

- ◆ access to justice services
- ◆ laws that support the community
- ◆ resolution of disputes and criminal matters and
- ◆ support for court processes and participants.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Local Court sittings with uniformed sheriff's officer present	%	74	76	75	75	77
Satisfaction with Law Libraries services	%	87	89	90	90	90
Transcript pages provided as daily transcript	no.	296,373	372,868	378,461	380,000	384,138
<u>Employees:</u>	EFT	...	776	801	747	835

2007-08		2008-09 Budget
Budget \$000	Revised \$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	87,534	84,947	90,672
NET COST OF SERVICES	80,670	78,357	83,509
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CAPITAL EXPENDITURE	4,701	5,150	2,297

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE

15 ATTORNEY GENERAL'S DEPARTMENT

15.4 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 anti-discrimination and equal opportunity principles and policies. It also covers services to support victims of crime by providing access to services and entitlements to assist in their recovery.

Linkage to Results: This service group contributes to the protection of rights and improved public safety and support by working towards a range of intermediate results which include:

- ◆ reduced incidence of crime, violence and social displacement
- ◆ support for victims of crime and
- ◆ the development and implementation of crime prevention programs.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Anti-discrimination complaints closed	no.	1,075	1,113	1,100	1,050	1,100
Victims Compensation Tribunal applications received	no.	5,200	5,636	5,100	6,600	6,600
<u>Employees:</u>	EFT	...	170	177	158	189

2007-08		2008-09 Budget
Budget \$000	Revised \$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	107,721	105,604	109,360
NET COST OF SERVICES	98,422	97,349	100,537
CAPITAL EXPENDITURE	6,324	5,905	746

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
15 ATTORNEY GENERAL'S DEPARTMENT

15.5 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.

Linkage to Results: This service group contributes to the protection of rights by working towards a range of intermediate results that include:

- ◆ representation and administration of life events and
- ◆ the provision of effective legal and professional services.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Customer transaction volumes (applications and registrations)	no.	705,009	728,629	707,000	727,000	727,000
Compliance with Guarantee of Service (standard certificate applications)	%	98.6	75.8	98.0	85.0	98.0
<u>Employees:</u>	EFT	141	139	139	155	158

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	19,257	18,659	20,371
NET COST OF SERVICES	(7,532)	(8,119)	(8,248)
<hr/>			
CAPITAL EXPENDITURE	5,298	3,626	3,311

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE

15 ATTORNEY GENERAL'S DEPARTMENT

15.6 Crown Solicitor's Office

Service Description: This service group covers the provision of core and non-core (general) legal services to the 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 which are fundamental to the responsibilities of government. The Crown Solicitor's Office competes with the private legal profession for non-core legal work.

Linkage to Results: This service group contributes to the protection of rights by working towards a range of intermediate results that include:

- ◆ awareness of rights
- ◆ access to justice services and
- ◆ the provision of legal representation, policy, professional and regulatory services.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
Average daily billable hours per solicitor	no.	4.8	4.7	4.9	4.8	4.9
Proportion of core work to total work	%	51.5	53.3	53.5	53.5	53.5
<u>Employees:</u>	EFT	295	314	315	315	330

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	40,149	47,934	40,839
NET COST OF SERVICES	20,757	31,751	20,963
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CAPITAL EXPENDITURE	1,998	1,973	1,400

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
15 ATTORNEY GENERAL'S DEPARTMENT

15.7 Business and Personnel Services

Service Description: This service group covers the provision of personnel services to the Public Trustee NSW, the Office of the Protective Commissioner, the Office of the Public Guardian and the Legal Profession Admission Board.

Linkage to Results: This service group contributes to the protection of rights by working towards a range of intermediate results that include:

- ◆ provision of effective legal and professional services and
- ◆ representation and administration of life matters.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast								
Public Trustee NSW	EFT	...	262	261	263	260								
Office of the Protective Commissioner	EFT	...	235	240	235	233								
Office of the Public Guardian	EFT	...	65	67	69	68								
Legal Profession Admission Board	EFT	...	11	9	10	9								
<table border="0" style="margin-left: auto;"> <tr> <td colspan="2" style="text-align: center;">2007-08</td> <td style="text-align: center;">2008-09</td> </tr> <tr> <td style="text-align: center;">Budget</td> <td style="text-align: center;">Revised</td> <td style="text-align: center;">Budget</td> </tr> <tr> <td style="text-align: center;">\$000</td> <td style="text-align: center;">\$000</td> <td style="text-align: center;">\$000</td> </tr> </table>						2007-08		2008-09	Budget	Revised	Budget	\$000	\$000	\$000
2007-08		2008-09												
Budget	Revised	Budget												
\$000	\$000	\$000												

FINANCIAL INDICATORS

Total Expenses Excluding Losses	46,123	50,781	53,620
NET COST OF SERVICES	...	904	718

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
15 ATTORNEY GENERAL'S DEPARTMENT

OPERATING STATEMENT

Expenses Excluding Losses -

Operating expenses -			
Employee related	430,992	431,238	443,588
Other operating expenses	99,171	102,913	107,566
Depreciation and amortisation	53,940	54,223	56,585
Grants and subsidies	15,916	18,981	17,638
Finance costs	4,036
Other expenses	112,146	119,993	120,315

Total Expenses Excluding Losses	716,201	727,348	745,692
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Less:

Retained Revenue -

Sales of goods and services	195,662	195,833	206,461
Investment income	2,661	4,923	4,016
Retained taxes, fees and fines	7,500	6,492	7,000
Grants and contributions	9,192	9,706	11,217
Other revenue	13,015	13,045	15,070

Total Retained Revenue	228,030	229,999	243,764
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Gain/(loss) on disposal of non current assets	10	(566)	10
Other gains/(losses)	(3,532)	(3,518)	(3,533)

NET COST OF SERVICES	491,693	501,433	505,451
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Distributions	4,436	3,017	3,837
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SURPLUS/(DEFICIT) AFTER DISTRIBUTIONS	487,257	498,417	501,614
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RECURRENT FUNDING STATEMENT

Net Cost of Services	491,693	501,433	505,451
Recurrent Services Appropriation	404,284	406,532	414,979

CAPITAL EXPENDITURE STATEMENT

Capital Expenditure	103,764	99,280	50,869
Capital Works and Services Appropriation	98,202	98,202	48,013

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
15 ATTORNEY GENERAL'S DEPARTMENT

BALANCE SHEET

ASSETS -

Current Assets -

Cash assets	52,261	32,334	36,138
Receivables	53,586	35,842	39,503
Other	9,659	17,806	18,386

Total Current Assets	115,506	85,982	94,027
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Non Current Assets -

Receivables	37,302	29,125	29,142
Other financial assets	110,404	118,398	118,398
Property, plant and equipment -			
Land and building	875,808	804,923	812,747
Plant and equipment	37,158	96,028	79,815
Intangibles	48,986	59,260	61,933
Other	1,769	4,139	4,275

Total Non Current Assets	1,111,427	1,111,873	1,106,310
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Total Assets	1,226,933	1,197,855	1,200,337
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LIABILITIES -

Current Liabilities -

Payables	26,870	25,195	27,167
Borrowings at amortised cost	1,943	1,943	2,875
Tax	...	256	274
Provisions	54,509	61,307	64,687
Other	12,885	14,741	14,741

Total Current Liabilities	96,207	103,442	109,744
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Non Current Liabilities -

Borrowings at amortised cost	39,716	39,543	37,668
Provisions	14,653	7,513	8,010
Other	...	2,500	2,500

Total Non Current Liabilities	54,369	49,556	48,178
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Total Liabilities	150,576	152,998	157,922
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NET ASSETS	1,076,357	1,044,857	1,042,415
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ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
15 ATTORNEY GENERAL'S DEPARTMENT

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
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BALANCE SHEET (cont)			
EQUITY			
Reserves	418,647	419,026	419,026
Accumulated funds	657,710	625,831	623,389
TOTAL EQUITY	1,076,357	1,044,857	1,042,415

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
15 ATTORNEY GENERAL'S DEPARTMENT

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	384,153	385,223	395,546
Grants and subsidies	15,916	18,981	17,638
Finance costs	4,036	2,292	2,170
Other	233,869	243,397	247,786
Total Payments	637,974	649,893	663,140
Receipts			
Sale of goods and services	189,717	191,777	199,587
Interest	718	1,449	725
Other	54,139	55,862	58,745
Total Receipts	244,574	249,088	259,057
NET CASH FLOWS FROM OPERATING ACTIVITIES	(393,400)	(400,805)	(404,083)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	10	19	10
Purchases of property, plant and equipment	(95,684)	(82,027)	(44,051)
Other	(8,080)	(17,253)	(6,818)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(103,754)	(99,261)	(50,859)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings and advances	3,800	4,300	1,000
Repayment of borrowings and advances	(1,817)	(1,989)	(1,943)
Other	(3,278)	(3,285)	(3,303)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(1,295)	(974)	(4,246)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	404,284	406,532	414,979
Capital appropriation	98,202	98,202	48,013
Cash transfers to Consolidated Fund	...	(568)	...
NET CASH FLOWS FROM GOVERNMENT	502,486	504,166	462,992
NET INCREASE/(DECREASE) IN CASH	4,037	3,126	3,804
Opening Cash and Cash Equivalents	48,224	29,208	32,334
CLOSING CASH AND CASH EQUIVALENTS	52,261	32,334	36,138

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
15 ATTORNEY GENERAL'S DEPARTMENT

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

CASH FLOW STATEMENT (cont)

CASH FLOW RECONCILIATION

Net cost of services	(491,693)	(501,433)	(505,451)
Non cash items added back	97,012	97,294	100,557
Change in operating assets and liabilities	1,281	3,334	811
Net cash flow from operating activities	(393,400)	(400,805)	(404,083)

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
16 JUDICIAL COMMISSION OF NEW SOUTH WALES

16.1 Judicial Education

Service Description: This service group covers the provision of education services to promote a better informed and professional judiciary.

Linkage to Results: This service group contributes to a better informed and professional judiciary, consistency in sentencing and the examination of complaints in accordance with statutory provisions by working towards the intermediate result of maintaining high standards of judicial performance.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
Judicial education days	no.	1,300	1,486	1,300	1,300	1,300
Average number of training days per judicial officer	no.	4	5	5	5	5
Publications	no.	22	24	27	27	27
Computer training sessions	no.	210	120	125	125	125
<u>Employees:</u>	EFT	13	13	12	12	12

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	1,747	1,741	1,681
NET COST OF SERVICES	1,522	1,530	1,490
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CAPITAL EXPENDITURE	49	49	49

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
16 JUDICIAL COMMISSION OF NEW SOUTH WALES

16.2 Research and Sentencing

Service Description: This service group covers research services to ensure consistency in sentencing.

Linkage to Results: This service group contributes to a better informed and professional judiciary, consistency in sentencing and the examination of complaints in accordance with statutory provisions by working towards the intermediate result of courts achieving consistency of approach in sentencing.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Judicial Information Research System (JIRS) availability	%	97	97	97	97	97
Enhancements to JIRS	no.	3	3	3	3	3
Sentencing monographs, sentencing trends papers and updates to bench books.	no.	3	6	6	6	6
Coding, distribution of new and amended offences in advance (Lawcodes database)	%	95	95	100	100	100
<u>Employees:</u>	EFT	21	22	20	20	20

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	2,911	2,959	2,855
NET COST OF SERVICES	2,537	2,595	2,527
<hr/>			
CAPITAL EXPENDITURE	83	83	83

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
16 JUDICIAL COMMISSION OF NEW SOUTH WALES

16.3 Complaints Against Judicial Officers

Service Description: This service group covers the effective examination of complaints in accordance with statutory provisions.

Linkage to Results: This service group contributes to the examination of complaints in accordance with statutory provisions by working towards the intermediate result of improving judicial accountability through effective complaint handling.

		2005-06	2006-07	2007-08	2007-08	2008-09
	Units	Actual	Actual	Budget	Revised	Forecast
<u>Service Measures:</u>						
Complaints acknowledged within 1 week of receipt	%	100	100	100	100	100
Complaints finalised within 6 months	%	90	90	90	90	90
Complaints finalised within 12 months	%	100	100	100	100	100
<u>Employees:</u>	EFT	1	1	1	1	1

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	635	622	603
NET COST OF SERVICES	554	614	594
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CAPITAL EXPENDITURE	18	18	18

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
16 JUDICIAL COMMISSION OF NEW SOUTH WALES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	3,664	3,597	3,699
Other operating expenses	1,555	1,603	1,350
Depreciation and amortisation	74	122	90
Total Expenses Excluding Losses	5,293	5,322	5,139
Less:			
Retained Revenue -			
Sales of goods and services	655	480	403
Investment income	21	71	75
Other revenue	4	32	50
Total Retained Revenue	680	583	528
NET COST OF SERVICES	4,613	4,739	4,611
RECURRENT FUNDING STATEMENT			
Net Cost of Services	4,613	4,739	4,611
Recurrent Services Appropriation	4,388	4,388	4,278
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	150	150	150
Capital Works and Services Appropriation	150	150	150

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
16 JUDICIAL COMMISSION OF NEW SOUTH WALES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	954	1,185	1,125
Receivables	398	222	222
Total Current Assets	1,352	1,407	1,347
Non Current Assets -			
Property, plant and equipment - Plant and equipment	410	299	359
Intangibles	9	8	8
Total Non Current Assets	419	307	367
Total Assets	1,771	1,714	1,714
LIABILITIES -			
Current Liabilities -			
Payables	175	105	107
Provisions	284	355	355
Other	6	7	7
Total Current Liabilities	465	467	469
Non Current Liabilities -			
Provisions	79	4	4
Total Non Current Liabilities	79	4	4
Total Liabilities	544	471	473
NET ASSETS	1,227	1,243	1,241
EQUITY			
Accumulated funds	1,227	1,243	1,241
TOTAL EQUITY	1,227	1,243	1,241

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
16 JUDICIAL COMMISSION OF NEW SOUTH WALES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	3,426	3,411	3,518
Other	1,734	1,783	1,527
Total Payments	5,160	5,194	5,045
Receipts			
Sale of goods and services	655	480	403
Interest	21	71	75
Other	183	211	229
Total Receipts	859	762	707
NET CASH FLOWS FROM OPERATING ACTIVITIES	(4,301)	(4,432)	(4,338)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(150)	(150)	(150)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(150)	(150)	(150)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	4,388	4,388	4,278
Capital appropriation	150	150	150
NET CASH FLOWS FROM GOVERNMENT	4,538	4,538	4,428
NET INCREASE/(DECREASE) IN CASH	87	(44)	(60)
Opening Cash and Cash Equivalents	867	1,229	1,185
CLOSING CASH AND CASH EQUIVALENTS	954	1,185	1,125
CASH FLOW RECONCILIATION			
Net cost of services	(4,613)	(4,739)	(4,611)
Non cash items added back	301	289	271
Change in operating assets and liabilities	11	18	2
Net cash flow from operating activities	(4,301)	(4,432)	(4,338)

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
17 LEGAL AID COMMISSION OF NEW SOUTH WALES

17.1 Criminal Law Services

Service Description: This service group covers the provision of legal assistance and counsel to those facing criminal charges.

Linkage to Results: This service group contributes to persons understanding and enforcing their legal rights and appreciating their legal obligations in criminal matters by working towards a range of intermediate results that include the following:

- ◆ ensuring punishment is not administered arbitrarily or against innocent parties
- ◆ ensuring accused persons have the opportunity to understand properly and respond to the allegations made against them and
- ◆ ensuring community respect and confidence in the law is maintained.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Legal representation:						
In house	no.	32,850	34,599	35,873	35,873	35,900
Assigned	no.	9,632	11,239	11,653	11,653	11,700
Duty appearances:						
In house	no.	44,800	45,251	45,575	45,575	45,600
Assigned	no.	45,444	46,030	46,360	46,360	47,000
Legal advice and minor assistance*	no.	29,198	32,446	32,963	32,963	33,000
General information services	no.	65,774	96,095	97,243	97,243	98,000
<u>Employees:</u>	EFT	375	395	395	393	393

————— 2007-08 —————		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	98,260	93,371	95,611
NET COST OF SERVICES	62,151	54,380	56,333
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CAPITAL EXPENDITURE	1,661	1,661	2,175

* Legal advice is provided by Legal Practitioners. Minor assistance is of a self-help nature and is provided by Legal Aid staff.

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
17 LEGAL AID COMMISSION OF NEW SOUTH WALES

17.2 Civil Law Services

Service Description: This service group covers the provision of law services to clients who require advice on matters such as housing, consumer and human rights law, with a strong emphasis on protection of legal rights in disadvantaged communities.

Linkage to Results: This service group contributes to persons understanding and enforcing their legal rights and appreciating their legal obligations in civil matters by working towards a range of intermediate results that include the following:

- ◆ people are less likely to be exploited or denied their rights
- ◆ those who are vulnerable to excessive or improper use of power are aware of their legal rights and obligations and
- ◆ ensuring people have options to contest unjust decisions and seek redress for harm caused.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Legal representation:						
In house	no.	1,087	1,034	1,016	1,016	1,020
Assigned	no.	415	495	486	486	500
Duty appearances:						
In house	no.	13,343	12,627	12,538	12,538	12,700
Assigned	no.	13,149	13,749	13,652	13,652	13,800
Legal advice and minor assistance*	no.	20,244	21,190	22,039	22,039	22,100
General information services	no.	94,245	113,641	115,203	115,203	115,500
<u>Employees:</u>	EFT	109	119	119	138	138

—2007-08—	2008-09
Budget	Budget
\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	18,370	18,482	20,758
NET COST OF SERVICES	6,847	9,544	12,099
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CAPITAL EXPENDITURE	323	323	435

* Legal advice is provided by Legal Practitioners. Minor assistance is of a self-help nature and is provided by Legal Aid staff.

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
17 LEGAL AID COMMISSION OF NEW SOUTH WALES

17.3 Family Law Services

Service Description: This service group covers the provision of assistance to families in domestic or statutory disputes in areas such as divorce and parenting arrangements and cases of child abuse and/or neglect.

Linkage to Results: This service group contributes to persons in a family dispute understanding and enforcing their individual legal rights and appreciating their legal obligations by working towards a range of intermediate results that include the following:

- ◆ providing impartial skilled mediators to assist families to consider matters objectively and arrive at workable outcomes and
- ◆ ensuring children's financial, emotional, physical and safety needs and rights are protected during family breakdowns and disputes.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Legal representation:						
In house	no.	3,032	3,195	3,197	3,197	3,200
Assigned	no.	9,805	10,645	10,653	10,653	10,800
Duty appearances:						
In house	no.	3,363	3,434	3,494	3,494	3,500
Assigned	no.	2,925	2,531	2,575	2,575	2,600
Legal advice and minor assistance *	no.	30,610	30,486	30,348	30,348	30,400
General information services	no.	81,992	113,038	117,824	117,824	118,000
<u>Employees:</u>	EFT	200	209	209	216	216

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	53,402	61,498	58,898
NET COST OF SERVICES	10,689	11,349	10,871
CAPITAL EXPENDITURE	1,284	1,284	1,740

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ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
17 LEGAL AID COMMISSION OF NEW SOUTH WALES

17.4 Community Partnerships

Service Description: This service group covers funding of community organisations for specific purposes, in particular to provide specialised assistance for women and children seeking legal protection from domestic violence.

Linkage to Results: This service group contributes to persons who are suffering from a personal crisis, such as domestic violence, understanding and enforcing their legal rights and obligations by working towards a range of intermediate results that include the following:

- ◆ Community Legal Centres (CLCs) maintaining the fundamental rights of women, children and the disabled who may be victims of domestic violence, discrimination or unjust hardship
- ◆ participating in policy development and/or law reform activities
- ◆ working with the NSW Police Force and Local Courts to develop a more coordinated approach to domestic violence and
- ◆ providing assistance to women and children subject to domestic violence, such as obtaining legal protection through Apprehended Domestic Violence Orders.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Local Courts served by Women's Domestic Violence Court Assistance Schemes	no.	55	59	59	59	61
Community Legal Centre cases opened	no.	4,814	4,137	3,933	3,933	4,295
Community Legal Centre advice services	no.	49,744	43,165	45,645	45,645	46,185
<u>Employees:</u>	EFT	4	5	5	5	5

—————2007-08—————		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	16,520	16,516	18,114
NET COST OF SERVICES	8,745	8,669	10,564

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
17 LEGAL AID COMMISSION OF NEW SOUTH WALES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	64,565	69,204	72,609
Other operating expenses	14,623	16,597	17,625
Depreciation and amortisation	2,978	3,159	2,722
Grants and subsidies	15,855	15,955	17,237
Other expenses	88,531	84,952	83,188
Total Expenses Excluding Losses	186,552	189,867	193,381
Less:			
Retained Revenue -			
Sales of goods and services	50,464	54,323	50,325
Investment income	4,904	6,838	5,404
Grants and contributions	42,531	45,543	47,785
Other revenue	221	113	...
Total Retained Revenue	98,120	106,817	103,514
Gain/(loss) on disposal of non current assets	...	1	...
Other gains/(losses)	...	(893)	...
NET COST OF SERVICES	88,432	83,942	89,867
RECURRENT FUNDING STATEMENT			
Net Cost of Services	88,432	83,942	89,867
Recurrent Services Appropriation	88,432	88,432	88,945
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	3,268	3,268	4,350
Capital Works and Services Appropriation	2,411	2,411	3,600

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
17 LEGAL AID COMMISSION OF NEW SOUTH WALES

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	70,767	73,752	79,257
Receivables	5,717	5,589	6,105
Other	...	9,741	9,741
Total Current Assets	76,484	89,082	95,103
Non Current Assets -			
Receivables	2,391	2,269	2,272
Property, plant and equipment -			
Land and building	7,433	6,782	7,140
Plant and equipment	2,872	3,502	5,319
Intangibles	4,868	1,971	1,424
Other	2,861	331	331
Total Non Current Assets	20,425	14,855	16,486
Total Assets	96,909	103,937	111,589
LIABILITIES -			
Current Liabilities -			
Payables	14,028	14,641	20,704
Provisions	16,444	17,552	17,553
Total Current Liabilities	30,472	32,193	38,257
Non Current Liabilities -			
Provisions	3,252	1,726	1,726
Other	2,511	2,680	1,590
Total Non Current Liabilities	5,763	4,406	3,316
Total Liabilities	36,235	36,599	41,573
NET ASSETS	60,674	67,338	70,016
EQUITY			
Accumulated funds	60,674	67,338	70,016
TOTAL EQUITY	60,674	67,338	70,016

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
17 LEGAL AID COMMISSION OF NEW SOUTH WALES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	64,565	69,205	72,608
Grants and subsidies	15,855	15,955	17,237
Other	111,562	114,930	104,248
Total Payments	191,982	200,090	194,093
Receipts			
Sale of goods and services	50,464	53,949	49,806
Interest	4,904	6,838	5,404
Other	51,160	54,064	56,193
Total Receipts	106,528	114,851	111,403
NET CASH FLOWS FROM OPERATING ACTIVITIES	(85,454)	(85,239)	(82,690)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	...	1	...
Purchases of property, plant and equipment	(3,268)	(3,268)	(4,350)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(3,268)	(3,267)	(4,350)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	88,432	88,432	88,945
Capital appropriation	2,411	2,411	3,600
NET CASH FLOWS FROM GOVERNMENT	90,843	90,843	92,545
NET INCREASE/(DECREASE) IN CASH	2,121	2,337	5,505
Opening Cash and Cash Equivalents	68,646	71,415	73,752
CLOSING CASH AND CASH EQUIVALENTS	70,767	73,752	79,257
CASH FLOW RECONCILIATION			
Net cost of services	(88,432)	(83,942)	(89,867)
Non cash items added back	2,978	3,159	2,722
Change in operating assets and liabilities	...	(4,456)	4,455
Net cash flow from operating activities	(85,454)	(85,239)	(82,690)

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
18 OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

18.1 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.

Linkage to Results: This service group contributes to successful and timely prosecutions, and to providing quality prosecution services with appropriate sentence outcomes, by working towards a range of intermediate results that include the following:

- ◆ increased community confidence in prosecutions
- ◆ early evaluation of evidence in accordance with standardised procedures
- ◆ better quality briefs of evidence and improved practices and
- ◆ law reform to improve the criminal justice system.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
Committals completed	no.	5,743	5,727	5,700	5,700	5,700
Cases disposed of in Local Court	no.	2,387	2,400	2,756	2,676	2,565
Cases committed for trial	no.	1,899	1,848	1,516	1,596	1,539
Cases committed for sentence	no.	1,457	1,479	1,428	1,428	1,596
Trial matters concluded	no.	1,880	2,038	2,000	1,950	1,900
<u>Employees:</u>	EFT	617	607	584	586	586

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	88,563	91,293	90,273
Total expenses include the following:			
Criminal case processing reforms	...	2,694	1,148
Pre-trial screening	3,000	3,000	3,000
NET COST OF SERVICES	88,024	88,265	88,580
<hr/>			
CAPITAL EXPENDITURE	1,302	1,395	1,760

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
18 OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

18.2 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. This includes assisting victims and witnesses to minimize the traumatic impact of the Court process, providing access to services in remote areas and assisting indigenous victims and witnesses.

Linkage to Results: This service group contributes to improving victim and witness support by working towards the following intermediate measures:

- ◆ victims and witnesses have relevant information and support during the prosecution process and
- ◆ victims and witnesses participate in the prosecution process and have a greater sense of inclusion.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Level of witness and victim satisfaction (Biennial survey)	%	...	66	70
<u>Employees:</u>	EFT	33	32	32	30	30

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	5,943	6,052	6,387
Total expenses include the following:			
Payments to witnesses	3,410	3,090	3,493
NET COST OF SERVICES	5,943	6,052	6,387

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
18 OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	73,974	76,945	76,581
Other operating expenses	13,245	13,458	13,750
Depreciation and amortisation	3,877	3,852	2,836
Other expenses	3,410	3,090	3,493
Total Expenses Excluding Losses	94,506	97,345	96,660
Less:			
Retained Revenue -			
Sales of goods and services	67	127	69
Investment income	207	310	212
Grants and contributions	...	2,226	1,148
Other revenue	260	360	259
Total Retained Revenue	534	3,023	1,688
Gain/(loss) on disposal of non current assets	5	5	5
NET COST OF SERVICES	93,967	94,317	94,967
RECURRENT FUNDING STATEMENT			
Net Cost of Services	93,967	94,317	94,967
Recurrent Services Appropriation	82,866	83,321	84,432
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	1,302	1,395	1,760
Capital Works and Services Appropriation	1,302	1,302	1,760

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
18 OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	3,886	2,773	2,964
Receivables	1,696	2,499	2,450
Total Current Assets	5,582	5,272	5,414
Non Current Assets -			
Property, plant and equipment - Plant and equipment	9,399	9,463	8,873
Intangibles	874	1,005	519
Total Non Current Assets	10,273	10,468	9,392
Total Assets	15,855	15,740	14,806
LIABILITIES -			
Current Liabilities -			
Payables	2,019	1,630	2,200
Provisions	6,691	7,167	7,499
Other	90	225	90
Total Current Liabilities	8,800	9,022	9,789
Non Current Liabilities -			
Provisions	233	105	109
Other	439	425	350
Total Non Current Liabilities	672	530	459
Total Liabilities	9,472	9,552	10,248
NET ASSETS	6,383	6,188	4,558
EQUITY			
Reserves	356	356	356
Accumulated funds	6,027	5,832	4,202
TOTAL EQUITY	6,383	6,188	4,558

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
18 OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	66,679	69,250	68,846
Other	18,100	18,323	18,381
Total Payments	84,779	87,573	87,227
Receipts			
Sale of goods and services	67	127	69
Interest	207	310	216
Other	1,495	3,984	2,696
Total Receipts	1,769	4,421	2,981
NET CASH FLOWS FROM OPERATING ACTIVITIES	(83,010)	(83,152)	(84,246)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	5	5	5
Purchases of property, plant and equipment	(1,252)	(1,252)	(1,710)
Other	(50)	(143)	(50)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(1,297)	(1,390)	(1,755)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	82,866	83,321	84,432
Capital appropriation	1,302	1,302	1,760
Cash transfers to Consolidated Fund	...	(257)	...
NET CASH FLOWS FROM GOVERNMENT	84,168	84,366	86,192
NET INCREASE/(DECREASE) IN CASH	(139)	(176)	191
Opening Cash and Cash Equivalents	4,025	2,949	2,773
CLOSING CASH AND CASH EQUIVALENTS	3,886	2,773	2,964
CASH FLOW RECONCILIATION			
Net cost of services	(93,967)	(94,317)	(94,967)
Non cash items added back	10,850	10,825	9,981
Change in operating assets and liabilities	107	340	740
Net cash flow from operating activities	(83,010)	(83,152)	(84,246)

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
19 DEPARTMENT OF CORRECTIVE SERVICES

19.1 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.

Linkage to Results: This service group contributes to safe, secure and humane management of inmates by working towards a range of intermediate results that include the following:

- ◆ effective security for management of corrective centres, court custody and travel/escort of prisoners
- ◆ visits with family and friends are facilitated
- ◆ offenders have access to personal development programs and are encouraged to undertake them and
- ◆ offenders have access to, and are encouraged to participate in, programs designed to reduce the risk of re-offending.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Average recurrent cost per inmate per day						
Low security/periodic	\$	183	187	187	194	194
medium/high security	\$	194	202	202	209	209
Daily average offenders in periodic detention	no.	802	741	750	750	750
Daily average full-time inmate population	no.	9,101	9,468	9,744	9,618	9,872
Escorts and court security conducted	no.	138,856	147,180	134,404	141,630	130,508
Video conferences conducted	no.	22,667	25,000	31,000	32,800	31,500
<u>Employees:</u>	EFT	4,387	4,610	4,610	4,742	4,742

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
19 DEPARTMENT OF CORRECTIVE SERVICES

19.1 Custody Management (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	631,186	666,119	674,382
NET COST OF SERVICES	606,019	649,062	656,894
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CAPITAL EXPENDITURE	84,994	111,757*	88,856

* Includes the leased component of the Long Bay Hospital redevelopment, which is financed as a Public Private Partnership arrangement with a finance lease of \$61.4 million.

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE

19 DEPARTMENT OF CORRECTIVE SERVICES

19.2 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.

Linkage to Results: This service contributes to the effective management of offenders in the community by working towards a range of intermediate results that include the following:

- ◆ Courts and releasing agencies have the relevant information and advice to make appropriate orders regarding community release of offenders.
- ◆ Offenders are effectively supervised and supported in working towards the successful completion of the order.
- ◆ A range of community-based sentencing options are available to meet the needs of diverse offender groups.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Advice to courts/releasing authorities	no.	31,714	31,545	31,410	31,410	31,410
Average recurrent cost per offender per day	\$	10.40	11.65	11.70	11.70	11.70
Caseload intake	no.	26,077	25,974	28,855	25,945	25,945
Average Drug Court offenders supervised	no.	184	191	191	191	190
Average Home Detention offenders supervised	no.	210	213	226	226	226
<u>Employees:</u>	EFT	775	815	815	838	838

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	120,300	101,409	103,518
NET COST OF SERVICES	115,538	100,731	102,863
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CAPITAL EXPENDITURE	7,360	12,178	4,206

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE

19 DEPARTMENT OF CORRECTIVE SERVICES

19.3 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.

Linkage to Results: This service group contributes to reducing re-offending by working towards a range of intermediate results that include the following:

- ◆ strategic partnerships with other government and non-government agencies providing offenders with community support and meeting resettlement needs
- ◆ increase in offenders successfully completing education and training courses
- ◆ increase in offender employment after release from custody and
- ◆ reduction in the rate of re-offending.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Offender risks/needs assessments completed	no.	31,916	33,900	28,670	28,670	29,000
Targeted offender programs completed by inmates	no.	2,269	4,500	4,725	4,850	4,970
Addiction programs delivered	no.	196	185	198	191	223
Aggression and violence programs delivered	no.	51	90	100	100	105
Aboriginal transitional programs Referrals	no.	197	214	140	230	230
Graduates	no.	79	110	105	176	174
<u>Employees:</u>	EFT	1,072	1,127	1,127	1,159	1,159

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	116,482	132,515	133,489
Total expenses include the following:			
Inmates' after care	2,928	2,952	3,001
Clergy attending centres	1,594	1,762	1,594
NET COST OF SERVICES	111,816	115,355	116,116
CAPITAL EXPENDITURE	4,716	5,583	4,206

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
19 DEPARTMENT OF CORRECTIVE SERVICES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	613,635	643,905	640,165
Other operating expenses	185,669	190,255	189,857
Depreciation and amortisation	63,800	60,699	70,112
Grants and subsidies	4,522	4,714	4,595
Finance costs	6,462
Other expenses	342	470	198
Total Expenses Excluding Losses	867,968	900,043	911,389
Less:			
Retained Revenue -			
Sales of goods and services	27,826	27,206	28,522
Investment income	1,037	663	1,183
Grants and contributions	5,172	6,553	5,237
Other revenue	569	477	583
Total Retained Revenue	34,604	34,899	35,525
Other gains/(losses)	(9)	(4)	(9)
NET COST OF SERVICES	833,373	865,148	875,873
RECURRENT FUNDING STATEMENT			
Net Cost of Services	833,373	865,148	875,873
Recurrent Services Appropriation	737,697	770,697	773,105
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	97,070	129,518*	97,268
Capital Works and Services Appropriation	97,070	66,612	97,777

* Includes the leased component of the Long Bay Hospital redevelopment, which is financed as a Public Private Partnership arrangement with a finance lease of \$61.4 million.

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
19 DEPARTMENT OF CORRECTIVE SERVICES

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	16,190	419	21,402
Receivables	11,205	10,672	7,867
Inventories	6,869	6,869	6,940
Total Current Assets	34,264	17,960	36,209
Non Current Assets -			
Property, plant and equipment -			
Land and building	1,457,859	1,581,668	1,608,019
Plant and equipment	73,787	73,064	75,869
Intangibles	1,178	2,543	543
Total Non Current Assets	1,532,824	1,657,275	1,684,431
Total Assets	1,567,088	1,675,235	1,720,640
LIABILITIES -			
Current Liabilities -			
Payables	34,949	34,949	43,055
Borrowings at amortised cost	...	509	565
Provisions	86,720	83,515	94,245
Other	2,000	885	962
Total Current Liabilities	123,669	119,858	138,827
Non Current Liabilities -			
Borrowings at amortised cost	...	60,908	60,343
Total Non Current Liabilities	...	60,908	60,343
Total Liabilities	123,669	180,766	199,170
NET ASSETS	1,443,419	1,494,469	1,521,470
EQUITY			
Reserves	497,834	591,526	591,526
Accumulated funds	945,585	902,943	929,944
TOTAL EQUITY	1,443,419	1,494,469	1,521,470

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
19 DEPARTMENT OF CORRECTIVE SERVICES

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	570,772	605,697	599,235
Grants and subsidies	4,522	4,714	4,595
Finance costs	6,462
Other	207,011	221,597	203,497
Total Payments	782,305	832,008	813,789
Receipts			
Sale of goods and services	29,310	26,781	30,431
Interest	1,037	467	1,379
Other	28,732	30,026	29,129
Total Receipts	59,079	57,274	60,939
NET CASH FLOWS FROM OPERATING ACTIVITIES	(723,226)	(774,734)	(752,850)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(97,070)	(68,829)	(96,540)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(97,070)	(68,829)	(96,540)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings and advances	(509)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(509)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	737,697	770,697	773,105
Capital appropriation	97,070	66,612	97,777
Cash transfers to Consolidated Fund	...	(3,991)	...
NET CASH FLOWS FROM GOVERNMENT	834,767	833,318	870,882
NET INCREASE/(DECREASE) IN CASH	14,471	(10,245)	20,983
Opening Cash and Cash Equivalents	1,719	10,664	419
CLOSING CASH AND CASH EQUIVALENTS	16,190	419	21,402

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
19 DEPARTMENT OF CORRECTIVE SERVICES

	2007-08		
	Budget	Revised	2008-09
	\$000	\$000	Budget
			\$000

CASH FLOW STATEMENT (cont)

CASH FLOW RECONCILIATION

Net cost of services	(833,373)	(865,148)	(875,873)
Non cash items added back	95,769	95,388	102,104
Change in operating assets and liabilities	14,378	(4,974)	20,919
Net cash flow from operating activities	(723,226)	(774,734)	(752,850)

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
PUBLIC TRUSTEE NSW

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	30,204	30,269	36,470
Investment income	4,111	3,993	3,780
Social program policy payments	2,300	2,353	2,390
Other revenue	544	428	530
Total Retained Revenue	37,159	37,043	43,170
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	310	294	311
Other operating expenses	31,086	29,663	32,453
Depreciation and amortisation	2,118	2,110	2,212
Total Expenses Excluding Losses	33,514	32,067	34,976
Gain/(loss) on disposal of non current assets	...	(39)	...
SURPLUS/(DEFICIT) BEFORE DISTRIBUTIONS	3,645	4,937	8,194
Distributions -			
Dividends and capital repatriations	797	1,430	2,879
Tax equivalents	488	875	1,763
SURPLUS/(DEFICIT) AFTER DISTRIBUTIONS	2,360	2,632	3,552

ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
PUBLIC TRUSTEE NSW

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	1,209	2,042	2,045
Receivables	1,780	2,045	2,045
Total Current Assets	2,989	4,087	4,090
Non Current Assets -			
Other financial assets	44,285	42,855	48,168
Property, plant and equipment -			
Land and building	18,698	20,070	19,591
Plant and equipment	5,228	4,854	6,117
Intangibles	2,444	2,045	1,907
Other	...	2,651	2,702
Total Non Current Assets	70,655	72,475	78,485
Total Assets	73,644	76,562	82,575
LIABILITIES -			
Current Liabilities -			
Payables	2,100	2,100	2,100
Tax	488	875	1,763
Provisions	952	4,406	5,929
Other	10	10	7
Total Current Liabilities	3,550	7,391	9,799
Non Current Liabilities -			
Provisions	8	8	8
Other	8,607	2,406	2,459
Total Non Current Liabilities	8,615	2,414	2,467
Total Liabilities	12,165	9,805	12,266
NET ASSETS	61,479	66,757	70,309
EQUITY			
Reserves	11,115	12,568	12,568
Accumulated funds	50,364	54,189	57,741
TOTAL EQUITY	61,479	66,757	70,309

**ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
PUBLIC TRUSTEE NSW**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	30,654	30,167	36,470
Interest	93	175	100
Other	7,089	7,147	7,304
Total Receipts	37,836	37,489	43,874
Payments			
Employee related	305	480	358
Equivalent Income Tax	1,065	2,743	875
Other	35,238	33,657	36,717
Total Payments	36,608	36,880	37,950
NET CASH FLOWS FROM OPERATING ACTIVITIES	1,228	609	5,924
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of investments	...	5,405	4,525
Purchases of property, plant and equipment	(1,701)	(1,732)	(2,193)
Purchases of investments	(5)	...	(6,158)
Other	(280)	(279)	(665)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(1,986)	3,394	(4,491)
CASH FLOWS FROM FINANCING ACTIVITIES			
Dividends paid	(1,739)	(4,463)	(1,430)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(1,739)	(4,463)	(1,430)
NET INCREASE/(DECREASE) IN CASH	(2,497)	(460)	3

**ATTORNEY GENERAL, AND MINISTER FOR JUSTICE
PUBLIC TRUSTEE NSW**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT (cont)			
Opening Cash and Cash Equivalents	3,706	2,502	2,042
CLOSING CASH AND CASH EQUIVALENTS	1,209	2,042	2,045
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year before distributions	3,157	4,062	6,431
Non cash items added back	(1,900)	(1,708)	(1,468)
Change in operating assets and liabilities	(29)	(1,745)	961
Net cash flow from operating activities	1,228	609	5,924

**MINISTER FOR CLIMATE CHANGE AND
THE ENVIRONMENT, MINISTER FOR WOMEN,
MINISTER FOR SCIENCE AND MEDICAL
RESEARCH, AND MINISTER ASSISTING THE
MINISTER FOR HEALTH (CANCER)**

OVERVIEW

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
Department of Environment and Climate Change*			
Total Expenses	977.4	986.0	0.9
Capital Expenditure	80.3	202.2	151.9
Environmental Trust			
Total Expenses	92.2	93.9	1.9
Capital Expenditure
Royal Botanic Gardens and Domain Trust			
Total Expenses	33.1	34.3	3.6
Capital Expenditure	4.2	3.1	-25.3
Border Rivers-Gwydir Catchment Management Authority			
Total Expenses	21.9	13.0	-40.6
Capital Expenditure
Central West Catchment Management Authority			
Total Expenses	40.8	35.4	-13.2
Capital Expenditure
Hawkesbury-Nepean Catchment Management Authority			
Total Expenses	15.1	10.3	-32.0
Capital Expenditure
Hunter-Central Rivers Catchment Management Authority			
Total Expenses	22.8	20.9	-8.6
Capital Expenditure
Lachlan Catchment Management Authority			
Total Expenses	29.6	16.8	-43.4
Capital Expenditure

* Total Expenses for 2008-09 include Commonwealth funding of \$41 million to meet Commonwealth election commitments as agreed through the Council of Australian Governments.

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
Lower Murray-Darling Catchment Management Authority			
Total Expenses	11.9	10.5	-11.5
Capital Expenditure
Murray Catchment Management Authority			
Total Expenses	33.1	22.6	-31.7
Capital Expenditure
Murrumbidgee Catchment Management Authority			
Total Expenses	34.3	26.7	-22.3
Capital Expenditure
Namoi Catchment Management Authority			
Total Expenses	17.1	14.2	-17.3
Capital Expenditure
Northern Rivers Catchment Management Authority			
Total Expenses	14.8	14.9	0.3
Capital Expenditure
Southern Rivers Catchment Management Authority			
Total Expenses	18.0	13.8	-23.1
Capital Expenditure
Sydney Metropolitan Catchment Management Authority			
Total Expenses	11.6	4.9	-58.1
Capital Expenditure
Western Catchment Management Authority			
Total Expenses	13.6	15.6	14.8
Capital Expenditure
Minister for Climate Change and the Environment, Minister for Women, Minister for Science and Medical Research, and Minister Assisting the Minister for Health (Cancer)			
Total Expenses	1,387.3	1,333.8	-3.9
Capital Expenditure	84.5	205.3	143.0

In addition to the agencies listed above, the Minister is also supported by the Department of Premier and Cabinet (Section 2) for the Women portfolio area and the Department of State and Regional Development (Section 19) for the Science and Medical Research portfolio area.

DEPARTMENT OF ENVIRONMENT AND CLIMATE CHANGE

The Department of Environment and Climate Change (DECC) develops and coordinates programs to address the impacts of climate change in New South Wales, protects and conserves the environment and Aboriginal heritage, manages national and marine parks and reserves and promotes sustainable management of natural resources (including coastal environments and floodplains). DECC manages more than 6.6 million hectares of parks and reserves, in excess of 8 per cent of all land in New South Wales.

DECC has responsibilities and powers under legislation covering natural resource management including native vegetation and coastal management, environment protection, national and marine parks and protection of Aboriginal cultural heritage.

DECC also provides staff, services and other support to the Royal Botanic Gardens and Domain Trust, the Environmental Trust, the Lord Howe Island Board and Catchment Management Authorities.

RESULTS AND SERVICES

DECC has lead agency responsibility for coordinating with partner agencies to ensure the delivery of the following State Plan priorities:

- ◆ E3: Cleaner air and progress on greenhouse gas reductions.
- ◆ E4: Better outcomes for native vegetation, biodiversity, land, rivers and coastal waterways.

DECC's planned results are:

- ◆ Impacts of climate change are minimised to protect the environment, the economy and community wellbeing.
- ◆ There is a healthier and cleaner environment that protects both ecological and human health.
- ◆ Integrated landscape management supports long-term economic, social and environmental sustainability.

Key services consistent with these results provided by DECC include:

- ◆ leading the delivery of the State's climate change policy response, including delivering water and energy conservation through administering the \$340 million Climate Change Fund
- ◆ delivering regulation and enforcement across a range of environment protection, native vegetation, conservation and Aboriginal heritage issues and responding to pollution and emergency incidents
- ◆ developing and implementing policies and programs for threatened species, native wildlife, native vegetation, biodiversity conservation, air, water, noise, chemicals, waste management, coastal protection and cultural heritage and developing natural resource management protocols, policies and tools to support Catchment Management Authorities
- ◆ managing a comprehensive, adequate and representative terrestrial and marine protected area system and partnering with private landholders to achieve conservation outcomes and provide increased opportunities for people to visit and enjoy national and marine parks
- ◆ working with Aboriginal communities, private and public landowners, local councils and Catchment Management Authorities to protect and conserve Aboriginal heritage and implementing the NSW Government Aboriginal Affairs Plan Two Ways Together and
- ◆ undertaking scientific analysis, research, investigation, monitoring, evaluation and reporting on a range of climate change, natural resource, environmental and cultural heritage issues.

The key services provided by DECC and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Impacts of climate change are minimised to protect the environment, the economy and community wellbeing	A healthier and cleaner environment protects both ecological and human health	Integrated landscape management supports long-term economic, social and environmental sustainability
Climate Change, Policy and Programs	386.4	✓	✓	✓
Environment Protection and Regulation	88.9	✓	✓	✓
Parks and Wildlife	372.3	✓	✓	✓
Culture and Heritage	12.5	✓	✓	✓
Scientific Services	55.0	✓	✓	✓
Personnel Services	70.9			
Total Expenses Excluding Losses	986.0			

RECENT ACHIEVEMENTS

Recent achievements in relation to DECC's planned result – minimising the impacts of climate change – include:

- ◆ establishing the Climate Change Fund and the NSW Biodiversity and Climate Change Adaptation Framework, as well as continuing implementation of the NSW Greenhouse Plan and
- ◆ promoting sustainability through improved waste management by providing \$10.2 million in waste service improvement payments to councils to drive and reward improved council waste systems.

Recent achievements in relation to DECC planned result – achieving a cleaner and healthier environment – include:

- ◆ conducting the Clean Air Forum 2007 for industry, academia, government and environment and community groups, with programs being progressed through the NSW Cleaner Vehicles and Fuels Strategy to reduce pollution from vehicles

- ◆ introducing new economic incentives to reduce pollution, through doubling of the annual load based licensing fee on nitrogen oxides and volatile organic compounds emissions, to encourage industry to improve its environmental performance by investing in pollution reduction technologies or switching to cleaner fuels and
- ◆ progressing reform of the environmental regulatory regime to reflect Government priorities (including redirection of effort to address illegal land clearing) and focus on highest risk areas while reducing unnecessary red tape and compliance costs for industry.

Recent achievements in relation to DECC planned result – managing the NSW landscape for long term sustainability – include:

- ◆ managing expansion of the reserve system by some 600,000 hectares since 2005-06, with additions in 2007-08 including 12 new parks and reserves
- ◆ continuing to develop and upgrade visitor facilities and other important infrastructure across the reserve system, through for example committing \$3.5 million to the upgrade of public infrastructure in Kosciuszko National Park and a further \$6.5 million for the continued implementation of the Revitalising Sydney's National Parks program
- ◆ working in partnership with Catchment Management Authorities and private landholders to improve native vegetation and increase conservation outcomes, through for example:
 - the addition since 2004-05 of more than 225,000 hectares to the area of private land managed under formal conservation agreements and
 - more than 535 landholders adopting property vegetation plans in less than two years, with over 300 plans involving payment of incentives to farmers to improve or protect native vegetation
- ◆ introducing a new regulation and code of practice to regulate private native forestry, which will provide security of up to 15 years for private native foresters while protecting native vegetation and the environment
- ◆ continuing implementation of the City and Country Environmental Restoration Program to tackle the State's most significant environmental challenges including restoring icon wetlands, protecting marine environments and securing the high conservation values of Crown Lands and

- ◆ establishing co-management arrangements with the Githabul Nation Aboriginal Corporation, Arakwal Aboriginal Corporation and Worimi Local Aboriginal Land Council for land totalling more than 116,000 hectares.

STRATEGIC DIRECTIONS

In keeping with the directions set by the State Plan and other Government initiatives, DECC will be focusing on working with key stakeholders and the community to:

- ◆ establish mitigation measures in New South Wales that complement national climate change programs while sustaining the economic viability of industries and businesses in New South Wales
- ◆ improve the condition of coastal environments with reduced losses and impacts from flooding and coastal hazards
- ◆ make the use of energy, water and materials more efficient
- ◆ reduce harmful emissions to air, land and water, and the number of significantly contaminated sites
- ◆ reduce the exposure of the community and the environment to chemicals, radiation, noise, dust, waste, odour and vibration
- ◆ put in place more streamlined environmental approval and regulatory processes which achieve environmental outcomes and reduce red tape for business
- ◆ manage the health of wetlands, waterways and rivers; sustain healthy populations of native species of flora and fauna; and improve the extent and condition of native vegetation
- ◆ provide a sustainable range of opportunities and experiences for visitors to enjoy national parks, reserves and botanic gardens
- ◆ increase volunteer participation in and community support for the environment and conservation
- ◆ manage historic heritage in parks and gardens to conserve and preserve cultural values and
- ◆ manage fire, animal pests and weeds to protect parks and neighbours.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for 2008-09 are estimated at \$986 million. Major expenditure areas include:

- ◆ climate change initiatives including \$74.5 million as part of the \$340 million Climate Change Fund
- ◆ environmental protection and regulation
- ◆ payments to the Catchments Management Authorities for various State and State/Commonwealth funded programs
- ◆ payment under the Local Government Capital Grants Program to support Councils undertaking estuary, coastal and flood plain management activities
- ◆ payments to the Zoological Parks Board of New South Wales
- ◆ maintenance of essential infrastructure to facilitate management of, access to and enjoyment by the community of the reserve system
- ◆ fire management and pest animal and weed management
- ◆ native vegetation programs
- ◆ threatened species programs and
- ◆ the Living Murray program.

A key focus in 2008-09 is the response to the challenges of climate change and to continue the City and Country Environment Restoration program.

The Climate Change Fund incorporates the expanded Water and Energy Savings Funds, the Climate Action Grant Program and funding from the Environmental Trust. The fund totals \$340 million over five years. Through the fund DECC will continue to introduce strategies to improve understanding of the possible dynamics of climate change and assist households, schools and business to save water and energy.

The City and Country Environment Restoration Program provides \$439 million to be spent over five years, starting 2006-07. Under this program, DECC works towards restoring wetlands, protecting the marine environment and securing the high conservation values of Crown Lands.

Additional expenditure includes:

- ◆ \$3 million to provide for waste related rebates to local councils
- ◆ \$2 million for park establishment and management costs for Brigalow-Nandewar
- ◆ \$1.9 million for Aboriginal co-management of protected areas
- ◆ \$1.7 million for national park management costs
- ◆ \$1.2 million for fire management in parks
- ◆ \$1 million for City and Country illegal dumping program and
- ◆ \$215,000 for the coordination of the National Code of Practice for Security of Radioactive Sources.

Capital Expenditure

Total capital expenditure in 2008-09 is estimated at \$202.2 million. Allocated capital expenditure includes:

- ◆ \$137.4million for the purchase of water entitlements
- ◆ a further \$8.2 million to upgrade visitor facilities and other infrastructure within parks
- ◆ \$6.8 million for the replacement of the Parks and Wildlife radio network to ensure effective and safe radio communication during emergencies and bush fires
- ◆ \$6.6 million for land acquisitions for parks across New South Wales
- ◆ \$6 million for land acquisitions as part of the Brigalow/Nandewar program
- ◆ \$3.9 million for upgrade of essential public infrastructure in the Kosciuszko National Park
- ◆ \$3.5 million for high resolution satellite imagery to support natural resource decision making and
- ◆ \$3.4 million for fire management in accordance with new standards.

AGENCY RESULT INDICATORS

Impacts of climate change are minimised

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Electricity consumed by NSW Government which is 'GreenPower'	%	3.0	3.0	5.4	6.0
ii) Solid waste disposed of to landfill in Sydney since 2000 under the Waste Avoidance and Resource Recovery Strategy	% change/ year	0.6	-1.5	3.5	2.5
iii) Businesses participating with DECC to improve resource recovery	no.	80	155	200	250
iv) Annual per capita kerbside dry recycling in Sydney Metropolitan Area (rounded)	kg/person/ year	100	108	108	108
v) Organic material recycled and re-used	tonnes	1,578,043	1,595,000	1,640,000	1,690,000
Notes:					
i) - iii) These indicators show the degree to which business, industry and government are operating sustainably, reducing adverse impacts and achieving cost savings.					
iv) - v) These indicators show the degree to which individuals, families and communities are living more sustainably.					

A healthier and cleaner environment

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Load based licensing (LBL) pollutant load indicator (an index adjusted for pollutant load, risk weighing and harmfulness to receiving environment):					
- Total air pollutants from premises licensed under LBL scheme	kg	575,000	600,000	600,000	600,000
- Total water pollutants from premises licensed under LBL scheme	kg	162,000	160,000	160,000	160,000
ii) New Pollution Reduction Programs initiated with licensees:					
- Number	no.	142	112	200	100
- Value	\$m	196	98	50	80
iii) Beachwatch and Harbourwatch sites with over 90 per cent compliance with Beachwatch swimming water quality guidelines	%	88.5	85.5	88.5	88.5
iv) Reported pollution incidents to Environment Line:					
- Motor vehicle related (total for smoke, noise and litter offences)	no.	8,430	8,374	8,500	8,500
- Non motor vehicle	no.	8,143	6,864	6,500	6,500
Notes:					
i) - iii) These indicators show the effectiveness of prevention, reduction or mitigation of air pollution and other adverse environmental impacts.					
iv) This indicator is a check on the effectiveness of initiatives to improve community wellbeing.					

Integrated landscape management supports long term sustainability

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Area of land maintained or improved by Property Vegetation Plans each year (cumulative)	ha.	48,770	596,000	950,000	1,300,000
ii) Visitors to the park system	millions	n.a.	22.00	22.44	22.88
iii) Volunteer contribution to park management programs					
- Volunteers	no.	3,800	3,838	3,876	3,914
- Participation	hours	170,282	171,982	173,682	175,300
iv) Area of NSW managed for conservation:					
- Land in reserve	ha.	6,487,000	6,649,000	6,700,000	6,750,000
- Area in marine parks	ha.	345,100	345,100	345,100	345,100
- Private land	ha.	1,948,000	1,954,171	2,032,560	2,115,474
v) Formal agreements in place with Aboriginal communities for comanagement of protected areas	no.	10	15	16	17
Notes:					
i) These indicators show the effectiveness of measures to protect and improve biodiversity and native vegetation.					
ii) This indicator shows how parks and reserves contribute to increased tourism, community wellbeing and regional development. The target is an increase of 20 per cent in visits to State Government parks and reserves by 2016. DECC is developing a system to estimate visitation to parks with estimates to be made every second year.					
iii) This indicator shows the level of community engagement in park management.					
iv) This indicator shows the extent of an integrated system of public and private lands managed for conservation of natural and cultural values.					
v) These indicators show the effectiveness of measures to protect and revitalise Aboriginal culture and heritage and increase Aboriginal participation in natural resource management.					

ENVIRONMENTAL TRUST

The Environmental Trust operates under the *Environmental Trust Act 1998* to fund environmental projects and programs.

The Trust is also subject to the *Forestry Restructuring and Nature Conservation Act 1995*, which requires the Trust to reimburse the Consolidated Fund for authorised expenditure associated with restructuring the timber industry.

The Trust's objectives include:

- ◆ encourage and support restoration and rehabilitation projects that reduce pollution, the waste stream or environmental degradation
- ◆ promote research, education and awareness of environmental issues
- ◆ fund land acquisition for national parks and declaration of areas for marine parks
- ◆ promote waste avoidance, resource recovery and waste management
- ◆ fund environmental community groups and
- ◆ fund the purchase of water entitlements for the purpose of increasing environmental flows for the State's rivers and restoring or rehabilitating major wetlands.

A broad range of organisations access the Trust's widely promoted grant programs, including community groups, Aboriginal organisations, schools, research bodies and state and local government organisations. The Trust also provides grants to a number of State Government organisations, helping to progress and promote key environmental initiatives.

RESULTS AND SERVICES

The Environmental Trust broadly seeks to invest in high priority projects and programs to accelerate the rate of environmental improvement and community participation across New South Wales. The Trust works towards the following results:

- ◆ The environment is healthier and cleaner: through increased areas of bushland rehabilitated and polluted sites cleaned; increased scientifically sound knowledge of environmental conditions, problems and solutions; increased community participation in projects and programs and action taken to address environmental issues; and reduced community exposure to chemicals, radiation, noise, dust, waste, odour and vibration.

- ◆ Soil and vegetation are maintained and improved: with structural adjustment in, and assistance to, timber, farming and forestry industries; investment in rural and regional environmental projects; and operation of programs to reduce clearing of native vegetation.
- ◆ Natural and cultural values are conserved: through increased conservation of high value land in the national parks and reserve system and through conservation agreements; increased value and quantity of water available for the environment; and protection of areas of high conservation value (including marine environments).
- ◆ Consumption and production are sustainable and waste is reduced: through increased resource recovery and waste avoidance; and increased awareness of business and government production and consumption decisions and operations.

Consistent with these results, key services provided through the Trust's funding include:

- ◆ the restoration and rehabilitation of priority sites, and education programs and research into priority environmental issues
- ◆ urban sustainability initiatives
- ◆ environmental projects undertaken by Aboriginal communities, schools and community organisations
- ◆ purchase of priority lands for inclusion in the reserve system
- ◆ priority waste programs
- ◆ water purchases for the environment and
- ◆ exit assistance for, and sustainable industry development in, farming and forestry industries.

Service Groups	2008-09 Budget Expenses \$m	Results			
		The environment is healthier and cleaner	Soil and vegetation are maintained or improved	Natural and cultural values across the landscape are conserved	Consumption and production are sustainable and waste is reduced
Competitive Grants	24.7	✓	✓	✓	✓
Major Programs	69.3	✓	✓	✓	✓
Total Expenses Excluding Losses	93.9				

RECENT ACHIEVEMENTS

Under the *Environmental Trust Act 1998*, the Trust receives a standing indexed appropriation from the Consolidated Fund to support its statutory programs (approximately \$17.9 million in 2007-08).

Since 2000-01, the *Environmental Trust Act 1998* has enabled the Trust to fund grant programs on a strategic or competitive basis relating to environmental restoration and rehabilitation, environmental research and education, land acquisition for national parks and major environmental projects.

The Trust embarked on a new round of major grants funding in 2007-08. Projects funded under this program address issues of state significance such as clean air, Aboriginal land management, bio-banking and land and conservation management.

In December 2005, the Premier announced the City and Country Environment Restoration Program (CCERP). As part of this funding package, the Trust administers a range of grant programs, valued at \$316.5 million over five years. Programs which commenced in 2006-07, and are now entering their third year of activities, include:

- ◆ the NSW Riverbank program (\$105 million over five years) to buy water for environmental flows and restore river systems and wetlands
- ◆ Urban Sustainability grants (\$80 million over five years) for local government to work in partnership with business and the community to address urban environmental issues. This funding includes \$20 million for an Urban Waterways Initiative over four years from 2007-08 for projects specifically addressing sustainability challenges within urban waterways. Priority catchments under this program include the Cooks, Georges, Hawkesbury-Nepean, Central Coast/Lower Hunter and Sydney Harbour catchments

- ◆ strategic grants (\$76 million over five years) to continue the Trust's annual grants program, waste programs, funding to lead environmental groups and major strategic funding activities and
- ◆ the Native Vegetation Assistance package (\$37 million over three years) to help farmers adjust to new land clearing laws.

The Marine Parks Program (\$18.5 million) under CCERP is to be completed in 2007-08.

In 2007-08, the Trust began administering funding for the Private Native Forestry Program which provides \$37 million over five years in assistance to industry to adjust to new private native forestry Codes of Practice and to assist with the accelerated implementation of the Codes.

The Trust's funding of the Brigalow-Nandewar Restructuring and Development Program administered under the *Forestry Restructuring and Nature Conservation Act 1995* will continue to June 2010. This program is capped at \$51 million, with \$32.5 million having been paid from the Trust as at March 2008.

The Trust also administers three additional Brigalow-Nandewar areas related programs, providing \$12 million in funding for a White Cypress Thinning program ending in June 2010, \$780,000 for a Transition Fund ending in June 2012 and \$300,000 for a Fire Wood Operators scheme ending in June 2012.

STRATEGIC DIRECTIONS

The Environmental Trust is now in its third year of managing environmental expenditure that has tripled in size. This expenditure plays a key role in the delivery of the Government's environmental objectives.

The Trust will continue to provide grants to address priority environmental issues through collaborative projects between community organisations, government, industry and councils.

The suite of waste programs managed by the Department of Environment and Climate Change to support the NSW Government's Waste Strategy will also continue to be funded from the Trust.

The Trust will continue to administer the Private Native Forestry program, which complements the Native Vegetation Assistance programs run by the Trust.

The Trust will also embark on a new Growth Centres Biodiversity Offset program which will provide offset funding to protect priority conservation areas through the use of conservation agreements on private lands and the reservation of lands under the *National Parks and Wildlife Act 1974*.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses in 2008-09 are budgeted at approximately \$93.9 million.

This includes approximately \$7.3 million for Brigalow-Nandewar forest industry restructuring expenditure incurred under the *Forestry Restructuring and Nature Conservation Act 1995*.

Spending on other programs in 2008-09 includes:

- ◆ \$15.2 million for grants to farmers under the NSW native vegetation and private native forestry programs
- ◆ \$19 million for the purchase and management of water entitlements under the Riverbank program
- ◆ \$17.3 million for Urban Sustainability and Urban Waterways grants to local councils working in partnership with business and the community
- ◆ \$10.7 million for waste programs to implement the NSW Government's Waste Strategy
- ◆ \$5.7 million in new annual grants awarded to community groups, councils, schools, Aboriginal organisations, registered training organisations, State Government agencies and research bodies
- ◆ \$11.5 million for major projects and programs addressing issues such as air quality, noise, climate change, land and conservation management and
- ◆ \$5.4 million for acquisition of land for the national parks estate, targeting western New South Wales, coastal lowlands and wetlands, Aboriginal cultural heritage areas and in-holdings and perimeter lands.

AGENCY RESULT INDICATORS

The environment is healthier and cleaner

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Projects clearing polluted sites	no.	57	52	57	57
ii) Projects reducing community exposure to chemicals, radiation, noise, waste, odour and vibration	no.	75	72	74	74
iii) Locations rehabilitated, restored, remediated, cleaned up	no.	227	223	236	236
iv) Individuals/organisations being engaged in environmental projects	no.	25,800/ 900	99,000/ 2,500	60,700/ 1,800	62,000/ 1,750
Notes:					
i) - iii) These indicators show the Trust's funding focus on reduction of significant risk or harm to the community and environment, for example, the clean-up of emergency pollution events and orphan waste under the Emergency Pollution Clean Up Program, as well as the number of locations being remediated or restored.					
iv) This indicator shows the extent to which the Trust engages with the community.					

Soil and vegetation are maintained or improved

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Funding provided for forestry/farming industry structural adjustment and assistance	\$m	31.6	22.1	26.9	22.5
ii) Properties purchased under Farmer Exit Assistance	no.	n.a.	1	6	4
iii) Competitive projects awarded impacting regional areas	no.	123	155	130	140
Notes:					
i) This indicator shows the financial assistance provided by the Trust via assistance packages for the forestry and farming industries.					
ii) This indicator shows the number of properties purchased for conservation management.					
iii) This indicator shows the numbers of competitive grants that the Trust has awarded which impact regional communities.					

Natural and cultural values across the landscape are conserved

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Hectares purchased for conservation (cumulative)	ha	350,275	353,225	403,535	411,535
ii) Properties reserved (cumulative)	No.	51	51	59	71
iii) Coverage of Sanctuary Zones in Batemans and Port Stephens Marine Parks respectively	%	n.a.	19.0, 17.5	n.a.	n.a.
iv) Water entitlements purchased	megalitre	7,846	13,021	13,415	11,707

Notes:

- i) This indicator shows the increasing amount of land (in-holdings, coastal lowlands and wetlands, western, world heritage areas and other privately owned lands) purchased from Trust funds for conservation.
- ii) This indicator shows the number of properties purchased from Trust funds reserved under the National Parks Estate.
- iii) This indicator shows the area of Marine Parks funded through the Trust with full conservation management status.
- iv) This indicator shows the megalitres of water entitlements purchased to protect and restore ailing wetlands and river systems.

Consumption and production are sustainable and waste reduced

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Sustainability compacts signed (cumulative)	no.	2	3	4	5
ii) Chemicals collected under CleanOut	kg	731,000	625,899	761,308	791,760
iii) Penalty notices/clean up notices issued by the Regional Illegal Dumping (RID) Squads	no.	415	492	425	425
iv) Reduction of direct/indirect greenhouse gases through the Urban Sustainability Programs	tonnes of CO ₂	n.a.	n.a.	100	150

Notes:

- i) This indicator shows the steady increase in industry uptake of sustainability compacts. Compacts are voluntary three to five year agreements between the Department of Environment and Climate Change and leading Australian companies that operate in New South Wales. A Compact requires joint implementation of sustainability projects that will deliver tangible environmental results in the relevant sector.
- ii) This indicator shows the disposal and management of potentially hazardous household chemicals.
- iii) This indicator shows the regulatory waste enforcement activities undertaken by the RID Squads.
- iv) This indicator shows the climate change benefits of the Trust's Urban Sustainability Programs.

ROYAL BOTANIC GARDENS AND DOMAIN TRUST

The Royal Botanic Gardens and Domain Trust (the Trust) is a statutory body established by the *Royal Botanic Gardens and Domain Trust Act 1980*.

The Trust is responsible for the management and stewardship of the Royal Botanic Gardens; the National Herbarium of New South Wales; the Domain; Mount Annan Botanic Garden; Mount Tomah Botanic Garden and the New South Wales Seedbank.

The Trust also undertakes and provides scientific and horticultural research, together with advice and education on botanical, horticultural and biodiversity issues.

The Trust is part of the Department of Environment and Climate Change (DECC). However, the budget appropriation for the Trust is shown separately to reflect its specific statutory, reporting and operational arrangements.

RESULTS AND SERVICES

The Trust contributes to the conservation of natural and cultural values and works to ensure local communities and tourists are able to access and benefit from urban green spaces, by working towards the following results:

- ◆ Plant diversity and plant habitats are understood, protected and restored.
- ◆ The community values plants and cultural heritage.
- ◆ Visitors enjoy the facilities of the botanic gardens and parklands.

Key services provided by the Trust, which contribute to these results, include:

- ◆ generating and preserving knowledge through botanical research, and scientific collections, including:
 - New South Wales Seedbank
 - National Herbarium of New South Wales and
 - Library of the Royal Botanic Gardens, Sydney.
- ◆ communicating knowledge through:
 - education programs, including school education and community education
 - plant identification services
 - plant disease diagnostic services
 - publications and
 - online services, including Australia's Virtual Herbarium and PlantNET
- ◆ providing horticultural displays and enriching cultural landscapes through the Trust's living collections, infrastructure, visitor services, historical sites and off-site horticultural services and

- ◆ providing events and recreation, including:
 - access to recreational facilities
 - ground hire, competition sports and indoor venue hire
 - exhibitions and
 - locations for filming and photography.

The key services provided by the Agency and the way in which they are expected to contribute to these results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Plant diversity and habitats are understood, protected and restored	The community values plants and cultural heritage	Visitors enjoy the facilities of the botanic gardens and parklands
Science and Public Programs	7.0	✓	✓	
Botanic Gardens and Parks	27.3		✓	✓
Total Expenses Excluding Losses	34.3			

RECENT ACHIEVEMENTS

The objectives of the Trust are set out in the *Royal Botanic Gardens and Domain Trust Act 1980*. Both the objectives of the Trust and the services offered by the Trust are consistent with Government priorities, particularly in relation to better environmental outcomes for native vegetation and biodiversity; more people using parks; and increased levels of participation in community activities.

Significant changes over the past five years have occurred in the Trust's operating environment. On an operational level, the reduced availability of water because of the drought has led to capital expenditure in support of water savings as well as re-landscaping in order to apply principles of sustainable gardening.

The Trust has been able to place 50 per cent of the herbarium collection of 1.2 million preserved specimens in a database and make this information available to the community on the internet.

Expenses for 2007-08 are estimated at \$35 million. Own earned revenue (grants, donations and user charges) represents approximately 36 per cent of total annual Trust revenue.

Capital expenditure completed in 2007-08 included:

- ◆ the redevelopment of Stage 1 of the Central Depot in the Royal Botanic Gardens including fit out
- ◆ replacement of the Domain and Royal Botanic Gardens Library Compactus
- ◆ the second stage of the Domain and Royal Botanic Gardens Tropical Centre Balustrades installation and
- ◆ the development of the Education Centre at Mount Tomah Botanic Garden.

STRATEGIC DIRECTIONS

The major priorities for the Trust include:

- ◆ advancing knowledge and understanding of plant biodiversity, horticulture and conservation through:
 - developing infrastructure for science and public programs and expanded collaborative research programs for the Centre for Plant Conservation and Research
 - conducting scientific research and disseminating the results of that research and
 - completing the NSW node of Australia's Virtual Herbarium which will make available on the internet the 1.2 million specimen collection held in the National Herbarium of New South Wales
- ◆ delivering a wide range of targeted school and community education programs including programs for regional and disadvantaged communities
- ◆ managing and developing the horticultural displays and living collection of plants at the Royal Botanic Gardens, Mount Annan and Mount Tomah Botanic Gardens
- ◆ maintaining and developing all sites, including the Domain, to accommodate multiple uses including recreation, relaxation, celebration, events, education and the promotion of conservation
- ◆ managing and developing viable commercial businesses and hosting externally operated commercial services to maximise and diversify the Trust's revenue base and
- ◆ developing and promoting a range of infrastructure and research projects for funding or co-funding by benefactors or sponsorship by reference to celebrating the bicentenary of the Trust in 2016.

2008-09 BUDGET INITIATIVES

Total Expenses

The Trust will continue its focus on two service areas: Science and Public Programs (\$7 million) and Botanic Gardens and Parks (\$27.3 million).

Capital Expenditure

The Trust will continue its annual minor works program, and in addition will repair the Woolloomooloo Sea Wall at a cost of \$850,000.

AGENCY RESULT INDICATORS

Plant diversity is understood, protected and restored

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Species described or reassessed	no.	28	30	30	30
ii) Requests for information from Scientific Committee (under the <i>Threatened Species Conservation Act</i>) responded to within designated timeframes	no.	11	13	15	15
iii) Citation rate of Trust science in scientific papers in relation to comparable research institutions	no.	1:9	1:88	1:9	1:9
iv) Visits to PlantNET (on-line plant information network)	no.	820,000	900,000	930,000	980,000

Notes:

- i) New species described or species reassessed in a recognised scientific journal gives information which forms the basis of all further scientific or ecological inquiry associated with that plant.
- ii) Information is provided to the Scientific Committee for the purposes of making a determination on whether to list any species, population, ecological community or threatening process under the *Threatened Species Conservation Act*.
- iii) For every citation referable to comparable research institutions, this indicator gives the number of citations referable to the Royal Botanic Gardens and Domain Trust. This is an indicator of the value within the scientific community of research by the Trust.
- iv) This is an indicator of the growing reliance by both the scientific and general communities on horticultural and scientific information provided by the Trust and available on the internet.

The community values plants and cultural heritage

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Visits to Trust website	no.	678,102	638,092	650,000	650,000
ii) Media items relating to Trust mission	no.	n.a.	417	500	500
Notes:					
i) This shows the total number of visitors to the Trust website for the purpose of accessing information on Trust estates, events and activities as well as plant science or horticultural information.					
ii) This indicator is based on a limited regular survey of national/capital city newspapers and other newspapers, radio and television sources.					

Visitors enjoy the facilities of the botanic gardens and parklands

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Visits to Royal Botanic Gardens	no.	3,578,799	3,453,927	3,600,000	3,700,000
ii) Visits to Mount Annan Botanic Garden	no.	90,705	94,873	96,000	96,350
iii) Visits to Mount Tomah Botanic Garden	no.	78,757	78,285	91,670	94,420
iv) Visitors to Trust estates satisfied with facilities, services and programs	%	96	90	90	95
v) Visits associated with tour operators to Mount Annan Botanic Garden	no.	2,039	2,500	3,000	4,000
vi) Visits associated with tour operators to Mount Tomah Botanic Garden	no.	11,645	18,750	19,075	19,400
vii) People using Domain for booked sports activities	no.	60,072	95,923	60,000	60,000
Notes:					
i) - iii) Increasing the numbers of visitors to the Trust Estates supports Government priorities in getting more people using parks, sporting and recreational facilities; contributes to improving public health; and leads to better environmental outcomes through inspiring the appreciation and conservation of plants.					
v) - vi) In addition to the above benefits, increasing numbers of visits associated with tour operators denotes increasing support for the NSW tourism industry.					
vii) Increased sport bookings supports better public health in Sydney's central business district, although capacity is limited at the Domain.					

CATCHMENT MANAGEMENT AUTHORITIES

The Catchment Management Authorities (CMAs) are 13 statutory bodies established under the *Catchment Management Authorities Act 2003*.

The State's Catchment Management Authorities are:

- ◆ Border Rivers-Gwydir Catchment Management Authority
- ◆ Central West Catchment Management Authority
- ◆ Hawkesbury-Nepean Catchment Management Authority
- ◆ Hunter-Central Rivers Catchment Management Authority
- ◆ Lachlan Catchment Management Authority
- ◆ Lower Murray-Darling Catchment Management Authority
- ◆ Murray Catchment Management Authority
- ◆ Murrumbidgee Catchment Management Authority
- ◆ Namoi Catchment Management Authority
- ◆ Northern Rivers Catchment Management Authority
- ◆ Southern Rivers Catchment Management Authority
- ◆ Sydney Metropolitan Catchment Management Authority and
- ◆ Western Catchment Management Authority.

The CMAs facilitate and coordinate regional involvement in natural resource decisions and actions across both private and public lands to ensure that communities have a greater say and involvement in how natural resources are managed in their catchments. Specific functions of the CMAs include developing and implementing Catchment Action Plans (CAPs) and associated investment programs and issuing consents under the *Native Vegetation Act 2003*.

RECENT ACHIEVEMENTS

To identify and deliver on the priorities within each catchment, each CMA has prepared a CAP in close consultation with their local community. Twelve CMAs have had their CAP approved by the Minister.

STRATEGIC DIRECTIONS

The CMAs' key priorities include implementing the CAPs and associated investment programs to direct funds efficiently to local and regional on-ground works and activities. The CAPs will also be used to develop the regional delivery of future New South Wales and Australian Government natural resource management partnership programs.

For 2008-09, the CMAs' investment programs will be based on \$23.2 million of new New South Wales investment, including Land and Water Management Plan funding, and a minimum of \$41 million of Australian Government funding under its new Caring for Our Country investment program.

The CMAs continue to form vital funding partnerships with the community and other government agencies. These partnerships have significantly improved outcomes in regional natural resource management. They embrace extensive in-kind contributions from landholders and community volunteers, especially the Landcare movement, and financial and in-kind support from local government, industry and natural resource agencies.

On 1 December 2005 the *Native Vegetation Act 2003* came into effect. The CMAs are responsible for approving Property Vegetation Plans (PVPs), which provide certainty about managing native vegetation to landholders who have developed such plans. These PVPs also help provide landholders with funding incentives at the property level for improved native vegetation management.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for 2008-09 across the 13 CMAs are budgeted at \$219.5 million.

Capital Expenditure

Total capital expenditure for the 13 CMAs in 2008-09 is budgeted at \$299,000.

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
MINISTER FOR WOMEN, MINISTER FOR SCIENCE AND MEDICAL
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HEALTH (CANCER)**

20 DEPARTMENT OF ENVIRONMENT AND CLIMATE CHANGE

20.1 Climate Change, Policy and Programs

Service Description: This service group covers the State's climate change policy response. It delivers water and energy conservation and waste sustainability programs. It develops, implements and reviews strategic policies, programs and procedures pertaining to native vegetation, biodiversity, landscape conservation, environment protection and coastal protection. This service group also develops and manages private land conservation programs including the Biobanking Scheme, and Riverbank and other environmental water recovery programs, as well as supporting Catchment Management Authorities.

Linkage to Results: This service group contributes to impacts of climate change being minimised to protect the environment, the economy and community wellbeing; a healthier and cleaner environment protecting both ecological and human health; and integrated landscape management for long term ecological, social and economic sustainability. This involves working towards a range of intermediate results including the following:

- ◆ NSW community is equipped to adapt to the demonstrated effects of climate change and greenhouse gas emissions are reduced
- ◆ increased risks to life, property and the environment from coastal erosion, flooding and bushfires are minimised and managed
- ◆ air pollution and other adverse environmental impacts prevented, reduced or mitigated
- ◆ condition of natural resources improved and biodiversity and native vegetation protected and restored and
- ◆ Aboriginal culture and heritage protected and revitalised.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
Provision of information to the community:						
Participation in DECC endorsed environmental education programs	no.	12,207	11,216	12,000	12,000	14,000
Visits to DECC websites	thous	3,800	4,930	4,000	5,000	5,250
Requests handled by DECC Information Centre	no.	188,028	207,983	200,000	200,000	205,000
Megalitres of water entitlements purchased:						
under the Living Murray	no.	n.a.	n.a.	n.a.	57,800	85,000
under Riverbank	no.	n.a.	16,681	n.a.	29,268	40,229

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20 DEPARTMENT OF ENVIRONMENT AND CLIMATE CHANGE

20.1 Climate Change, Policy and Programs (cont)

Rural floodplain, coastal and estuary management plans completed (cumulative)	no.	n.a.	68	71	89	94
Private Native Forestry consents granted to landholders for operations under the Private Native Forestry Codes of Practice	no.	n.a.	n.a.	600	800	600
Agreements for private land in New South Wales to be managed by landholders for conservation outcomes (incl. wildlife refuges and voluntary conservation)	no.	837	858	903	901	961
<u>Employees:</u>	EFT	n.a.	n.a.	509	509	509

—————2007-08—————		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses		407,326	412,815	386,389
Total expenses include the following:				
Investment payments to the Catchment Management Authorities		136,183	136,183	120,086
Climate Change Fund		74,450	74,450	74,450
Zoological Parks		35,639	35,639	32,247
NET COST OF SERVICES		310,326	238,396	176,337
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CAPITAL EXPENDITURE		18,160	111,116	142,539

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20 DEPARTMENT OF ENVIRONMENT AND CLIMATE CHANGE

20.2 Environment Protection and Regulation

Service Description: This service group covers delivering credible, targeted and cost effective regulation and enforcement across a range of environment protection, conservation, native vegetation and Aboriginal heritage areas. It implements market-based and regulatory programs for industry and local government to reduce environmental impacts.

Linkage to Results: This service group contributes to a healthier and cleaner environment protecting both ecological and human health; and integrated landscape management for long term ecological, social and economic sustainability, by working towards a range of intermediate results including the following:

- ◆ air pollution and other adverse environmental impacts prevented, reduced or mitigated
- ◆ degraded environments remediated or restored
- ◆ unnecessary regulation eliminated and
- ◆ condition of natural resources improved.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Licences permits, certificates and registrations in effect under environment and conservation legislation	no.	39,549	39,067	39,000	39,000	38,000
Regulatory actions under environment and conservation legislation (notices, declarations and orders issued)	no.	1,896	1,938	2,100	2,100	2,100
<u>Employees:</u>	EFT	548	548	548

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20 DEPARTMENT OF ENVIRONMENT AND CLIMATE CHANGE

20.2 Environment Protection and Regulation (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	86,179	86,457	88,922
Total expenses include the following:			
Waste Levy payments to local councils	10,200	10,200	13,250
NET COST OF SERVICES	75,176	77,248	80,166
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CAPITAL EXPENDITURE	3,229	1,186	5,782

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20 DEPARTMENT OF ENVIRONMENT AND CLIMATE CHANGE

20.3 Parks and Wildlife

Service Description: This service group covers managing and acquiring parks and protected areas. Within the reserve system, the service group conserves and manages nature and cultural heritage; provides a range of opportunities and experiences for visitors to enjoy parks and other protected areas; controls pests and weeds; and suppresses and manages fires. The service group also partners Aboriginal communities and private landholders for conservation outcomes. The service group manages on-park Aboriginal and historic heritage sites and areas, and buildings of significance, as well as protecting, managing and licensing native wildlife.

Linkage to Results: This service group contributes to impacts of climate change being minimised to protect the environment, the economy and community wellbeing; a healthier and cleaner environment protecting both ecological and human health; and integrated landscape management for long term ecological, social and economic sustainability. This involves working towards a range of intermediate results including the following:

- ◆ increased risks to life, property and the environment from coastal erosion, flooding and bushfires are minimised and managed
- ◆ biodiversity and native vegetation protected and restored
- ◆ parks and reserves contribute to increased tourism, community wellbeing and regional development
- ◆ an integrated system of public and private lands managed for conservation of natural and cultural values and
- ◆ Aboriginal culture and heritage protected and revitalised and Aboriginal participation in land, water and natural resource management and conservation increased.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Area of reserves covered by:						
Plan of management	000ha	4,445.0	4,549.6	4,650.0	4,650.0	4,720.5
Fire management strategy	000ha	4,679	5,200	6,000	6,100	6,500
Regional pest management strategy	000ha	n.a.	n.a.	n.a.	3,394	6,500
Visitation management plan	000ha	n.a.	n.a.	6,700	6,700	6,700

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20 DEPARTMENT OF ENVIRONMENT AND CLIMATE CHANGE

20.3 Parks and Wildlife (cont)

Participants in Discovery community education programs	no.	117,991	130,000	118,000	130,000	132,000
Satisfied	%	96	96	96	97	97

<u>Employees:</u>	EFT	1,812	1,812	1,850	1,850	1,850
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2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	353,131	363,893	372,298
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Total expenses include the following:

Brigalow/Nandewar Park	6,000	6,000	8,000
Aboriginal Co-management	1,950

NET COST OF SERVICES	278,238	291,365	308,319
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CAPITAL EXPENDITURE	51,228	110,531	49,769
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20 DEPARTMENT OF ENVIRONMENT AND CLIMATE CHANGE

20.4 Culture and Heritage

Service Description: This service group covers working with Aboriginal communities, and private and public landholders to 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 leads the development of the "Building Community Resilience" strategy.

Linkage to Results: This service group contributes to impacts of climate change being minimised to protect the environment, the economy and community wellbeing; a healthier and cleaner environment protecting both ecological and human health; and integrated landscape management for long term ecological, social and economic sustainability. This involves working towards a range of intermediate results including the following:

- ◆ increased risks to life, property and the environment from coastal erosion, flooding and bushfires are minimised and managed
- ◆ degraded environments remediated or restored
- ◆ community wellbeing improved
- ◆ biodiversity and native vegetation protected and restored
- ◆ an integrated system of public and private lands managed for conservation of natural and cultural values and
- ◆ Aboriginal culture and heritage protected and revitalised and Aboriginal participation in land, water and natural resource management and conservation increased.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Annual Aboriginal Place investigations completed	no.	7	8	10	10	8
Environment/heritage projects undertaken with Aboriginal communities	no.	...	40	40	40	30

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20 DEPARTMENT OF ENVIRONMENT AND CLIMATE CHANGE

20.4 Culture and Heritage (cont)

Aboriginal remains and
collections of cultural
material repatriated
annually to Aboriginal
communities from those:

Held under the National Parks & Wildlife Act 1974 (NPW Act)	no.	5	11	26	26	20
Held other than under NPW Act	no.	20	104	43	43	20
<u>Employees:</u>	EFT	100	100	108	108	108

2007-08		2008-09 Budget \$000
Budget \$000	Revised \$000	

FINANCIAL INDICATORS

Total Expenses Excluding Losses	10,563	12,401	12,507
NET COST OF SERVICES	10,363	10,960	11,156
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CAPITAL EXPENDITURE	202	384	1,004

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20 DEPARTMENT OF ENVIRONMENT AND CLIMATE CHANGE

20.5 Scientific Services

Service Description: This service group covers scientific research, investigation, monitoring, analysis, evaluation and reporting on a range of climate change, natural resource, and environmental and cultural heritage matters. The service group also interprets and communicates environmental data to inform internal and external decision making, as well as providing laboratory and analytical services to support environment protection, conservation and natural resource programs, and emergency services.

Linkage to Results: This service group contributes to impacts of climate change being minimised to protect the environment, the economy and community wellbeing; a healthier and cleaner environment protecting both ecological and human health; and integrated landscape management for long term ecological, social and economic sustainability. This involves working towards a range of intermediate results including the following:

- ◆ NSW community is equipped to adapt to climate change and greenhouse gas emissions reduced
- ◆ increased risks to life, property and the environment from coastal erosion, flooding and bushfires are minimised and managed
- ◆ air pollution and other adverse environmental impacts prevented, reduced or mitigated
- ◆ degraded environments remediated or restored and
- ◆ condition of natural resources improved and biodiversity and native vegetation protected and restored.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
Time valid air quality data available from DECC monitoring network	%	95	95	95	95	95
Ecotoxicological tests undertaken to inform DECC responses to impacts of chemicals on plants and animals	no.	150	118	150	150	150
Chemical tests undertaken to inform pollution investigations and air and water monitoring / research	no.	52,000	52,000	50,000	50,000	50,000
<u>Employees:</u>	EFT	322	322	351	351	351

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20 DEPARTMENT OF ENVIRONMENT AND CLIMATE CHANGE

20.5 Scientific Services (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	45,430	54,079	55,035
NET COST OF SERVICES	40,296	43,844	47,661
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CAPITAL EXPENDITURE	7,436	7,622	3,063

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20.6 Personnel Services

Service Description: To provide personnel services to selected agencies as part of the State's WorkChoices insulation legislation.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Royal Botanic Gardens and Domain Trust	EFT	254	258	271	265	265
Catchment Management Authorities	EFT	n.a.	571	595	595	595
Lord Howe Island	EFT	51	51	51	47	45

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	74,766	71,594	70,849
NET COST OF SERVICES	6,181	(535)	5,195

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20 DEPARTMENT OF ENVIRONMENT AND CLIMATE CHANGE

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	373,804	391,050	385,234
Other operating expenses	175,557	184,047	184,921
Depreciation and amortisation	57,117	68,607	68,955
Grants and subsidies	369,027	355,535	344,799
Finance costs	...	2,000	2,091
Other expenses	1,890
Total Expenses Excluding Losses	977,395	1,001,239	986,000
Less:			
Retained Revenue -			
Sales of goods and services	113,455	124,399	113,066
Investment income	6,884	6,584	6,684
Retained taxes, fees and fines	3,000	3,000	3,000
Grants and contributions	125,867	193,640	223,276
Other revenue	8,549	13,278	12,080
Total Retained Revenue	257,755	340,901	358,106
Gain/(loss) on disposal of non current assets	(840)	(840)	(840)
Other gains/(losses)	(100)	(100)	(100)
NET COST OF SERVICES	720,580	661,278	628,834
RECURRENT FUNDING STATEMENT			
Net Cost of Services	720,580	661,278	628,834
Recurrent Services Appropriation	650,315	635,004	635,945
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	80,255	230,839	202,157
Capital Works and Services Appropriation	50,312	127,484	81,923

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20 DEPARTMENT OF ENVIRONMENT AND CLIMATE CHANGE

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	167,609	169,735	160,220
Receivables	32,933	34,600	35,195
Other financial assets	66	16	16
Inventories	1,001	738	738
Assets held for sale	...	3,373	3,373
Total Current Assets	201,609	208,462	199,542
Non Current Assets -			
Other financial assets	1,813
Property, plant and equipment -			
Land and building	2,175,389	2,239,795	2,256,629
Plant and equipment	52,420	63,323	70,999
Infrastructure systems	682,457	722,405	695,890
Intangibles	40,216	151,091	284,463
Total Non Current Assets	2,952,295	3,176,614	3,307,981
Total Assets	3,153,904	3,385,076	3,507,523
LIABILITIES -			
Current Liabilities -			
Payables	32,840	34,134	34,334
Provisions	43,542	50,003	50,003
Total Current Liabilities	76,382	84,137	84,337
Non Current Liabilities -			
Borrowings at amortised cost	32,377	31,899	35,101
Provisions	2,178	266	266
Total Non Current Liabilities	34,555	32,165	35,367
Total Liabilities	110,937	116,302	119,704
NET ASSETS	3,042,967	3,268,774	3,387,819

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20 DEPARTMENT OF ENVIRONMENT AND CLIMATE CHANGE

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
<hr/>			
<i>BALANCE SHEET (cont)</i>			
EQUITY			
Reserves	1,110,025	1,208,836	1,208,836
Accumulated funds	1,932,942	2,059,938	2,178,983
TOTAL EQUITY	3,042,967	3,268,774	3,387,819

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20 DEPARTMENT OF ENVIRONMENT AND CLIMATE CHANGE

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	339,757	360,342	354,523
Grants and subsidies	369,097	355,535	344,799
Finance costs	...	2,000	2,091
Other	196,099	197,559	203,841
Total Payments	904,953	915,436	905,254
Receipts			
Sale of goods and services	113,355	124,299	112,966
Retained taxes	...	124	...
Interest	6,884	6,583	6,684
Other	155,431	227,388	256,181
Total Receipts	275,670	358,394	375,831
NET CASH FLOWS FROM OPERATING ACTIVITIES	(629,283)	(557,042)	(529,423)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	4,495	4,495	995
Advance repayments received	50
Purchases of property, plant and equipment	(62,225)	(119,442)	(64,542)
Other	(18,030)	(111,397)	(137,615)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(75,710)	(226,344)	(201,162)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings and advances	4,495	...	3,202
Repayment of borrowings and advances	...	(275)	...
NET CASH FLOWS FROM FINANCING ACTIVITIES	4,495	(275)	3,202

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20 DEPARTMENT OF ENVIRONMENT AND CLIMATE CHANGE

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT (cont)			
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	650,315	635,004	635,945
Capital appropriation	50,312	127,484	81,923
NET CASH FLOWS FROM GOVERNMENT	700,627	762,488	717,868
NET INCREASE/(DECREASE) IN CASH	129	(21,173)	(9,515)
Opening Cash and Cash Equivalents	167,480	190,908	169,735
CLOSING CASH AND CASH EQUIVALENTS	167,609	169,735	160,220
CASH FLOW RECONCILIATION			
Net cost of services	(720,580)	(661,278)	(628,834)
Non cash items added back	90,016	98,168	98,966
Change in operating assets and liabilities	1,281	6,068	445
Net cash flow from operating activities	(629,283)	(557,042)	(529,423)

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21 ENVIRONMENTAL TRUST

21.1 Competitive Grants

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

Linkage to Results: This service group contributes to a healthier and cleaner environment protecting both ecological and human health; maintenance and improvement of soil and vegetation; conservation of natural and cultural values across the landscape; and sustainable consumption and production and waste reduction. This involves working towards a range of intermediate results that include the following:

- ◆ There is an increase in the area of bushland rehabilitated and polluted sites cleaned, a reduction in the clearing of native vegetation and an increase in the conservation of high value land through conservation agreements.
- ◆ There is increased scientifically sound knowledge of environmental conditions, problems and solutions.
- ◆ There is a reduction in community exposure to chemicals, radiation, noise, dust, waste, odour and vibration, as well as an increase in community participation in projects, programs and action taken to address environmental issues.
- ◆ There is an increase in the value and quantity of water available for the environment.
- ◆ There is an increase in resource recovery and waste avoidance.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Grants awarded	no.	172	234	184	186	186
Funding provided	\$m	9.2	18.8	22.7	23.8	24.0
				-----2007-08-----		2008-09
				Budget	Revised	Budget
				\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	23,432	24,568	24,673
NET COST OF SERVICES	22,809	23,565	23,862

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21 ENVIRONMENTAL TRUST

21.2 Major Programs

Service Description: To provide grant funding to government agencies for programs addressing key environmental initiatives and government priorities.

Linkage to Results: This service group contributes to a healthier and cleaner environment protecting both ecological and human health; maintenance and improvement of soil and vegetation; conservation of natural and cultural values across the landscape; and sustainable consumption and production and waste reduction. This involves working towards a range of intermediate results that include the following:

- ◆ There is an increase in the area of bushland rehabilitated and polluted sites cleaned, a reduction in the clearing of native vegetation and an increase in the conservation of high value land through conservation agreements.
- ◆ There is increased scientifically sound knowledge of environmental conditions, problems and solutions.
- ◆ There is a reduction in community exposure to chemicals, radiation, noise, dust, waste, odour and vibration, as well as an increase in community participation in projects, programs and action taken to address environmental issues.
- ◆ There is an increase in the value and quantity of water available for the environment.
- ◆ There is an increase in resource recovery and waste avoidance.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Grants awarded	no.	17	14	21	21	16
Funding provided	\$m	54	68.4	68	67.7	69.3

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	68,772	68,397	69,273
NET COST OF SERVICES	68,150	67,394	68,461

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21 ENVIRONMENTAL TRUST

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
<i>OPERATING STATEMENT</i>			
Expenses Excluding Losses -			
Operating expenses -			
Other operating expenses	1,482	1,482	1,482
Grants and subsidies	90,722	91,483	92,464
Total Expenses Excluding Losses	92,204	92,965	93,946
Less:			
Retained Revenue -			
Investment income	1,200	1,706	1,323
Other revenue	45	300	300
Total Retained Revenue	1,245	2,006	1,623
NET COST OF SERVICES	90,959	90,959	92,323
<i>RECURRENT FUNDING STATEMENT</i>			
Net Cost of Services	90,959	90,959	92,323
Recurrent Services Appropriation	86,969	86,969	88,695

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21 ENVIRONMENTAL TRUST

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	5,708	11,622	7,994
Receivables	310	1,137	1,137
Total Current Assets	6,018	12,759	9,131
Total Assets	6,018	12,759	9,131
LIABILITIES -			
Current Liabilities -			
Payables	2,800	1,485	1,485
Total Current Liabilities	2,800	1,485	1,485
Total Liabilities	2,800	1,485	1,485
NET ASSETS	3,218	11,274	7,646
EQUITY			
Accumulated funds	3,218	11,274	7,646
TOTAL EQUITY	3,218	11,274	7,646

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21 ENVIRONMENTAL TRUST

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Grants and subsidies	90,722	91,483	92,464
Other	2,766	2,766	1,732
Total Payments	93,488	94,249	94,196
Receipts			
Interest	1,415	1,921	1,323
Other	295	550	550
Total Receipts	1,710	2,471	1,873
NET CASH FLOWS FROM OPERATING ACTIVITIES	(91,778)	(91,778)	(92,323)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	86,969	86,969	88,695
NET CASH FLOWS FROM GOVERNMENT	86,969	86,969	88,695
NET INCREASE/(DECREASE) IN CASH	(4,809)	(4,809)	(3,628)
Opening Cash and Cash Equivalents	10,517	16,431	11,622
CLOSING CASH AND CASH EQUIVALENTS	5,708	11,622	7,994
CASH FLOW RECONCILIATION			
Net cost of services	(90,959)	(90,959)	(92,323)
Change in operating assets and liabilities	(819)	(819)	...
Net cash flow from operating activities	(91,778)	(91,778)	(92,323)

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22 ROYAL BOTANIC GARDENS AND DOMAIN TRUST

22.1 Science and Public Programs

Service Description: This service group covers research to support plant diversity; informing researchers, land managers and the public; contributing to policies relating to flora, vegetation and biodiversity; collecting, maintaining and studying the State collection of preserved plants and NSW Seedbank; researching plant propagation, cultivation and pathology; researching, designing and delivering plant related programs for specific visitor and outreach groups; and delivering volunteer programs to support Trust objectives.

Linkage to Results: This service group contributes to plant diversity being understood, protected and restored, the community valuing plants in natural and cultural landscapes and the protection of natural, cultural and built heritage, by working towards a range of intermediate results that include the following:

- ◆ plant and plant habitats conserved
- ◆ Trust science used by Government, professionals and the community
- ◆ community awareness of plants and plant-related issues and
- ◆ cultural heritage interpreted and understood.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Research projects funded by external grants	no.	37	20	25	25	28
Acquisitions to preserved plant collections within the National Herbarium of NSW and NSW Seedbank	no.	5,225	5,566	10,310	10,310	10,340
Trust articles in peer-reviewed scientific publications, articles and presentations for scientific and general audiences	no.	264	264	230	230	230
Participants in school, public education and indigenous programs	no.	63,439	75,637	77,650	79,650	80,800

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22 ROYAL BOTANIC GARDENS AND DOMAIN TRUST

22.1 Science and Public Programs (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	7,728	7,034	6,988
NET COST OF SERVICES	6,878	5,226	5,768

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22 ROYAL BOTANIC GARDENS AND DOMAIN TRUST

22.2 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 Gardens; and making available Trust sites for community events, commercial events, sport and recreation.

Linkage to Results: This service group contributes to the community valuing plants in natural and cultural landscapes, protection of natural, cultural and built heritage and sustainable and enjoyable visitation to botanic gardens and parklands, by working towards a range of intermediate results that include the following:

- ◆ sustainable management of estates and assets
- ◆ Botanic Gardens provide outstanding visitor experiences for local residents and tourists
- ◆ the Domain managed as multi-use botanical park
- ◆ community awareness of plants and plant-related issues and
- ◆ cultural heritage interpreted and understood.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Garden displays and turf maintained to the Botanic Gardens Trust's Horticultural Assessment Standards	%	68	90.5	78	76	78
Total water use for irrigation from non-potable sources at Mount Annan Botanic Garden	%	22.4	50	53	53	56
Reduction in use of potable water at the Royal Botanic Gardens and Domain - base year 2001-02	%	36.6	46.7	50	50	50
People attending public events:						
Royal Botanic Gardens and Domain	no.	575,234	440,880	545,000	545,000	547,000
Mount Annan Botanic Garden	no.	16,897	17,500	17,500	17,500	18,000
Mount Tomah Botanic Garden	no.	11,504	11,500	12,000	12,000	12,500

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22 ROYAL BOTANIC GARDENS AND DOMAIN TRUST

22.2 Botanic Gardens and Parks (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	25,341	28,019	27,264
NET COST OF SERVICES	14,603	16,255	16,012
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CAPITAL EXPENDITURE	4,195	4,195	3,135

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22 ROYAL BOTANIC GARDENS AND DOMAIN TRUST

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Other operating expenses	28,793	30,747	29,846
Depreciation and amortisation	4,200	4,300	4,400
Grants and subsidies	70
Finance costs	6	6	6
Total Expenses Excluding Losses	33,069	35,053	34,252
Less:			
Retained Revenue -			
Sales of goods and services	7,436	8,010	8,010
Investment income	200	200	200
Retained taxes, fees and fines	200	450	400
Grants and contributions	3,362	4,412	3,362
Other revenue	350	500	500
Total Retained Revenue	11,548	13,572	12,472
Gain/(loss) on disposal of non current assets	40
NET COST OF SERVICES	21,481	21,481	21,780
RECURRENT FUNDING STATEMENT			
Net Cost of Services	21,481	21,481	21,780
Recurrent Services Appropriation	17,781	17,781	18,080
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	4,195	4,195	3,135
Capital Works and Services Appropriation	3,695	3,695	2,635

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22 ROYAL BOTANIC GARDENS AND DOMAIN TRUST

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	2,645	3,248	3,418
Receivables	744	638	638
Inventories	370	320	320
Total Current Assets	3,759	4,206	4,376
Non Current Assets -			
Property, plant and equipment -			
Land and building	205,768	205,642	204,124
Plant and equipment	28,760	28,899	29,246
Infrastructure systems	38,225	37,796	37,702
Total Non Current Assets	272,753	272,337	271,072
Total Assets	276,512	276,543	275,448
LIABILITIES -			
Current Liabilities -			
Payables	700	1,372	1,372
Borrowings at amortised cost	30	30	24
Provisions	1,500	1,482	1,482
Other	320	262	262
Total Current Liabilities	2,550	3,146	3,140
Non Current Liabilities -			
Borrowings at amortised cost	24	24	...
Other	312	250	250
Total Non Current Liabilities	336	274	250
Total Liabilities	2,886	3,420	3,390
NET ASSETS	273,626	273,123	272,058

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22 ROYAL BOTANIC GARDENS AND DOMAIN TRUST

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
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<i>BALANCE SHEET (cont)</i>			
EQUITY			
Reserves	123,006	122,997	122,997
Accumulated funds	150,620	150,126	149,061
TOTAL EQUITY	273,626	273,123	272,058

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22 ROYAL BOTANIC GARDENS AND DOMAIN TRUST

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Grants and subsidies	70
Finance costs	6	6	6
Other	26,810	28,764	27,863
Total Payments	26,886	28,770	27,869
Receipts			
Sale of goods and services	7,436	8,010	8,010
Interest	200	200	200
Other	1,929	3,379	2,279
Total Receipts	9,565	11,589	10,489
NET CASH FLOWS FROM OPERATING ACTIVITIES	(17,321)	(17,181)	(17,380)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	40
Purchases of property, plant and equipment	(4,195)	(4,195)	(3,135)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(4,155)	(4,195)	(3,135)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings and advances	(29)	(29)	(30)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(29)	(29)	(30)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	17,781	17,781	18,080
Capital appropriation	3,695	3,695	2,635
NET CASH FLOWS FROM GOVERNMENT	21,476	21,476	20,715
NET INCREASE/(DECREASE) IN CASH	(29)	71	170
Opening Cash and Cash Equivalents	2,674	3,177	3,248
CLOSING CASH AND CASH EQUIVALENTS	2,645	3,248	3,418

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
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HEALTH (CANCER)**

22 ROYAL BOTANIC GARDENS AND DOMAIN TRUST

	2007-08		
	Budget	Revised	2008-09 Budget
	\$000	\$000	\$000

CASH FLOW STATEMENT (cont)

CASH FLOW RECONCILIATION

Net cost of services	(21,481)	(21,481)	(21,780)
Non cash items added back	4,200	4,300	4,400
Change in operating assets and liabilities	(40)
Net cash flow from operating activities	(17,321)	(17,181)	(17,380)

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BORDER RIVERS-GWYDIR CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Retained Revenue -			
Investment income	130	611	300
Grants and contributions	15,301	15,451	11,286
Other revenue	1,646	597	218
Total Retained Revenue	17,077	16,659	11,804
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	5	7	5
Other operating expenses	3,849	4,126	3,447
Depreciation and amortisation	6	11	6
Grants and subsidies	18,054	18,054	9,559
Total Expenses Excluding Losses	21,914	22,198	13,017
SURPLUS/(DEFICIT)	(4,837)	(5,539)	(1,213)

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BORDER RIVERS-GWYDIR CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	5,268	4,424	2,956
Receivables	225	536	502
Total Current Assets	5,493	4,960	3,458
Non Current Assets -			
Property, plant and equipment -			
Land and building	23	797	797
Plant and equipment	57	50	67
Total Non Current Assets	80	847	864
Total Assets	5,573	5,807	4,322
LIABILITIES -			
Current Liabilities -			
Payables	301	650	343
Provisions	192	250	285
Total Current Liabilities	493	900	628
Total Liabilities	493	900	628
NET ASSETS	5,080	4,907	3,694
EQUITY			
Accumulated funds	5,080	4,907	3,694
TOTAL EQUITY	5,080	4,907	3,694

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BORDER RIVERS-GWYDIR CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Interest	130	611	300
Other	16,788	16,218	11,379
Total Receipts	16,918	16,829	11,679
Payments			
Employee related	5	7	5
Grants and subsidies	18,054	18,054	9,559
Other	3,690	5,106	3,560
Total Payments	21,749	23,167	13,124
NET CASH FLOWS FROM OPERATING ACTIVITIES	(4,831)	(6,338)	(1,445)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(23)	(491)	(23)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(23)	(491)	(23)
NET INCREASE/(DECREASE) IN CASH	(4,854)	(6,829)	(1,468)
Opening Cash and Cash Equivalents	10,122	11,253	4,424
CLOSING CASH AND CASH EQUIVALENTS	5,268	4,424	2,956
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(4,837)	(5,539)	(1,213)
Non cash items added back	6	11	6
Change in operating assets and liabilities	...	(810)	(238)
Net cash flow from operating activities	(4,831)	(6,338)	(1,445)

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CENTRAL WEST CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Retained Revenue -			
Investment income	300	1,128	630
Grants and contributions	31,652	31,794	22,673
Other revenue	2,000	1,978	1,904
Total Retained Revenue	33,952	34,900	25,207
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	5	...	5
Other operating expenses	19,184	19,331	19,893
Depreciation and amortisation	25	25	27
Grants and subsidies	21,578	21,558	15,483
Total Expenses Excluding Losses	40,792	40,914	35,408
SURPLUS/(DEFICIT)	(6,840)	(6,014)	(10,201)

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CENTRAL WEST CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	10,296	11,548	1,552
Receivables	305	870	584
Total Current Assets	10,601	12,418	2,136
Non Current Assets -			
Property, plant and equipment -			
Land and building	4
Plant and equipment	155	158	154
Total Non Current Assets	159	158	154
Total Assets	10,760	12,576	2,290
LIABILITIES -			
Current Liabilities -			
Payables	363	1,911	1,825
Provisions	337	327	328
Total Current Liabilities	700	2,238	2,153
Total Liabilities	700	2,238	2,153
NET ASSETS	10,060	10,338	137
EQUITY			
Accumulated funds	10,060	10,338	137
TOTAL EQUITY	10,060	10,338	137

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CENTRAL WEST CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Interest	300	1,128	630
Other	33,463	33,678	24,674
Total Receipts	33,763	34,806	25,304
Payments			
Employee related	5	...	5
Grants and subsidies	21,578	21,558	15,483
Other	18,995	19,058	19,789
Total Payments	40,578	40,616	35,277
NET CASH FLOWS FROM OPERATING ACTIVITIES	(6,815)	(5,810)	(9,973)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(23)	(39)	(23)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(23)	(39)	(23)
NET INCREASE/(DECREASE) IN CASH	(6,838)	(5,849)	(9,996)
Opening Cash and Cash Equivalents	17,134	17,397	11,548
CLOSING CASH AND CASH EQUIVALENTS	10,296	11,548	1,552
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(6,840)	(6,014)	(10,201)
Non cash items added back	25	25	27
Change in operating assets and liabilities	...	179	201
Net cash flow from operating activities	(6,815)	(5,810)	(9,973)

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HAWKESBURY-NEPEAN CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Retained Revenue -			
Investment income	200	244	290
Grants and contributions	8,530	8,687	9,704
Other revenue	469	1,640	704
Total Retained Revenue	9,199	10,571	10,698
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	5	157	5
Other operating expenses	4,104	4,962	4,187
Depreciation and amortisation	16	31	16
Grants and subsidies	11,000	11,000	6,083
Total Expenses Excluding Losses	15,125	16,150	10,291
SURPLUS/(DEFICIT)	(5,926)	(5,579)	407

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HAWKESBURY-NEPEAN CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	1,646	1,754	2,651
Receivables	283	425	381
Total Current Assets	1,929	2,179	3,032
Non Current Assets -			
Property, plant and equipment -			
Land and building	39	3	3
Plant and equipment	173	189	196
Total Non Current Assets	212	192	199
Total Assets	2,141	2,371	3,231
LIABILITIES -			
Current Liabilities -			
Payables	510	1,369	1,822
Provisions	349	443	443
Total Current Liabilities	859	1,812	2,265
Total Liabilities	859	1,812	2,265
NET ASSETS	1,282	559	966
EQUITY			
Accumulated funds	1,282	559	966
TOTAL EQUITY	1,282	559	966

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HAWKESBURY-NEPEAN CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Interest	200	244	290
Other	8,819	10,204	10,272
Total Receipts	9,019	10,448	10,562
Payments			
Employee related	5	157	5
Grants and subsidies	11,000	11,000	6,083
Other	3,924	5,235	3,554
Total Payments	14,929	16,392	9,642
NET CASH FLOWS FROM OPERATING ACTIVITIES	(5,910)	(5,944)	920
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(23)	(23)	(23)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(23)	(23)	(23)
NET INCREASE/(DECREASE) IN CASH	(5,933)	(5,967)	897
Opening Cash and Cash Equivalents	7,579	7,721	1,754
CLOSING CASH AND CASH EQUIVALENTS	1,646	1,754	2,651
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(5,926)	(5,579)	407
Non cash items added back	16	31	16
Change in operating assets and liabilities	...	(396)	497
Net cash flow from operating activities	(5,910)	(5,944)	920

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HUNTER-CENTRAL RIVERS CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Retained Revenue -			
Investment income	420	841	738
Grants and contributions	11,106	11,209	13,726
Other revenue	3,121	5,669	5,816
Total Retained Revenue	14,647	17,719	20,280
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	5	...	5
Other operating expenses	8,135	12,353	11,269
Depreciation and amortisation	120	134	120
Grants and subsidies	14,557	14,557	9,472
Total Expenses Excluding Losses	22,817	27,044	20,866
SURPLUS/(DEFICIT)	(8,170)	(9,325)	(586)

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HUNTER-CENTRAL RIVERS CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	5,489	3,731	3,889
Receivables	999	1,072	1,085
Other financial assets	...	919	919
Inventories	91	48	48
Total Current Assets	6,579	5,770	5,941
Non Current Assets -			
Property, plant and equipment -			
Land and building	3,929	4,437	4,387
Plant and equipment	261	233	186
Intangibles	...	306	306
Total Non Current Assets	4,190	4,976	4,879
Total Assets	10,769	10,746	10,820
LIABILITIES -			
Current Liabilities -			
Payables	1,900	2,190	2,850
Provisions	458	532	532
Total Current Liabilities	2,358	2,722	3,382
Total Liabilities	2,358	2,722	3,382
NET ASSETS	8,411	8,024	7,438
EQUITY			
Reserves	...	299	299
Accumulated funds	8,411	7,725	7,139
TOTAL EQUITY	8,411	8,024	7,438

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HEALTH (CANCER)**

HUNTER-CENTRAL RIVERS CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Interest	420	841	738
Other	14,042	16,765	19,344
Total Receipts	14,462	17,606	20,082
Payments			
Employee related	5	...	5
Grants and subsidies	14,557	14,557	9,472
Other	7,950	15,655	10,424
Total Payments	22,512	30,212	19,901
NET CASH FLOWS FROM OPERATING ACTIVITIES	(8,050)	(12,606)	181
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(23)	(8)	(23)
Advances made	...	(919)	...
NET CASH FLOWS FROM INVESTING ACTIVITIES	(23)	(927)	(23)
NET INCREASE/(DECREASE) IN CASH	(8,073)	(13,533)	158
Opening Cash and Cash Equivalents	13,562	17,264	3,731
CLOSING CASH AND CASH EQUIVALENTS	5,489	3,731	3,889
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(8,170)	(9,325)	(586)
Non cash items added back	120	134	120
Change in operating assets and liabilities	...	(3,415)	647
Net cash flow from operating activities	(8,050)	(12,606)	181

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LACHLAN CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Investment income	200	1,209	189
Grants and contributions	22,329	22,446	9,297
Other revenue	5	600	65
Total Retained Revenue	22,534	24,255	9,551
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	5	15	5
Other operating expenses	4,240	5,571	4,542
Depreciation and amortisation	25	27	25
Grants and subsidies	25,357	25,357	12,204
Total Expenses Excluding Losses	29,627	30,970	16,776
SURPLUS/(DEFICIT)	(7,093)	(6,715)	(7,225)

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LACHLAN CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	8,357	10,747	3,153
Receivables	210	421	344
Total Current Assets	8,567	11,168	3,497
Non Current Assets -			
Property, plant and equipment - Plant and equipment	229	213	211
Total Non Current Assets	229	213	211
Total Assets	8,796	11,381	3,708
LIABILITIES -			
Current Liabilities -			
Payables	593	929	481
Provisions	345	387	387
Total Current Liabilities	938	1,316	868
Total Liabilities	938	1,316	868
NET ASSETS	7,858	10,065	2,840
EQUITY			
Accumulated funds	7,858	10,065	2,840
TOTAL EQUITY	7,858	10,065	2,840

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HEALTH (CANCER)**

LACHLAN CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Interest	200	1,209	189
Other	22,135	22,784	9,240
Total Receipts	22,335	23,993	9,429
Payments			
Employee related	5	15	5
Grants and subsidies	25,357	25,357	12,204
Other	4,041	6,167	4,791
Total Payments	29,403	31,539	17,000
NET CASH FLOWS FROM OPERATING ACTIVITIES	(7,068)	(7,546)	(7,571)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(23)	(23)	(23)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(23)	(23)	(23)
NET INCREASE/(DECREASE) IN CASH	(7,091)	(7,569)	(7,594)
Opening Cash and Cash Equivalents	15,448	18,316	10,747
CLOSING CASH AND CASH EQUIVALENTS	8,357	10,747	3,153
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(7,093)	(6,715)	(7,225)
Non cash items added back	25	27	25
Change in operating assets and liabilities	...	(858)	(371)
Net cash flow from operating activities	(7,068)	(7,546)	(7,571)

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
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HEALTH (CANCER)**

LOWER MURRAY-DARLING CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Retained Revenue -			
Investment income	200	682	345
Grants and contributions	6,368	6,461	8,748
Other revenue	61	1,714	525
Total Retained Revenue	6,629	8,857	9,618
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	5	...	5
Other operating expenses	2,454	4,183	3,423
Depreciation and amortisation	13	17	13
Grants and subsidies	9,418	9,418	7,077
Total Expenses Excluding Losses	11,890	13,618	10,518
SURPLUS/(DEFICIT)	(5,261)	(4,761)	(900)

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LOWER MURRAY-DARLING CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	4,386	5,941	5,564
Receivables	213	214	138
Total Current Assets	4,599	6,155	5,702
Non Current Assets -			
Property, plant and equipment -			
Land and building	74	50	50
Plant and equipment	147	141	151
Total Non Current Assets	221	191	201
Total Assets	4,820	6,346	5,903
LIABILITIES -			
Current Liabilities -			
Payables	302	401	857
Provisions	166	317	318
Total Current Liabilities	468	718	1,175
Total Liabilities	468	718	1,175
NET ASSETS	4,352	5,628	4,728
EQUITY			
Accumulated funds	4,352	5,628	4,728
TOTAL EQUITY	4,352	5,628	4,728

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LOWER MURRAY-DARLING CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Interest	200	682	345
Other	6,313	8,121	9,233
Total Receipts	6,513	8,803	9,578
Payments			
Employee related	5	...	5
Grants and subsidies	9,418	9,418	7,077
Other	2,338	4,524	2,850
Total Payments	11,761	13,942	9,932
NET CASH FLOWS FROM OPERATING ACTIVITIES	(5,248)	(5,139)	(354)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(23)	(22)	(23)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(23)	(22)	(23)
NET INCREASE/(DECREASE) IN CASH	(5,271)	(5,161)	(377)
Opening Cash and Cash Equivalents	9,657	11,102	5,941
CLOSING CASH AND CASH EQUIVALENTS	4,386	5,941	5,564
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(5,261)	(4,761)	(900)
Non cash items added back	13	17	13
Change in operating assets and liabilities	...	(395)	533
Net cash flow from operating activities	(5,248)	(5,139)	(354)

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MURRAY CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Retained Revenue -			
Investment income	801	971	500
Grants and contributions	24,479	24,602	17,194
Other revenue	539	1,100	920
Total Retained Revenue	25,819	26,673	18,614
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	5	33	5
Other operating expenses	3,188	5,243	6,065
Depreciation and amortisation	10	96	10
Grants and subsidies	29,914	29,914	16,526
Total Expenses Excluding Losses	33,117	35,286	22,606
SURPLUS/(DEFICIT)	(7,298)	(8,613)	(3,992)

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MURRAY CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	11,436	10,634	4,505
Receivables	541	716	683
Inventories	582	637	637
Total Current Assets	12,559	11,987	5,825
Non Current Assets -			
Property, plant and equipment - Plant and equipment	356	241	254
Total Non Current Assets	356	241	254
Total Assets	12,915	12,228	6,079
LIABILITIES -			
Current Liabilities -			
Payables	2,041	3,190	1,034
Provisions	232	325	324
Total Current Liabilities	2,273	3,515	1,358
Total Liabilities	2,273	3,515	1,358
NET ASSETS	10,642	8,713	4,721
EQUITY			
Accumulated funds	10,642	8,713	4,721
TOTAL EQUITY	10,642	8,713	4,721

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
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RESEARCH, AND MINISTER ASSISTING THE MINISTER FOR
HEALTH (CANCER)**

MURRAY CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Interest	801	971	500
Other	24,881	25,690	18,010
Total Receipts	25,682	26,661	18,510
Payments			
Employee related	5	33	5
Grants and subsidies	29,914	29,914	16,526
Other	3,051	7,268	8,085
Total Payments	32,970	37,215	24,616
NET CASH FLOWS FROM OPERATING ACTIVITIES	(7,288)	(10,554)	(6,106)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(23)	(30)	(23)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(23)	(30)	(23)
NET INCREASE/(DECREASE) IN CASH	(7,311)	(10,584)	(6,129)
Opening Cash and Cash Equivalents	18,747	21,218	10,634
CLOSING CASH AND CASH EQUIVALENTS	11,436	10,634	4,505
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(7,298)	(8,613)	(3,992)
Non cash items added back	10	96	10
Change in operating assets and liabilities	...	(2,037)	(2,124)
Net cash flow from operating activities	(7,288)	(10,554)	(6,106)

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
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HEALTH (CANCER)**

MURRUMBIDGEE CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Retained Revenue -			
Investment income	369	1,050	200
Grants and contributions	18,326	18,440	23,910
Other revenue	852	1,451	2,300
Total Retained Revenue	19,547	20,941	26,410
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	5	13	5
Other operating expenses	4,730	6,117	8,127
Depreciation and amortisation	35	51	35
Grants and subsidies	29,568	29,568	18,521
Total Expenses Excluding Losses	34,338	35,749	26,688
SURPLUS/(DEFICIT)	(14,791)	(14,808)	(278)

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
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RESEARCH, AND MINISTER ASSISTING THE MINISTER FOR
HEALTH (CANCER)**

MURRUMBIDGEE CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	922	3,652	1,420
Receivables	314	365	365
Total Current Assets	1,236	4,017	1,785
Non Current Assets -			
Property, plant and equipment -			
Land and building	96	172	160
Plant and equipment	106	131	131
Total Non Current Assets	202	303	291
Total Assets	1,438	4,320	2,076
LIABILITIES -			
Current Liabilities -			
Payables	965	3,186	1,222
Provisions	431	559	557
Total Current Liabilities	1,396	3,745	1,779
Total Liabilities	1,396	3,745	1,779
NET ASSETS	42	575	297
EQUITY			
Accumulated funds	42	575	297
TOTAL EQUITY	42	575	297

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
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RESEARCH, AND MINISTER ASSISTING THE MINISTER FOR
HEALTH (CANCER)**

MURRUMBIDGEE CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Interest	369	1,050	200
Other	18,971	19,627	26,003
Total Receipts	19,340	20,677	26,203
Payments			
Employee related	5	13	5
Grants and subsidies	29,568	29,568	18,521
Other	4,523	8,879	9,886
Total Payments	34,096	38,460	28,412
NET CASH FLOWS FROM OPERATING ACTIVITIES	(14,756)	(17,783)	(2,209)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(23)	(24)	(23)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(23)	(24)	(23)
NET INCREASE/(DECREASE) IN CASH	(14,779)	(17,807)	(2,232)
Opening Cash and Cash Equivalents	15,701	21,459	3,652
CLOSING CASH AND CASH EQUIVALENTS	922	3,652	1,420
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(14,791)	(14,808)	(278)
Non cash items added back	35	51	35
Change in operating assets and liabilities	...	(3,026)	(1,966)
Net cash flow from operating activities	(14,756)	(17,783)	(2,209)

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
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RESEARCH, AND MINISTER ASSISTING THE MINISTER FOR
HEALTH (CANCER)**

NAMOI CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Retained Revenue -			
Investment income	310	350	80
Grants and contributions	12,970	13,073	8,674
Other revenue	...	4,102	75
Total Retained Revenue	13,280	17,525	8,829
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	5	18	5
Other operating expenses	2,852	3,767	6,927
Depreciation and amortisation	22	25	22
Grants and subsidies	14,236	14,236	7,198
Total Expenses Excluding Losses	17,115	18,046	14,152
SURPLUS/(DEFICIT)	(3,835)	(521)	(5,323)

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
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RESEARCH, AND MINISTER ASSISTING THE MINISTER FOR
HEALTH (CANCER)**

NAMOI CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	3,866	7,147	1,809
Receivables	218	666	451
Total Current Assets	4,084	7,813	2,260
Non Current Assets -			
Property, plant and equipment -			
Land and building	12
Plant and equipment	216	212	213
Total Non Current Assets	228	212	213
Total Assets	4,312	8,025	2,473
LIABILITIES -			
Current Liabilities -			
Payables	489	828	599
Provisions	266	375	375
Total Current Liabilities	755	1,203	974
Total Liabilities	755	1,203	974
NET ASSETS	3,557	6,822	1,499
EQUITY			
Accumulated funds	3,557	6,822	1,499
TOTAL EQUITY	3,557	6,822	1,499

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
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RESEARCH, AND MINISTER ASSISTING THE MINISTER FOR
HEALTH (CANCER)**

NAMOI CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Interest	310	350	80
Other	12,815	16,937	8,809
Total Receipts	13,125	17,287	8,889
Payments			
Employee related	5	18	5
Grants and subsidies	14,236	14,236	7,198
Other	2,697	3,933	7,001
Total Payments	16,938	18,187	14,204
NET CASH FLOWS FROM OPERATING ACTIVITIES	(3,813)	(900)	(5,315)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(23)	(23)	(23)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(23)	(23)	(23)
NET INCREASE/(DECREASE) IN CASH	(3,836)	(923)	(5,338)
Opening Cash and Cash Equivalents	7,702	8,070	7,147
CLOSING CASH AND CASH EQUIVALENTS	3,866	7,147	1,809
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(3,835)	(521)	(5,323)
Non cash items added back	22	25	22
Change in operating assets and liabilities	...	(404)	(14)
Net cash flow from operating activities	(3,813)	(900)	(5,315)

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
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RESEARCH, AND MINISTER ASSISTING THE MINISTER FOR
HEALTH (CANCER)**

NORTHERN RIVERS CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Retained Revenue -			
Investment income	320	318	50
Grants and contributions	11,484	11,622	13,919
Other revenue	253	1,100	654
Total Retained Revenue	12,057	13,040	14,623
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	5	6	5
Other operating expenses	3,984	5,124	4,896
Depreciation and amortisation	6	12	6
Grants and subsidies	10,835	10,835	9,962
Total Expenses Excluding Losses	14,830	15,977	14,869
SURPLUS/(DEFICIT)	(2,773)	(2,937)	(246)

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
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RESEARCH, AND MINISTER ASSISTING THE MINISTER FOR
HEALTH (CANCER)**

NORTHERN RIVERS CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	754	3,919	2,256
Receivables	243	271	235
Total Current Assets	997	4,190	2,491
Non Current Assets -			
Property, plant and equipment - Plant and equipment	68	70	87
Total Non Current Assets	68	70	87
Total Assets	1,065	4,260	2,578
LIABILITIES -			
Current Liabilities -			
Payables	501	1,893	551
Provisions	332	499	405
Total Current Liabilities	833	2,392	956
Total Liabilities	833	2,392	956
NET ASSETS	232	1,868	1,622
EQUITY			
Accumulated funds	232	1,868	1,622
TOTAL EQUITY	232	1,868	1,622

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
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HEALTH (CANCER)**

NORTHERN RIVERS CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Interest	320	318	50
Other	11,513	12,448	14,385
Total Receipts	11,833	12,766	14,435
Payments			
Employee related	5	6	5
Grants and subsidies	10,835	10,835	9,962
Other	3,760	4,806	6,108
Total Payments	14,600	15,647	16,075
NET CASH FLOWS FROM OPERATING ACTIVITIES	(2,767)	(2,881)	(1,640)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(23)	(23)	(23)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(23)	(23)	(23)
NET INCREASE/(DECREASE) IN CASH	(2,790)	(2,904)	(1,663)
Opening Cash and Cash Equivalents	3,544	6,823	3,919
CLOSING CASH AND CASH EQUIVALENTS	754	3,919	2,256
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(2,773)	(2,937)	(246)
Non cash items added back	6	12	6
Change in operating assets and liabilities	...	44	(1,400)
Net cash flow from operating activities	(2,767)	(2,881)	(1,640)

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
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HEALTH (CANCER)**

SOUTHERN RIVERS CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Retained Revenue -			
Investment income	260	398	185
Grants and contributions	11,616	11,820	15,157
Other revenue	400	1,039	180
Total Retained Revenue	12,276	13,257	15,522
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	5	5	5
Other operating expenses	4,368	5,049	4,957
Depreciation and amortisation	15	18	20
Grants and subsidies	13,615	13,615	8,866
Total Expenses Excluding Losses	18,003	18,687	13,848
SURPLUS/(DEFICIT)	(5,727)	(5,430)	1,674

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
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RESEARCH, AND MINISTER ASSISTING THE MINISTER FOR
HEALTH (CANCER)**

SOUTHERN RIVERS CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	1,510	1,170	2,769
Receivables	328	275	229
Total Current Assets	1,838	1,445	2,998
Non Current Assets -			
Property, plant and equipment -			
Land and building	44
Plant and equipment	98	89	92
Total Non Current Assets	142	89	92
Total Assets	1,980	1,534	3,090
LIABILITIES -			
Current Liabilities -			
Payables	363	1,223	966
Provisions	377	300	439
Total Current Liabilities	740	1,523	1,405
Total Liabilities	740	1,523	1,405
NET ASSETS	1,240	11	1,685
EQUITY			
Accumulated funds	1,240	11	1,685
TOTAL EQUITY	1,240	11	1,685

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
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RESEARCH, AND MINISTER ASSISTING THE MINISTER FOR
HEALTH (CANCER)**

SOUTHERN RIVERS CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Interest	260	398	185
Other	11,831	12,692	15,198
Total Receipts	12,091	13,090	15,383
Payments			
Employee related	5	5	5
Grants and subsidies	13,615	13,615	8,866
Other	4,183	7,137	4,890
Total Payments	17,803	20,757	13,761
NET CASH FLOWS FROM OPERATING ACTIVITIES	(5,712)	(7,667)	1,622
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(23)	(23)	(23)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(23)	(23)	(23)
NET INCREASE/(DECREASE) IN CASH	(5,735)	(7,690)	1,599
Opening Cash and Cash Equivalents	7,245	8,860	1,170
CLOSING CASH AND CASH EQUIVALENTS	1,510	1,170	2,769
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(5,727)	(5,430)	1,674
Non cash items added back	15	18	20
Change in operating assets and liabilities	...	(2,255)	(72)
Net cash flow from operating activities	(5,712)	(7,667)	1,622

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
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RESEARCH, AND MINISTER ASSISTING THE MINISTER FOR
HEALTH (CANCER)**

SYDNEY METROPOLITAN CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Retained Revenue -			
Investment income	200	332	305
Grants and contributions	5,197	5,278	4,332
Other revenue	445	1,104	800
Total Retained Revenue	5,842	6,714	5,437
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	5	139	5
Other operating expenses	5,687	6,050	3,569
Depreciation and amortisation	15	16	15
Grants and subsidies	5,921	5,907	1,278
Total Expenses Excluding Losses	11,628	12,112	4,867
SURPLUS/(DEFICIT)	(5,786)	(5,398)	570

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RESEARCH, AND MINISTER ASSISTING THE MINISTER FOR
HEALTH (CANCER)**

SYDNEY METROPOLITAN CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	268	505	1,060
Receivables	49	134	117
Total Current Assets	317	639	1,177
Non Current Assets -			
Property, plant and equipment - Plant and equipment	154	130	138
Total Non Current Assets	154	130	138
Total Assets	471	769	1,315
LIABILITIES -			
Current Liabilities -			
Payables	282	250	215
Provisions	2	244	255
Total Current Liabilities	284	494	470
Total Liabilities	284	494	470
NET ASSETS	187	275	845
EQUITY			
Accumulated funds	187	275	845
TOTAL EQUITY	187	275	845

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
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HEALTH (CANCER)**

SYDNEY METROPOLITAN CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Interest	200	332	305
Other	5,534	6,226	5,041
Total Receipts	5,734	6,558	5,346
Payments			
Employee related	5	139	5
Grants and subsidies	5,921	5,907	1,278
Other	5,579	5,918	3,485
Total Payments	11,505	11,964	4,768
NET CASH FLOWS FROM OPERATING ACTIVITIES	(5,771)	(5,406)	578
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(23)	(23)	(23)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(23)	(23)	(23)
NET INCREASE/(DECREASE) IN CASH	(5,794)	(5,429)	555
Opening Cash and Cash Equivalents	6,062	5,934	505
CLOSING CASH AND CASH EQUIVALENTS	268	505	1,060
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(5,786)	(5,398)	570
Non cash items added back	15	16	15
Change in operating assets and liabilities	...	(24)	(7)
Net cash flow from operating activities	(5,771)	(5,406)	578

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
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HEALTH (CANCER)**

WESTERN CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Investment income	470	469	610
Grants and contributions	9,319	9,444	10,151
Other revenue	587	1,208	730
Total Retained Revenue	10,376	11,121	11,491
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	5	5	5
Other operating expenses	2,779	3,913	4,836
Depreciation and amortisation	10	10	10
Grants and subsidies	10,794	10,794	10,754
Total Expenses Excluding Losses	13,588	14,722	15,605
SURPLUS/(DEFICIT)	(3,212)	(3,601)	(4,114)

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
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RESEARCH, AND MINISTER ASSISTING THE MINISTER FOR
HEALTH (CANCER)**

WESTERN CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	3,989	8,287	4,208
Receivables	190	256	239
Total Current Assets	4,179	8,543	4,447
Non Current Assets -			
Property, plant and equipment - Plant and equipment	55	38	51
Total Non Current Assets	55	38	51
Total Assets	4,234	8,581	4,498
LIABILITIES -			
Current Liabilities -			
Payables	387	1,819	1,849
Provisions	236	302	303
Total Current Liabilities	623	2,121	2,152
Total Liabilities	623	2,121	2,152
NET ASSETS	3,611	6,460	2,346
EQUITY			
Accumulated funds	3,611	6,460	2,346
TOTAL EQUITY	3,611	6,460	2,346

**MINISTER FOR CLIMATE CHANGE AND THE ENVIRONMENT,
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RESEARCH, AND MINISTER ASSISTING THE MINISTER FOR
HEALTH (CANCER)**

WESTERN CATCHMENT MANAGEMENT AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Interest	470	469	610
Other	9,773	10,897	10,765
Total Receipts	10,243	11,366	11,375
Payments			
Employee related	5	5	5
Grants and subsidies	10,794	10,794	10,754
Other	2,646	4,267	4,672
Total Payments	13,445	15,066	15,431
NET CASH FLOWS FROM OPERATING ACTIVITIES	(3,202)	(3,700)	(4,056)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(23)	(23)	(23)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(23)	(23)	(23)
NET INCREASE/(DECREASE) IN CASH	(3,225)	(3,723)	(4,079)
Opening Cash and Cash Equivalents	7,214	12,010	8,287
CLOSING CASH AND CASH EQUIVALENTS	3,989	8,287	4,208
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(3,212)	(3,601)	(4,114)
Non cash items added back	10	10	10
Change in operating assets and liabilities	...	(109)	48
Net cash flow from operating activities	(3,202)	(3,700)	(4,056)

MINISTER FOR COMMUNITY SERVICES

OVERVIEW

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
Department of Community Services			
Total Expenses	1,260.2	1,348.6	7.0
Capital Expenditure	16.3	29.8	82.5
Total, Minister for Community Services			
Total Expenses	1,260.2	1,348.6	7.0
Capital Expenditure	16.3	29.8	82.5

DEPARTMENT OF COMMUNITY SERVICES

The Department of Community Services promotes and enhances the safety and wellbeing of children, young people and their families and provides services that support and strengthen the community.

To achieve these outcomes, the Department works closely with other Government and non-government agencies, and within the legal framework set by the *Children and Young Persons (Care and Protection) Act 1998*, the *Community Welfare Act 1987* and the *Adoptions Act 2000*.

RESULTS AND SERVICES

The Department has lead agency responsibility for working with partner agencies to deliver the following State Plan priorities:

- ◆ F6: Increased proportion of children with skills for life and learning at school entry.
- ◆ F7: Reduced rates of child abuse and neglect.

The Department seeks to achieve the following results:

- ◆ People who experience natural or other disasters are supported to recover and to resume self-sufficient living.

- ◆ Where a child or young person is at risk and the Department determines that it must intervene, the child or young person and any relevant siblings are safe following that intervention.
- ◆ At-risk children, young people and their families are supported so children reach development milestones without ongoing involvement in the child protection system.
- ◆ Children or young people who are removed from their family are cared for in a safe, well-functioning and stable placement and are successfully restored to their families where appropriate.

Key services provided by the Department that contribute to these results include:

- ◆ community services including community development and capacity building, crisis support and disaster recovery services
- ◆ prevention and early intervention services that give early support to vulnerable families, with particular focus on those with very young children
- ◆ statutory child protection services in accordance with the requirements of the child protection legislation and
- ◆ out-of-home care services for children and young people whose ongoing protection means that they are unable to live at home.

The key services provided by the Department, and the ways in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results			
		People who experience disasters are supported to recover and resume self-sufficient living	Children and young people reach development milestones	Children and young people are safe following DoCS' intervention	Children/young people removed from their family are cared for in a safe and well-functioning placement
Community Services	194.9	✓	✓		
Prevention and Early Intervention	263.2	✓	✓	✓	
Statutory Child Protection	395.2		✓	✓	
Out-of-Home Care	495.2		✓	✓	✓
Total Expenses Excluding Losses	1,348.6				

RECENT ACHIEVEMENTS

In December 2002, the Government provided the Department of Community Services with a \$1.2 billion funding package over five years to 30 June 2008. This major funding boost increased the Department's budget from around \$600 million in 2001-02 to over \$1.3 billion in 2008-09. These increased resources have been directed towards expanding services in early intervention and out-of-home care, dealing with an increase in child protection reports and improving processes and systems.

Since the reform package, there have been significant increases in demand. In 2001-02, the Department received 159,600 reports concerning 85,000 children. In 2007-08, 305,500 reports concerning 132,100 children are expected, an increase of around 7 per cent in reports from the previous year. The rate of children reported and referred has risen by around 5 per cent per year since 2001-02.

In 2007-08 the Department worked to improve the safety and wellbeing of children and young people through a range of initiatives:

- ◆ By the end of 2007-08, the Department will have established the full allotment of 1,025 additional caseworker positions under the reform package. As at end March 2008, there was a net increase of 841 caseworkers compared with June 2004 when recruitment under the package commenced.
- ◆ About 60 per cent of the Department's budget in 2007-08 was used to purchase contracted services for clients, mainly from non-government organisations (NGOs). All contracted services in the Brighter Futures early intervention and High Needs Kids out-of-home care programs are now performance-based and monitored.
- ◆ The range of out-of-home care placement and service options was expanded when the Department started another call for expressions of interest for out-of-home care services in April 2007. More than \$617 million will be invested over five years to improve out-of-home care services, mainly in the NGO sector. The funding will establish all placement and support services under a performance-based contracting framework which requires agencies to report on outcomes for children.
- ◆ A revised out-of-home care allowances and contingencies system was introduced in October 2006. The system ensures annual indexation of allowance payments to maintain a level consistent with increases in the cost of living and equity and consistency in administration of payments. This will support the recruitment and retention of authorised carers.

- ◆ The Department implemented the Brighter Futures early intervention program. This program provides services for young children who have had low-level reports to the Department, or who have been referred by NGOs and assessed as eligible. The program works intensively with the family to improve child safety and development and to keep children from entering (or escalating within) the child protection system.
- ◆ In 2006-07 and 2007-08, \$17.6 million was provided to 539 community-based preschools under the Preschool Investment and Reform Plan to support the existing service system, expand service provision, and improve access and affordability, especially for disadvantaged families.
- ◆ From 2006-07, the Department started regulating out-of-school-hours care services. By March 2008 more than 2,300 services were registered as part of the staged introduction of the regulatory framework.
- ◆ The Department also began the process of licensing New South Wales' 250 school-based preschools, which will take effect from 1 July 2008.
- ◆ An evaluation of the Intensive Family Based Service (IFBS) for Indigenous clients was undertaken. This service is a time-limited, intensive home-based program for families who are at risk of having their children removed, or who need intensive intervention to facilitate the safe return of children. The evaluation has shown that it has contributed significantly to a reduction in the number of child protection reports of its clientele. It also showed a reduction following IFBS intervention in the likelihood of placements for children and young people who had a placement in the out-of-home care system 12 months prior to the intervention.

STRATEGIC DIRECTIONS

The Department's objectives are:

- ◆ improved delivery of child protection and out-of-home care services appropriate to the needs of diverse groups
- ◆ greater emphasis on prevention and early intervention
- ◆ delivery of a strategic community-building agenda
- ◆ better processes and systems to support frontline service delivery
- ◆ stronger partnerships with other agencies, service providers and peak bodies and
- ◆ policy-making and service delivery based on sound research and analysis, including economic analysis and feedback from evaluations.

Throughout 2008-09, the Department will also continue to lead, monitor and review the strategic directions for State Plan Priorities F6 and F7. It will also develop a new Corporate Plan setting the organisation's directions for the five years 2009-10 to 2013-14, which will align with its responsibilities under the State Plan and reflect the Government's response to the 2008 Special Commission of Inquiry into Child Protection Services.

Key strategies for 2008-09 include:

- ◆ implementing the Government's response to recommendations of the Special Commission of Inquiry to further improve the child protection system
- ◆ further increasing the Department's focus on improving the safety and wellbeing of Aboriginal children by implementing its Aboriginal Strategic Commitment 2006-11. Key initiatives include recruitment of more Aboriginal staff, rollout of cultural capability training for non-Aboriginal staff and introduction of cultural care plans
- ◆ continued expansion of Intensive Family Based Services
- ◆ assisting in the Government's response to the Aboriginal Child Sexual Assault Taskforce report
- ◆ expanding the availability of e-reporting for mandatory reporters to improve the efficiency of reporting to the Helpline
- ◆ strengthening Joint Investigation Response Teams
- ◆ improving placement stability for children in long-term out-of-home care by implementing the Permanency Planning Demonstration Project State-wide for children aged 0-2 years by the end of 2008, and then extending this project to Aboriginal children and older children
- ◆ rollout of the Brighter Futures early intervention program to all community services centres by the end of 2008
- ◆ linking Brighter Futures with the Aboriginal Maternal and Infant Health Strategy and prenatal reporting

- ◆ ongoing implementation of the Government's Preschool Investment and Reform Plan (PIRP), which is providing an additional \$85.5 million from 2005-06 to 2009-10 to improve access to preschool for children in the year before school. From July 2008, an additional \$21 million per year will be allocated bringing the annual investment in PIRP to \$29.8 million. This will provide preschool opportunities for an additional 10,500 children for two days per week in their year prior to school
- ◆ continued work to improve the evidence base for reforms to the child protection system, including a five year longitudinal study of children in out-of-home care, a major evaluation of the Brighter Futures program and an evaluation of the operation and economics of the out-of-home care system
- ◆ implementing the Department's funding policy, including performance-based contracting, for services under the Community Services Grants and Supported Accommodation Assistance Programs
- ◆ rollout of the Triple P: Positive Parenting Program for parents with children aged three to eight and
- ◆ family and domestic violence programs including: the Staying Home, Leaving Violence program which ensures victims can stay safely at home while the perpetrator moves to alternative accommodation; and the Integrated Case Management program which seeks to provide coordinated multi-agency responses to families experiencing violence.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for 2008-09 for the Department are estimated at \$1.3 billion, an increase of \$88.4 million or 7 per cent on the 2007-08 budget. Major initiatives include:

- ◆ \$33 million to meet the increase in the number of children entering the Out-of-Home-Care Program and
- ◆ \$21 million to provide preschool opportunities for an additional 10,500 children for two days in their year prior to school, bringing the Government's commitment in the Preschool Investment and Reform Plan to \$29.8 million per year.

Capital Expenditure

The Department's \$29.8 million capital program will provide:

- ◆ \$26.8 million for the continued relocation and/or expansion of Community Services Centres to accommodate additional caseworkers and associated staff and
- ◆ \$2.9 million for refurbishment, essential maintenance and minor works.

AGENCY RESULT INDICATORS

People who experience disasters are supported to recover and to resume self-sufficient living

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Supported Accommodation Assistance Program clients with only one support period per year	%	79.1	79.1	79.1	79.1
Note:					
i) This indicator shows the effectiveness of Supported Accommodation services in helping clients to become independent, and the availability of ongoing accommodation and support services for these clients in the community.					
The SAAP measure is based on National Data Collection Agency data. 2005-06 data is repeated in 2006-07 and 2007-08 because later data will not be available until June 2008.					

Children/young people are safe following DoCS' intervention

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Average number of reports per child reported in a year	no.	2.20:1	2.31:1	2.31:1	2.31:1
Note:					
i) "Average number of reports per child reported" is a proxy for a measure being developed "percentage of re-reports after DoCS' (appropriate) action which raise the same or similar concerns".					

Children/young people removed from their family are cared for in a safe and well-functioning placement

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Children on a final care and protection order who have had 5 or more placements in their lives, for:					
- All children in out-of-home care (OOHC)	%	21.2	21.2	18.9	16.7
- Children under age 5 in OOHC	%	3.2	4.3	3.8	3.4
Note: Children generally experience better outcomes if they have fewer placements as they can bond with their carers. Initially, changes may be needed while a final placement is sought.					

MINISTER FOR COMMUNITY SERVICES
23 DEPARTMENT OF COMMUNITY SERVICES

23.1 Community Services

Service Description: This service group covers whole-of-government initiatives in community development and support services (especially for families and young children). It includes transitional support and accommodation services to children, young people and adults who are homeless or at risk of homelessness, and disaster welfare assistance to families and communities that experience natural and other disasters.

Linkage to Results: This service group contributes to strong communities that have the ability to identify and resolve problems and provide an environment for everyone, including families and children, to reach their full potential, by working towards a range of intermediate results that include the following:

- ◆ clients who have required temporary accommodation do not become, or cease to be, homeless
- ◆ interaction between young people and their families and community is positive and
- ◆ the incidence and severity of violence against women and families decline.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Clients receiving assistance under the Supported Accommodation Assistance Program (SAAP)	thous	25.3	25.3	25.3	25.3	25.3
Real cost per day of support for homeless clients within the SAAP program	\$m	55	55	55	55	55
Calls to the Domestic Violence Line	thous	22.3	23.3	23.3	23.3	23.3
<u>Employees:</u>	EFT	104	126	133	130	133

MINISTER FOR COMMUNITY SERVICES
23 DEPARTMENT OF COMMUNITY SERVICES

23.1 Community Services (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	190,020	195,148	194,881
Total expenses include the following:			
Community development and capacity building	43,772	43,772	46,318
Crisis support services	120,015	120,015	122,594
Employee related expenses	12,328	12,235	12,929
NET COST OF SERVICES	188,357	186,267	193,204
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CAPITAL EXPENDITURE	68	125	105

MINISTER FOR COMMUNITY SERVICES
23 DEPARTMENT OF COMMUNITY SERVICES

23.2 Prevention and Early Intervention

Service Description: This service group covers the provision of support, including case management, referrals and parenting information, for young children and their families identified as at risk. It includes planning for and providing funds towards the delivery of early childhood services, including licensing and monitoring of child care services.

Linkage to Results: This service group contributes to children, young people and their families reaching development milestones without ongoing involvement in the child protection system, by working towards a range of intermediate results that include the following:

- ◆ children at moderate risk and at-risk families are identified before any statutory intervention
- ◆ appropriate assessment and intervention are applied and
- ◆ capacity to parent is improved and children's normal development path is maintained.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Children engaged or in Brighter Futures program	no.	4,500	4,500	6,100
Families who:						
Entered Brighter Futures	no.	2,200	2,200	3,000
Exited Brighter Futures	no.	450	450	1,500
DoCS licensed child care places per day	thous	138.6	146.1	146.1	146.1	148.7
DoCS funded and licensed child care places per day	thous	46.1	46.0	46.0	46.0	48.6
<u>Employees:</u>	EFT	362	371	517	507	520

MINISTER FOR COMMUNITY SERVICES
23 DEPARTMENT OF COMMUNITY SERVICES

23.2 Prevention and Early Intervention (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	226,891	223,603	263,236
Total expenses include the following:			
Pre-school and child care services	116,349	116,349	140,521
Contracted early intervention services	38,802	36,302	49,131
Employee related expenses	47,930	47,559	50,255
NET COST OF SERVICES	226,300	222,224	262,540
CAPITAL EXPENDITURE	1,246	2,246	4,977

MINISTER FOR COMMUNITY SERVICES
23 DEPARTMENT OF COMMUNITY SERVICES

23.3 Statutory Child Protection

Service Description: This service group covers responses to reports of harm or risk to children; assessment and investigation of reports of child abuse and neglect; development of case plans with clients and assistance to clients to meet case plan goals; initiation and support of court action where appropriate; and working with other agencies to ensure that the safety, welfare and wellbeing of children are assured.

Linkage to Results: This service group contributes to children/young people being safe following DoCS' intervention - either at home or in a safe, well functioning stable placement by working towards the intermediate result of capacity to parent is improved and children's normal development path is maintained.

		2005-06	2006-07	2007-08	2007-08	2008-09
	Units	Actual	Actual	Budget	Revised	Forecast
<u>Service Measures:</u>						
Children reported to DoCS	thous	109.6	123.7	133.0	132.1	141.0
Child protection reports	thous	241.0	286.0	319.0	305.5	326.3
Child protection reports referred to CSC/JIRT for further assessment	thous	160.8	201.2	209.1	208.5	216.1
Average waiting time to talk to a caseworker when calling the Helpline	mins	3	3	3	3	3
<u>Employees:</u>	EFT	1,797	1,982	2,236	2,182	2,242

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses		390,143	392,693	395,199
Total expenses include the following:				
Contracted Child Protection Services		78,976	78,976	80,141
Employee related expenses		207,290	205,691	217,352
NET COST OF SERVICES		384,919	385,137	389,825
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CAPITAL EXPENDITURE		10,303	18,582	16,105

MINISTER FOR COMMUNITY SERVICES
23 DEPARTMENT OF COMMUNITY SERVICES

23.4 Out-of-Home Care

Service Description: This service group covers a range of out-of-home care (OOHC) services, such as foster care and kinship care for children separated from their parents, monitoring and review of placements, recruiting and supporting carers, and support for young people who have exited care. Restoration of children to their usual carers is facilitated where appropriate. It includes planning and monitoring funding to non-government organisations (NGOs) to deliver services to children and young people in care, and regulating and providing adoption services.

Linkage to Results: This service group contributes to children/young people being safe following DoCS' intervention by working towards a range of intermediate results that include the following:

- ◆ children are in a safe, well functioning stable placement and
- ◆ children are successfully restored to their family unit where appropriate.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Children in OOHC at year end Real annualised (one full year in placement) expenditure per child in:	thous	10.6	12.7	11.0	14.1	15.6
High and complex needs OOHC	\$000	178	151	147	147	147
Kinship care	\$000	22	24	28	28	28
DoCS foster care	\$000	24	26	29	29	29
NGO foster care	\$000	33	33	32	32	32
Total	\$000	29	32	35	35	35
<u>Employees:</u>	EFT	767	896	1,069	1,043	1,071

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	453,140	488,885	495,242
Total expenses include the following:			
Contracted residential care and support	164,388	171,466	173,891

MINISTER FOR COMMUNITY SERVICES
23 DEPARTMENT OF COMMUNITY SERVICES

23.4 Out-of-Home Care (cont)

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
<i>FINANCIAL INDICATORS (cont)</i>			
Foster care allowances and associated expenses	141,726	169,414	171,810
Employee related expenses	99,105	98,338	103,913
NET COST OF SERVICES	450,861	487,128	492,740
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CAPITAL EXPENDITURE	4,686	8,450	8,569

MINISTER FOR COMMUNITY SERVICES
23 DEPARTMENT OF COMMUNITY SERVICES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	366,653	363,823	384,449
Other operating expenses	152,587	157,651	141,637
Depreciation and amortisation	22,000	22,000	23,000
Grants and subsidies	573,068	583,281	623,438
Other expenses	145,886	173,574	176,034
Total Expenses Excluding Losses	1,260,194	1,300,329	1,348,558
Less:			
Retained Revenue -			
Sales of goods and services	679	679	696
Investment income	2,001	2,001	2,388
Grants and contributions	5,477	11,620	5,525
Other revenue	1,600	7,100	1,640
Total Retained Revenue	9,757	21,400	10,249
Gain/(loss) on disposal of non current assets	...	(1,827)	...
NET COST OF SERVICES	1,250,437	1,280,756	1,338,309
RECURRENT FUNDING STATEMENT			
Net Cost of Services	1,250,437	1,280,756	1,338,309
Recurrent Services Appropriation	1,211,289	1,249,386	1,299,456
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	16,303	29,403	29,756
Capital Works and Services Appropriation	16,303	19,537	21,256

MINISTER FOR COMMUNITY SERVICES
23 DEPARTMENT OF COMMUNITY SERVICES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	10,976	13,153	12,394
Receivables	10,033	12,500	13,284
Total Current Assets	21,009	25,653	25,678
Non Current Assets -			
Property, plant and equipment -			
Land and building	66,294	77,421	71,511
Plant and equipment	62,014	65,012	70,078
Intangibles	2,869	5,422	4,522
Total Non Current Assets	131,177	147,855	146,111
Total Assets	152,186	173,508	171,789
LIABILITIES -			
Current Liabilities -			
Payables	8,823	26,572	25,667
Provisions	43,471	40,422	40,021
Total Current Liabilities	52,294	66,994	65,688
Non Current Liabilities -			
Provisions	170	183	183
Other	8,580	10,850	10,850
Total Non Current Liabilities	8,750	11,033	11,033
Total Liabilities	61,044	78,027	76,721
NET ASSETS	91,142	95,481	95,068
EQUITY			
Reserves	53,957	56,289	56,289
Accumulated funds	37,185	39,192	38,779
TOTAL EQUITY	91,142	95,481	95,068

MINISTER FOR COMMUNITY SERVICES
23 DEPARTMENT OF COMMUNITY SERVICES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	340,098	337,268	366,989
Grants and subsidies	573,068	583,281	623,438
Other	358,589	399,241	378,701
Total Payments	1,271,755	1,319,790	1,369,128
Receipts			
Sale of goods and services	679	679	696
Interest	2,001	2,001	2,115
Other	65,206	78,819	66,102
Total Receipts	67,886	81,499	68,913
NET CASH FLOWS FROM OPERATING ACTIVITIES	(1,203,869)	(1,238,291)	(1,300,215)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	...	5,217	8,500
Purchases of property, plant and equipment	(16,303)	(28,903)	(29,256)
Other	...	(500)	(500)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(16,303)	(24,186)	(21,256)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	1,211,289	1,249,386	1,299,456
Capital appropriation	16,303	19,537	21,256
NET CASH FLOWS FROM GOVERNMENT	1,227,592	1,268,923	1,320,712
NET INCREASE/(DECREASE) IN CASH	7,420	6,446	(759)
Opening Cash and Cash Equivalents	3,556	6,707	13,153
CLOSING CASH AND CASH EQUIVALENTS	10,976	13,153	12,394
CASH FLOW RECONCILIATION			
Net cost of services	(1,250,437)	(1,280,756)	(1,338,309)
Non cash items added back	39,148	39,148	40,184
Change in operating assets and liabilities	7,420	3,317	(2,090)
Net cash flow from operating activities	(1,203,869)	(1,238,291)	(1,300,215)

**MINISTER FOR EDUCATION AND TRAINING,
MINISTER FOR INDUSTRIAL RELATIONS,
MINISTER FOR THE CENTRAL COAST,
AND MINISTER ASSISTING THE
MINISTER FOR FINANCE**

OVERVIEW

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
Department of Education and Training*			
Total Expenses	10,460.6	10,954.1	4.7
Capital Expenditure	617.0	732.4	18.7
Office of the Board of Studies			
Total Expenses	102.6	105.8	3.1
Capital Expenditure	0.5	2.6	438.2
Building and Construction Industry Long Service Payments Corporation			
Total Expenses	107.0	97.1	-9.3
Capital Expenditure	0.8	0.5	-33.3
Motor Accidents Authority			
Total Expenses	24.9	126.8	408.9
Capital Expenditure	0.1	0.4	640.0
Office of the Motor Accidents Authority			
Total Expenses	15.1	15.0	-0.5
Capital Expenditure	0.4	...	-100.0
Workers' Compensation (Dust Diseases) Board			
Total Expenses	102.0	104.8	2.7
Capital Expenditure	2.7	2.5	-7.2
WorkCover Authority			
Total Expenses	238.6	253.7	6.3
Capital Expenditure	10.5	14.3	36.3

* For 2008-09, Total Expenses include Commonwealth funding of \$93.4 million and Capital Expenditure includes \$120.3 million to meet Commonwealth election commitments as agreed through the Council of Australian Governments.

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
Office of the WorkCover Authority			
Total Expenses	123.7	143.5	16.0
Capital Expenditure
Total, Minister for Education and Training, Minister for Industrial Relations, Minister for the Central Coast, and Minister Assisting the Minister for Finance			
Total Expenses	11,174.5	11,800.8	5.6
Capital Expenditure	632.0	752.7	19.1

In addition to the agencies listed above the Minister is also supported by the Department of Commerce (Section 20) for the Industrial Relations portfolio area and the Department of Premier and Cabinet (section 2) for the Central Coast portfolio area.

DEPARTMENT OF EDUCATION AND TRAINING

The Department of Education and Training provides schooling and vocational education services to over 1.6 million students each year through an extensive network of government schools, TAFE NSW Institutes, the Adult Migrant English Service and the National Art School. The Department also provides regulatory and quality assurance services to the vocational education and training sector and funding support for non-government schools.

The Department's major governing legislation is set out in the *Education Act 1990* and the *Technical and Further Education Act 1990*.

RESULTS AND SERVICES

The Department of Education and Training has lead agency responsibility for coordinating with partner agencies to ensure the delivery of the following State Plan priorities:

- ◆ S4: Increasing levels of attainment for all students.
- ◆ S5: More students complete year 12 or recognised vocational training.
- ◆ P4: More people participating in education and training throughout their life.
- ◆ P7: Better access to training in rural and regional NSW to support local economies.

The Department of Education and Training is working towards the following results:

- ◆ The proportion of the NSW population aged 20-24 years who have attained a Year 12 certificate or recognised vocational education and training (VET) qualification at Australian Qualifications Framework (AQF) Certificate II or above is increased.
- ◆ The proportion of the NSW population aged 15-64 years with non-school qualifications, participating in VET and undertaking AQF Certificate III or above is increased.
- ◆ The number of 15-64 year olds participating in VET in regional areas is increased.
- ◆ The percentage of Year 3, 5 and 7 students and Aboriginal students meeting national reading and numeracy benchmarks is increased.

Key services provided by the Department of Education and Training which contribute to these results include:

- ◆ providing staff and support to 100 government-run preschools
- ◆ staffing of 2,240 government schools with quality teachers and providing administrative support
- ◆ running appropriate and well maintained schools and TAFE Institutes
- ◆ providing learning and assessment resources
- ◆ undertaking educational measurement accountability and reporting
- ◆ providing information reports to parents and community on student progress
- ◆ providing funding for non-government schools and
- ◆ staffing 10 TAFE NSW Institutes with quality teachers and administrative support.

The key services provided by the Department, and the way in which they are expected to contribute to results, are outlined in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results			
		Increased levels of attainment for all students	More students complete Year 12 or accredited vocational education	More people participating in education and training throughout their lives	Improved access to training in regional and rural New South Wales
Preschool Education Services in Government Schools	27.1	✓			
Primary Education Services in Government Schools	4,252.1	✓			
Secondary Education Services in Government Schools	3,975.4	✓	✓		
Non-Government Schools	811.8	✓	✓		
TAFE NSW and Community Education	1,730.6		✓	✓	✓
Vocational Education and Training	157.1		✓	✓	✓
Total Expenses Excluding Losses	10,954.1				

SCHOOL EDUCATION SERVICES

RECENT ACHIEVEMENTS

Total investment in government pre-school, primary and secondary education programs is estimated at \$8.3 billion in 2008-09, an increase of \$365 million or 4.6 per cent on the 2007-08 Budget.

During 2007-08, the Department implemented new government initiatives to meet Government priorities. These included:

- ◆ improving the effectiveness and retention rates of permanent new teachers by providing additional support in their first year of teaching
- ◆ providing additional support for students in their transition from primary to secondary school

- ◆ ensuring children from disadvantaged backgrounds are provided with priority access to government pre-schools
- ◆ providing 50 additional Reading Recovery Teachers for one-on-one literacy assistance to Year 1 students
- ◆ providing new teacher induction programs including literacy teaching skills for Year 5-9 teachers
- ◆ commencing the roll out of Best Start Literacy and Numeracy assessment for students in their first year of schooling in 434 schools
- ◆ delivery of numeracy teaching materials to support the K-6 mathematics syllabus and
- ◆ beginning the roll-out of interactive whiteboards, video conferencing capacity, enhanced bandwidth and improved security to support student learning and to help eliminate the distance barrier and provide access to expertise.

The Department also continued to implement a range of initiatives designed to improve learning outcomes for Aboriginal school students including:

- ◆ 10,000 Aboriginal students having Personalised Learning Programs and
- ◆ continuing the implementation of the Kids Excel Program in priority communities.

These strategies are directed at improving student performance and wellbeing and addressing the disparity in performance for those students with additional educational needs.

Over \$220 million was provided for school maintenance in 2007-08, to significantly increase the number of maintenance projects. These funds were applied to the improvement of school facilities through the painting of classrooms and general use areas, replacement of floor coverings, improvement of school grounds and undertaking preventative maintenance works to roofs, drains and electrical services.

STRATEGIC DIRECTIONS

The following strategies reflect the NSW Government's commitment to education and training:

- ◆ strengthening teaching and learning through high quality staff, evidence based programs and innovative initiatives
- ◆ delivering education that enables students to meet or exceed literacy and numeracy benchmarks
- ◆ delivering education and training that increases the number of students completing Year 12 or recognised vocational training
- ◆ delivering training that is flexible and relevant to industry and individuals and more accessible in regional and rural New South Wales and
- ◆ implementing corporate governance that builds better links between performance, planning and use of resources.

2008-09 BUDGET INITIATIVES

Total Expenses

Total investment in school education services for 2008-09 is estimated at \$9.1 billion. This is an increase of \$403 million or 4.7 per cent on last year's budget. This includes over \$90 million that is estimated to be received from the Commonwealth Government to support its election commitments for the Digital Education Revolution, Trade Training Centres and Additional Training Places for Existing Workers. In 2008-09, the Government will continue key initiatives introduced in the 2007-08 Budget to implement State Plan priorities including:

- ◆ \$81.6 million over four years for the The Best Start initiative to introduce a consistent literacy and numeracy assessment to better guide the learning of all kindergarten students in public schools
- ◆ \$38.8 million (excluding depreciation) over four years for the Connected Classrooms initiative to significantly expand technology based learning in government schools
- ◆ \$22.1 million over four years for the Support for Beginning Teachers initiative to improve the effectiveness and retention of permanent new teachers

- ◆ \$11.5 million over four years for the Transition to Year 7 initiative to provide support for students' transition from primary to secondary schools and
- ◆ \$7.8 million (excluding depreciation) over four years for the School Sport initiative to promote and extend school sporting competitions and encourage students' participation in physical activity.

In 2008-09, around \$230 million will be spent on school maintenance. This includes the painting of classrooms and general use areas, replacement of floor coverings, improvement of school grounds and preventative works to roofs, drains and electrical services.

Capital Expenditure

The Government will spend \$648 million on the infrastructure program during 2008-09 to meet its commitment to provide quality school facilities to give NSW students the best opportunities for their future.

Capital funding provides for the construction of new and replacement schools, construction of additional facilities at existing schools and the upgrading of buildings to modern standards. Sites for new schools, furniture and equipment and major information technology projects are also funded under this program.

In 2008-09, the Department will spend \$127 million to support the following key Government initiatives started in 2007-08:

- ◆ Building Better Schools (\$280 million over four years), which will substantially upgrade NSW government schools.
- ◆ Connected Classrooms (\$119 million over four years), aiming to significantly expand technology-based learning in government schools through the use of video-conferencing and interactive whiteboards, and tools that enable the sharing of information in interactive environments.
- ◆ School Sport (\$50 million over four years), focused on the improvement of sporting facilities in schools.
- ◆ Learn or Earn (\$18.9 million over four years), which includes the provision of an additional 15 trade schools across schools and TAFE colleges.

In 2008-09, \$40 million is to be spent on phase one of the Learning Management and Business Reform Program (\$153 million over four years), which will upgrade the Department's finance system and TAFE's human resource and payroll systems.

Around \$370 million is to be spent in 2008-09 for minor works on the construction and improvement of school facilities. This includes \$120 million that is estimated to be received from the Commonwealth Government to support its election commitments for the Digital Education Revolution and Trade Training Centres. The minor works program incorporates initiatives to upgrade toilets and other student and teacher facilities and to purchase computers in schools.

The Department continues to provide new schools in 2008-09 under the Public Private Partnership arrangement at a total cost of \$106 million. The remaining schools to be completed by 2009 include public schools at Elderslie and Middleton Grange and a high school at Rouse Hill.

This year's program also provides for:

- ◆ the commencement of 16 major new building works projects in schools at a total cost of \$148 million, including the upgrading of facilities at Cairnsfoot, Carenne and Kalinda schools for specific purposes, Casino Public School, East Hills Girls, East Hills Boys, Kempsey and Ulladulla High Schools together with a new high school at Kariong and a new public school at Wilton and
- ◆ the continuation of building work on 42 projects at schools commenced in previous years, including staged work, upgrades and redevelopments at Bowraville Central School, Floraville, Helensburgh, Tumut and Woollahra Public Schools, Coffs Harbour and Tweed River High Schools.

The Department's total capital expenditure over four years from 2007-08 will be over \$2 billion for both schools and TAFE. This represents the largest public education and training capital works program ever undertaken in New South Wales. Some of the projects in this program will attract Commonwealth Government funding.

TAFE AND RELATED SERVICES

RECENT ACHIEVEMENTS

TAFE NSW continues to be the largest provider of workforce training in Australia, at a time of significant technological change and skilled labour shortages. The implementation of the TAFE NSW Institutes' Purchasing Agreements is improving efficiency and increasing responsiveness to industry and community needs. TAFE NSW has broadened the range of services it delivers to employers through providing total workforce development solutions.

To meet the skills required for a growing NSW economy, TAFE NSW is increasing the number of training places in areas of skill shortages. In 2007 TAFE NSW increased apprenticeship enrolments in the eight priority skills shortage areas identified in the NSW Vocational Education and Training Plan. Significant growth occurred in a range of industry areas including Plumbing, Electrical, Engineering, Building and Construction, Hairdressing and Automotive. Growth has also occurred in non-trade skill shortage areas including Information Technology, Child Care and Aged Care.

In addition, TAFE NSW has numerous partnerships with industry aimed at tackling business development needs. It continues to deliver a range of programs designed to help NSW businesses remain internationally competitive as well as to train skilled workers being sought after by emerging industries such as environmental sustainability.

In regional areas, TAFE NSW plays a major role in providing the skilled workforce needed to support the economic development of local communities. By increasing the use of technology, regional students have more opportunity to improve their vocational skills without having to leave their home towns.

TAFE NSW plays an essential role in meeting the State Plan priorities related to increasing participation in training, including in rural areas and providing vocational education and training to students to enable them to complete Year 12 or recognised vocational training equivalent.

Ten Trade Schools are being established in key regions of the State through new or refurbished vocational education and training facilities within schools and TAFE NSW colleges, as part of the Government's plan to address skills shortages.

STRATEGIC DIRECTIONS

The TAFE NSW strategic priorities are based on improving the flexibility and responsiveness of training services and supporting the continued growth of the NSW economy.

Service improvements are being achieved through the introduction of the TAFE NSW Institutes' Purchasing Agreements. This, plus other initiatives should ensure that TAFE NSW Institutes have the capability to meet the new and emerging demands of changing patterns of work and job roles, as well as widely diverging needs of students and employers. TAFE NSW will offer greater service diversity and flexibility for learners, employers and other customers. Priorities include:

- ◆ strengthening locally customised services
- ◆ building new relationships with industry and enterprises, and extending innovative and responsive ways of operating

- ◆ implementing personalised services by tailoring services for individuals and
- ◆ investing in TAFE NSW staff and technologies.

Specific programs include:

- ◆ increasing enrolments in skill shortage areas
- ◆ helping to implement the initiative, Training our Workforce, which sets out a range of TAFE NSW measures between 2007 and 2011 that will assist more than 33,000 people to obtain skills training or have their existing skills recognised
- ◆ training young workers under the initiative, Learn or Earn, which will provide a guaranteed training place between 2007 and 2011 at TAFE NSW for 5,850 young people under 18 years of age who have not completed Year 12 and do not have a job and
- ◆ establishing trade schools to increase skill development and further broaden career opportunities for young people.

2008-09 BUDGET INITIATIVES

Total Expenses

In 2008-09, the total investment in TAFE NSW and related services is estimated at \$1.9 billion, an increase of \$90 million on the 2007-08 budget.

In 2008-09, the Government will continue key initiatives introduced in the 2007-08 budget to implement Government priorities including:

- ◆ \$47 million over four years for the Training our Workforce initiative to provide additional training opportunities contributing to the achievement of the State Plan target and
- ◆ \$50 million over four years for the Learn or Earn initiative to improve trade skills by increasing take up and completion of apprenticeships. This will contribute to the State Plan target to increase the proportion of population aged 15-64 participating in vocational education.

Capital Expenditure

The TAFE capital program for 2008-09 is \$85 million. This provides for the commencement of 12 new major projects at an estimated total cost of \$60 million. These include the upgrading of facilities at Granville, Hamilton, Macquarie Fields and Temora TAFE colleges. Work will continue on 22 projects at TAFE Colleges commenced in previous years at an estimated total cost of more than \$135 million. This includes works at Blue Mountains (Katoomba), Dubbo, Ryde and Tamworth TAFE colleges.

AGENCY RESULT INDICATORS

Increased levels of attainment for all students

Result Indicator	Units	2005 Actual	2006 Actual	2007 Actual	2008 Forecast
i) Year 3 students meeting national reading benchmarks	%	93.3	93.1	93.7	94.0
ii) Year 5 students meeting national reading benchmarks	%	89.7	90.3	90.4	90.7
iii) Year 7 students meeting national reading benchmarks	%	88.1	88.4	88.9	89.3
iv) Year 3 students meeting national numeracy benchmarks	%	95.4	95.8	95.7	95.9
v) Year 5 students meeting national numeracy benchmarks	%	91.7	92.6	92.3	92.5
vi) Year 7 students meeting national numeracy benchmarks	%	75.8	72.7	77.4	78.2

Note: These measures include students in both government and non-government schools.

More students complete Year 12 or accredited vocational education

Result Indicator	Units	2005 Actual	2006 Actual	2007 Actual	2008 Forecast
i) NSW population aged 20-24 years who have attained a Year 12 certificate or VET qualification at AQF Certificate II or above	%	82.7	83.5	84.0	84.7
ii) Year 10 to 12 apparent retention rates for full-time students	%	68.5	68.2	67.8	71.1
iii) TAFE NSW 15-24 year olds completions in AQF II and above	no.	New	33,526	33,790	34,656
iv) Students in all NSW schools enrolled in part-time apprenticeships and traineeships	no.	New	1,310	1,530	1,560

More people participating in education and training throughout their lives

Result Indicator	Units	2005 Actual	2006 Actual	2007 Actual	2008 Forecast
i) Students in all NSW schools enrolled in part-time apprenticeships and traineeships	no.	New	1,310	1,530	1,560
ii) Estimated proportion of the NSW population (aged 15-64 years) with non-school qualifications	%	54.2	54.7	55.0	55.3
iii) Estimated proportion of the NSW population (aged 15-64 years) participating in VET	%	11.7	11.9	12.4	12.8

Improved access to training in regional and rural New South Wales

Result Indicator	Units	2005 Actual	2006 Actual	2007 Actual	2008 Forecast
i) 15-64 year olds participating in VET in regional areas	no.	220,030	228,151	231,676	237,500

OFFICE OF THE BOARD OF STUDIES

The Office of the Board of Studies supports the Minister for Education and Training and the Board of Studies in their respective functions under the *Education Act 1990*. The Board develops syllabuses and curriculum support materials from Kindergarten to Year 12; registers and accredits non-government schools; administers home schooling registration, and prepares and conducts the School Certificate (SC) tests and Higher School Certificate (HSC) examinations. The Office of the Board of Studies also encompasses the Australian Music Examinations Board (NSW) and the Aboriginal Education Consultative Group.

RESULTS AND SERVICES

The Office contributes to school students fulfilling their potential by working towards the following results:

- ◆ More students in Years 3, 5, 7 and 9 achieve minimum and proficiency levels in literacy and numeracy.
- ◆ More students complete Year 12 or recognised vocational training better prepared for further study, training or employment.
- ◆ Non-government schools and home schooling families deliver higher quality educational programs based on the Board's mandatory requirements.

Key services provided by the Office to contribute to these results include:

- ◆ providing high quality syllabuses and support materials that promote high standards of primary and secondary education
- ◆ providing internationally-regarded, comprehensive, flexible and inclusive credentials that meet the needs of students and the community and
- ◆ undertaking a program of inspections and monitoring that ensures non-government schools comply with statutory registration and accreditation requirements.

The key services delivered by the Board and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		More students in Years 3, 5,7 and 9 achieve minimum and proficiency levels in literacy and numeracy	More students complete Year 12 or recognised vocational training better prepared for further study, training or employment	Non-government schools and home schooling families deliver higher quality educational programs based on the Board's mandatory requirements
Curriculum Development and Support	10.4	✓	✓	✓
Examinations, Assessment and Credentialling	92.0		✓	✓
Registration and Accreditation	3.4	✓	✓	✓
Total Expenses Excluding Losses	105.8			

RECENT ACHIEVEMENTS

In 2007, over 67,000 students, a record, sat for the HSC in 110 courses. Almost 31 per cent of these candidates studied one or more vocational education and training (VET) courses leading to nationally recognised employment qualifications along with their HSC.

Nearly 87,000 students in 2007 sat for School Certificate tests in English-literacy, mathematics, Australian history, Australian geography, civics and citizenship, and computing skills. Over 70 per cent of students who sat for the computing skills test did so online.

The performance of New South Wales students again compared favourably against international benchmarks such as the 2006 Program for International Student Assessment. Courses of study in New South Wales schools are based on and taught in accordance with Board syllabuses.

The Government amended the *Education Act 1990* in 2004 to increase the scope of the Board's regulatory role for the non-government school sector. The changes raised the standards expected of the more than 900 New South Wales non-government schools, including public disclosure of key financial and educational information in their annual reports. Two major changes were implemented during 2007. Firstly, annual school reports were required to include additional educational accountability indicators. Secondly, school proprietors were required to comply with enhanced corporate governance standards.

STRATEGIC DIRECTIONS

The Office has strategies to address current and emerging developments, including:

- ◆ the continuing growth in HSC and School Certificate student numbers
- ◆ the need for more efficient service delivery
- ◆ the increasing use of information and communications technologies (ICT) and
- ◆ the Commonwealth Government's policies relating to national testing, student reports, annual school reporting and a nationally consistent curriculum.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for 2008-09 are estimated at \$105.8 million. Key expenditure initiatives in 2008-09 include:

- ◆ \$584,000 to support the revision of the Board's syllabuses for Stage 6 mathematics, Stage 6 legal studies and Kindergarten to Year 6 science and technology
- ◆ \$638,000 for increases in HSC candidature and
- ◆ \$400,000 to support the development of VET curriculum frameworks in the hospitality, tourism and business services industries.

Capital Expenditure

The capital program for 2008-09 of \$2.6 million provides for \$1.5 million for the replacement of the Office's ICT infrastructure, \$891,000 to replace the Australian Music Examinations Board (NSW)'s use of leased facilities with owned facilities that meet Australian Music Examinations Board (NSW) standards, \$130,000 to fund Efficiency Improvement Plan initiatives in online services and commercial products and \$100,000 for ICT services to assist examination candidates with disabilities.

AGENCY RESULT INDICATORS

More students in Years 3, 5, 7 and 9 achieve minimum and proficiency levels in literacy and numeracy

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) NSW students demonstrating minimum/proficiency levels in PISA :					
- Reading Literacy	%	97 / 71	97 / 71	96 / 67	96 / 67
- Mathematical Literacy	%	96 / 67	96 / 67	97 / 66	97 / 66
ii) Ranking of NSW students relative to other states and territories in TIMSS					
- Mathematics (Year 8)		1st	1st
- Mathematics (Year 4)		2nd	2nd
iii) Students awarded full School Certificate credential	'000s	83	84	84	85
Notes:					
i) - ii) PISA – Program for International Student Assessment conducted by the OECD for 15 year olds every three years for Reading Literacy and Mathematical Literacy. The TIMSS - Trends in Mathematics and Science Study (for Year 4 and Year 8 students) is conducted every four years. The most recently published PISA (for 2006) and TIMSS results (for 2003) are included for information in the Table.					

**More students complete Year 12 or recognised vocational training
better prepared for further study, training or employment**

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) HSC candidates demonstrating sound achievement standards or higher.	%	67.4	66.2	67.2	68.2
ii) HSC VET credentials at AQF Certificate II level or higher	no.	14,523	14,707	14,707	14,707
iii) HSC VET credentials at AQF Certificate III level	no.	309	672	672	672
iv) NSW population aged 20-24 years with Year 12 or VET qualification at AQF Certificate II level or higher.	%	83.5	84.5	85.1	85.7
v) AMEB students credentialed at grade 8 or higher	no.	1,413	1,508	1,492	1,492
Notes:					
i) Percentage of students achieving Band 4 or higher, or Band E2 or Higher.					
ii) Number of VET Certificate II qualifications issued in Stage 6 by the Board of Studies, Private Providers and TAFE NSW.					
iii) Number of VET Certificate III qualifications issued in Stage 6 by the Board of Studies, Private Providers and TAFE NSW.					
iv) State Plan target of 90 per cent by 2016.					

Non-Government schools and home schooling families deliver higher quality educational programs based on the Board's mandatory requirements

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Non-government schools registered for maximum allowable period.	%	83	87	87	87
ii) Non-government schools accredited for the HSC.	no.	313	314	314	314
iii) Home schoolers registered for maximum requested period.	%	77.4	74.4	78.5	78.5

Notes:

- i) Schools do not receive the maximum period if they are new, are expanding into new years of schooling or if the Board has concerns about compliance. Registrations commencing 2005 have a maximum of 5 years. Prior to that it was six years.
- ii) Schools presenting candidates for the HSC must have a separate HSC accreditation.
- iii) Home schoolers assessed as meeting mandatory requirements unconditionally may be granted registration for up to two years.

BUILDING AND CONSTRUCTION INDUSTRY LONG SERVICE PAYMENTS CORPORATION

The Corporation administers the *Building and Construction Industry Long Service Payments Act 1986* which provides a portable long service scheme to building and construction workers in New South Wales.

RESULTS AND SERVICES

The Corporation delivers an industry based long service payments scheme for workers in the NSW building and construction industry by working towards the following results:

- ◆ Intended beneficiaries of the scheme receive their entitlements.
- ◆ Rights are observed and employer obligations are enforced.

Key services provided by the Corporation that contribute to these results include:

- ◆ maintaining records of service and the payment of entitlements
- ◆ undertaking compliance programs such as auditing employers

- ◆ promoting the scheme and
- ◆ collecting the long service leave levy and ensuring compliance.

The key services provided by the Corporation and the way in which they are expected to contribute to results are set out in the following table.

Service Groups	2008-09 Budget Expenses \$m	Results	
		Scheme beneficiaries receive their entitlements	Scheme rights and obligations are observed and enforced
Long Service Leave Scheme Management	97.1	✓	✓
Total Expenses Excluding Losses	97.1		

RECENT ACHIEVEMENTS

Investment income is predicted to be significantly weaker than budgeted in 2007-08 due to the drop in equity prices during the year. As a result, investment income projections and values of financial assets have been revised to incorporate these market changes.

With the implementation of a new worker registry system in 2007, the Corporation has been able to establish a new business approach for employers to notify the Corporation when new workers are taken on and to notify the days of service they have worked each financial year. This has simplified the requirements on employers.

In addition to internet functionality for employers to submit their worker related information, access for viewing records has been extended to workers.

Each year, for a number of years now, record numbers of workers have received payments. During 2007-08, 10,020 long service payments were made totalling \$50.5 million.

STRATEGIC DIRECTIONS

The Corporation continues to examine and implement ways in which customer service and the effectiveness and efficiency of the organisation's operations may be improved. The Corporation is looking to maximise employer and worker awareness, their rights and responsibilities and to extend the adoption and use of the new online services.

Long service benefits from the scheme are required to be readily available when members decide to claim them. The Corporation cannot control the number of claims that may be made in any year, and therefore disbursements and cash flows may vary significantly from year to year and from Budget figures.

2008-09 BUDGET INITIATIVES

Total Expenses

Budget figures for scheme liabilities, long service payments, investment and levy income are based on the latest actuarial advice whilst current year projections take into account both actuarial advice and the latest circumstances and experience.

Total expenses are estimated to be \$97.1 million, of which \$85.6 million relates to long service payments made to beneficiaries and a long service payments liability expense, which encompasses new liabilities accumulating during the year and any changes in the accumulated liability.

Total income is estimated at \$133.7 million, of which \$86.1 million is income from the long service levy and \$47.6 million is investment earnings from funds invested through New South Wales Treasury Corporation.

This will result in an operating surplus of \$36.5 million in 2008-09.

Capital Expenditure

An amount of \$500,000 has been budgeted for improvements to core operating systems and annual provisions.

MOTOR ACCIDENTS AUTHORITY

The Motor Accidents Authority of New South Wales monitors and supervises the Compulsory Third Party (CTP) Scheme for motor vehicles registered in New South Wales. Competing licensed insurers sell CTP insurance (known as the 'Green Slip') to the public in New South Wales.

RESULTS AND SERVICES

The Authority contributes to reducing the social costs of motor vehicle accidents by working towards the following results:

- ◆ The risk of road crash injury is reduced.
- ◆ The community can rely on a viable CTP scheme.

- ◆ All CTP scheme participants receive just and expeditious compensation.
- ◆ The health outcomes of injured people covered by the CTP scheme are improved.

Key services provided by the Authority to contribute to these results include:

- ◆ monitoring the operation of the CTP Scheme
- ◆ providing funding for the reduction of trauma as a result of motor vehicle accidents
- ◆ issuing certain guidelines to ensure compliance with the Act
- ◆ providing advice to the Minister on the efficiency and effectiveness of the Scheme
- ◆ providing support and advice to the Motor Accidents Council
- ◆ providing claims and medical dispute resolution services and an advisory service
- ◆ promoting public education and awareness of the Green Slip and various road safety initiatives and
- ◆ monitoring and reviewing legislation and policy coordination.

The Authority has statutory functions in connection with third party insurance, including its role as the Nominal Defendant, and in the licensing and supervision of insurers.

The key services provided by the Authority and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results			
		The risk of road crash injury is reduced	The community can rely on a viable CTP scheme	Scheme participants receive just and expeditious compensation	Scheme participants attain optimal health outcomes
Policy, Performance and Community Assistance	49.3	✓	✓	✓	✓
Motor Accidents Assessments Service	77.5			✓	✓
Total Expenses Excluding Losses	126.8				

RECENT ACHIEVEMENTS

On behalf of the Crown Finance Entity, the Authority manages HIH payments to claimants and service providers through its agent Allianz Insurance Co. Ltd. The actuarial valuation of HIH claims liabilities was estimated at \$58.2 million (discounted value, net of reinsurance and including claims handling expenses) as at 30 June 2007. The Crown Finance Entity assumed the liabilities for third party motor insurance after the collapse of HIH.

STRATEGIC DIRECTIONS

The Authority aims to administer its programs in an effective, efficient and economical manner, whilst ensuring compliance with all relevant statutory requirements.

The Authority is committed to maintain an affordable, fair and accessible CTP Insurance and Compensation Scheme by:

- ◆ being an effective regulator
- ◆ promoting appropriate treatment of injured persons
- ◆ providing medical and claims assessments in disputed cases
- ◆ providing advice to the Minister, Board and other stakeholders
- ◆ supporting injury prevention initiatives and
- ◆ providing services as the Nominal Defendant.

2008-09 BUDGET INITIATIVES

Total Expenses

The Authority's total expenses in 2008-09 are estimated to be \$126.8 million. This includes \$28.9 million in grants for road safety and rehabilitation projects.

The Authority derives income primarily from a levy on CTP insurance premiums collected by licensed insurers. For 2008-09, this levy is set at 10 per cent, consistent with the prior year. The Authority's projected revenue is \$124.9 million over the period, based on actuarial advice received in February 2008.

In 2008-09 a projected deficit of \$1.9 million will be funded from the Authority's retained earnings.

Capital Expenditure

The Authority's capital expenditure program relates solely to office related equipment such as computers, office machines and furniture and is budgeted at \$370,000 for 2008-09.

OFFICE OF THE MOTOR ACCIDENTS AUTHORITY

The Office of the Motor Accidents Authority was established under the *Public Sector Employment and Management Act 2002*. The Office has statutory functions in connection with the provision and management of personnel services to the Motor Accidents Authority of New South Wales and the Lifetime Care and Support Authority of New South Wales.

RECENT ACHIEVEMENTS

The Office of the Motor Accidents Authority supports the Motor Accidents Authority and the Lifetime Care and Support Authority by undertaking the provision of a comprehensive range of personnel services to those Authorities under service agreements.

STRATEGIC DIRECTIONS

The Office aims to implement effective, efficient and economical management and corporate service for its supported Authorities.

2008-09 BUDGET INITIATIVES

Total Expenses

The Office's total expenses in 2008-09 are estimated to be \$15 million comprised entirely of employee related expenditure. The Authority's income is derived from personnel and corporate support. The Office is expected to run a balanced budget position.

WORKERS' COMPENSATION (DUST DISEASES) BOARD

The Workers' Compensation (Dust Diseases) Board was established under the *Workers' Compensation (Dust Diseases) Act 1942-1967*. Under the Act, the Board is required to determine eligibility and award compensation to workers and to dependants of deceased workers. The Board is also responsible for administering the Workers' Compensation (Dust Diseases) Fund. This includes payment of monies for compensation, awards, research grants, fees, salaries and all other costs of administering the Act, including the operating expenses of the Dust Diseases Tribunal.

RESULTS AND SERVICES

The Board's statutory function is to administer the Act, subject to the direction of the Minister for Industrial Relations, through whom it reports annually to the New South Wales Parliament.

The Board strives to achieve this objective by working towards the following results:

- ◆ No-fault compensation and quality practical assistance and services to eligible workers and their dependants is assured.
- ◆ There is efficient administration of trust funds.
- ◆ The Board is the leading source of education and research into dust diseases thereby improving quality of medical treatment, outcomes and patients' quality of life.

Key services provided by the Board to contribute to these results include:

- ◆ administration of the no-fault compensation scheme, a major function of which includes making compensation payments to workers and their dependants
- ◆ facilitation of effective medical and occupational screening, assessment and health surveillance of applicants
- ◆ promotion of education and research into dust diseases in Australia and
- ◆ effective administration of the Board's finances to prudently maximise return on investment.

The key service provided by the Board and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Assurance of no-fault compensation	Efficient administration of trust funds	Leading source of education and research
Compensation and awards	84.4	✓		
Medical services	1.2	✓		
Education and research	1.3			✓
Financial management and investment	17.9	✓	✓	
Total Expenses Excluding Losses	104.8			

RECENT ACHIEVEMENTS

Investment income is predicted to be significantly weaker than budgeted in 2007-08, due to a material drop in equity prices during the year. As such, investment income projections and values of financial assets have been revised to incorporate these negative market fluctuations.

The Board's expenses mostly comprise compensation payments made, costs associated with claims and any additional dust disease compensation liabilities recognised. The estimates for claims expenses are based on actuarial advice.

The Board estimates its liabilities on the basis of incurred but not reported claims. The Board is projecting to have total assets of \$1.6 billion as at June 2009, comprised mainly of \$757.6 million of cash and other financial assets and \$784.8 million of receivables, mainly future levy income, to offset total liabilities of \$1.6 billion.

STRATEGIC DIRECTIONS

The Board's policy is to maintain the Dust Diseases levy rate for 2008-09 at a level sufficient to meet liabilities associated with reported claims and claims incurred but not reported over a medium to longer term.

The Board's fundamental objective is to compensate and improve the care, dignity and health of workers suffering from dust diseases. The Board also provides a mobile respiratory screening service for industry, funds numerous research programs and promotes awareness in occupational respiratory health.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses in 2008-09 are estimated at \$104.8 million. These include \$72 million in compensation claims including costs of claims payable.

Capital Expenditure

The Board is budgeting to acquire \$2.5 million of assets in 2008-09, comprising computer equipment, computer software and scientific equipment upgrades.

WORKCOVER AUTHORITY

WorkCover Authority (WorkCover) is a statutory authority and its primary function is to work in partnership with the NSW community to achieve safe productive workplaces and effective recovery, return to work and security for injured workers. WorkCover:

- ◆ promotes the prevention of injuries and diseases at the workplace and the development of healthy and safe workplaces
- ◆ promotes the prompt, efficient and effective management of the return to work of persons injured at work and
- ◆ regulates the operation of workers compensation insurance arrangements.

WorkCover's main statutory functions are to ensure compliance with the following legislation: *Occupational Health and Safety Act 2000*, *Workers Compensation Act 1987*, *Workplace Injury Management and Workers Compensation Act 1998*, *Workers Compensation (Bush Fire, Emergency & Rescue Services) Act 1987*, *Explosives Act 2003*, *Workers Compensation (Dust Diseases) Act 1942*, *Sporting Injuries Insurance Act 1978*, *Rural Workers Accommodation Act 1969* and their associated regulations and codes of practice.

From 1 July 2005, the Nominal Insurer became the insurer for the New South Wales Workers Compensation Scheme (the Scheme). The Nominal Insurer is responsible for issuing workers compensation policies, managing claims and managing the Workers Compensation Insurance Fund. WorkCover exercises the powers of the Nominal Insurer and acts on its behalf.

WorkCover's budget has been funded by levies on the premium income of the Nominal Insurer and specialised insurers and deemed premium income of self-insurers. Other funding sources include licensing fees, investment income and other miscellaneous sources.

From 1 July 2008, this model of funding will change so that WorkCover will be able to access the Workers Compensation Insurance Fund for funding its net operating budget, after deducting estimated revenue from other sources. WorkCover's existing power to impose a levy on the premium income of the Nominal Insurer will be removed, but it will still retain power to impose a levy on the specialised insurers and the self-insurers.

In 2007-08, WorkCover expects to transfer any accumulated cash surplus to the Workers Compensation Insurance Fund.

RECENT DEVELOPMENTS

The financial position of the WorkCover Scheme continues to improve. The Scheme surplus has increased by \$727 million to \$812 million over the past 12 months.

The improvement in the Scheme's performance since 2005 has resulted in New South Wales employers benefiting from an average 30 per cent reduction in premium rates. This represents a saving of \$785 million per annum.

STRATEGIC DIRECTIONS

WorkCover is committed to ensuring safe, secure and productive workplaces by working in partnership with the NSW community. New South Wales is experiencing its lowest rates of workplace injuries since the Scheme commenced in 1987. Work-related fatalities have also more than halved in that time.

In line with Government priorities, WorkCover is supporting a strong and growing small business sector by improving compliance with workplace safety and workers compensation obligations through a number of initiatives:

- ◆ It is providing help to small businesses via a three-year Small Business Safety Program including:
 - \$500 rebates for small businesses that install safety equipment or make safety modifications to their workplace
 - the expansion of WorkCover's Mentoring Program to give small and medium sized businesses the benefit of safety expertise of large companies and
 - the employment of additional Business Advisory Officers.

- ◆ It is providing 1,500 free safety workshops and seminars across New South Wales during 2008-09, in both metropolitan and regional areas, to provide information and advice on workplace safety and workers compensation obligations.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for 2008-09 are estimated at \$253.7 million, including:

- ◆ \$74.3 million for the safety inspectorate and the prevention of injuries and diseases at workplaces
- ◆ \$31.4 million for the resolution of disputes including the funding of the Workers' Compensation Commission and
- ◆ \$23.3 million for the oversight and regulation of workers' compensation insurance arrangements, including the support of employers and employees with injury management and return to work programs.

Capital Expenditure

The capital program of \$14.3 million in 2008-09 includes:

- ◆ \$5.9 million for infrastructure solutions to improve the technology platform on which the core business activities of WorkCover are based
- ◆ \$3.1 million for the ongoing upgrade of regional office accommodations including Wollongong and Gosford
- ◆ \$4.6 million for a range of software applications to facilitate Scheme reform and related occupational health and safety initiatives and
- ◆ \$743,000 for the purchase of minor technical and computer equipment.

OFFICE OF THE WORKCOVER AUTHORITY

The Office of the WorkCover Authority was established under the *Public Sector Employment and Management Act 2002* as part of the State's WorkChoices insulation legislation. The Office provides personnel services to:

- ◆ WorkCover Authority
- ◆ Building and Construction Industry Long Service Payments Corporation
- ◆ Workers' Compensation (Dust Diseases) Board
- ◆ Workers' Compensation Commission and
- ◆ Sporting Injuries Committee.

STRATEGIC DIRECTIONS

The Office aims to implement effective, efficient and economical personnel services to the recipient agencies.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses in 2008-09 are estimated to be \$143.5 million, as the cost of providing personnel services to the recipient agencies. The Office has no operating surplus as it only receives funding from the recipient agencies equal to the value of the personnel services it provides to them.

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
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24 DEPARTMENT OF EDUCATION AND TRAINING

24.1 Preschool Education Services in Government Schools

Service Description: The service group covers the staffing and support of 100 government run preschools to provide prior to school learning and transition to school.

Linkage to Results: This service group contributes to increased levels of attainment for all students, and gives priority to children from disadvantaged backgrounds unable to access other children's services, by working towards a range of intermediate results that include:

- ◆ early intervention strategies
- ◆ enhancing school readiness and
- ◆ transition to schools.

		2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Employees:</u>	EFT	320	323	323	323	323
				-----2007-08-----		
				Budget	Revised	2008-09 Budget
				\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses		26,319	26,534	27,080
Total expenses include the following:				
Employee related expenses		22,094	22,497	22,955
Other expenses		4,225	4,037	4,125
NET COST OF SERVICES		24,389	24,451	24,948

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24 DEPARTMENT OF EDUCATION AND TRAINING

24.2 Primary Education Services in Government Schools

Service Description: This service group covers the staffing and support of 1,652 primary schools, 67 central schools and 114 SSPs to deliver quality education aimed at increasing the attainment and meeting the diverse needs of students.

Linkage to Results: This service group contributes towards students successfully making the transition to further education by working towards a range of intermediate results that include:

- ◆ increasing the level of attainment for all students and
- ◆ increasing the percentage of Years 3 and 5 students and Aboriginal students meeting national reading and numeracy benchmarks.

<u>Service Measures:</u>	Units	2005 Actual	2006 Actual	2007 Actual	2008 Forecast
Staff who participate in professional development	%	100	100	100	100
Average expenditure per teacher on professional learning	\$	700	700	700	700
Teachers who are fully accredited under NSW Institute of Teachers' requirements (Total DET)	no.	n.a.	720	1,640	2,400
Newly appointed teachers resigning from the Department of Education and Training within their first five years (Total DET)	%	13	10	11	11
Professional learning communities on the Teaching and Learning Exchange (Total DET)	no.	16	42	60	80

<u>Employees:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
EFT		36,843	37,437	37,412	37,736	37,748

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24 DEPARTMENT OF EDUCATION AND TRAINING

24.2 Primary Education Services in Government Schools (cont)

	—————2007-08—————		2008-09
	Budget \$000	Revised \$000	Budget \$000
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	4,080,675	4,181,993	4,252,138
Total expenses include the following:			
Employee related expenses	3,166,633	3,261,665	3,342,607
Other expenses	914,042	920,328	909,531
NET COST OF SERVICES	3,870,492	3,970,078	4,036,816
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CAPITAL EXPENDITURE	335,873	282,359	288,482

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24 DEPARTMENT OF EDUCATION AND TRAINING

24.3 Secondary Education Services in Government Schools

Service Description: This service group covers the staffing and support of 397 secondary schools to deliver quality education aimed at increasing the attainment and retention of students and meeting their diverse needs.

Linkage to Results: This service group contributes towards students successfully making the transition to further education and work by working towards a range of intermediate results that include:

- ◆ the percentage of Year 7 students and Aboriginal students meeting national reading and numeracy benchmarks
- ◆ year 10-12 apparent retention rates for full-time students
- ◆ number of students in all NSW schools enrolled in part-time apprenticeships and traineeships and
- ◆ proportion of the NSW population aged 20-24 years who have attained a Year 12 certificate or recognised VET qualification at AQF Certificate II or above.

<u>Service Measures:</u>	Units	2005 Actual	2006 Actual	2007 Actual	2008 Forecast
Staff who participate in professional development	%	100	100	100	100
Average expenditure per teacher on professional learning	\$	700	700	700	700
Teachers who are fully accredited under NSW Institute of Teachers' requirements (Total DET)	no.	n.a.	720	1,640	2,400
Newly appointed teachers resigning from the Department of Education and Training within their first five years (Total DET)	%	13	10	11	11
Professional learning communities on the Teaching and Learning Exchange (Total DET)	no.	16	42	60	80

<u>Employees:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
EFT		34,404	34,782	34,682	34,991	34,872

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24 DEPARTMENT OF EDUCATION AND TRAINING

24.3 Secondary Education Services in Government Schools (cont)

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	3,782,656	3,860,366	3,975,423
Total expenses include the following:			
Employee related expenses	2,955,345	3,033,561	3,099,457
Other expenses	827,311	826,805	875,966
NET COST OF SERVICES	3,529,863	3,596,485	3,727,193
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CAPITAL EXPENDITURE	195,130	205,868	359,192

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24 DEPARTMENT OF EDUCATION AND TRAINING

24.4 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.

Linkage to Results: This service group contributes towards students successfully making the transition to further education and work by working towards a range of intermediate results that include:

- ◆ increasing the percentage of Year 3, 5 and 7 students meeting National reading and numeracy benchmarks and
- ◆ proportion of the NSW population aged 20-24 years who have attained a Year 12 Certificate or recognised VET qualification at AQF Certificate II or above.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Employees:</u>	EFT	5	5	5	5	5

2007-08	2008-09
Budget	Budget
\$000	\$000
2007-08 Budget	2008-09 Budget
\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	773,335	776,715	811,804
Total expenses include the following:			
Per capita grants	665,246	665,246	698,402
Capital assistance	65,000	65,000	67,737
Other expenses	43,089	46,469	45,665
NET COST OF SERVICES	773,335	776,715	811,804

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24 DEPARTMENT OF EDUCATION AND TRAINING

24.5 TAFE NSW and Community Education

Service Description: This service group covers delivery of cost efficient training services and improved skill and qualification levels of the NSW population, both rural and urban.

Linkage to Results: This service group contributes to improved skill and qualification levels of the NSW population, both urban and rural, by working towards a range of intermediate results that include:

- ◆ increasing the proportion of the NSW population (aged 15-64) with non-school qualifications
- ◆ increasing the proportion of 15-64 year olds undertaking AQF Certificate III or above
- ◆ increasing the percentage of Annual Student Hours that is achieved through Recognition of Prior Learning (RPL) and
- ◆ increasing the number of 15-64 year olds participating in VET in regional areas.

<u>Service Measures:</u>	Units	2005 Actual	2006 Actual	2007 Actual	2008 Forecast
TAFE NSW Annual Student Hours (includes RPL)	'000	107,932	108,785	108,509	110,897
Enrolments in AQF Certificate III and above	no.	198,149	200,348	203,343	207,207
Graduates satisfied with overall quality of all TAFE training	%	88.4	88.4	89.6	90.0
TAFE NSW students (aged 15-64 years)	no.	n.a.	396,467	384,767	393,089
TAFE NSW students (aged 15-64 years) in regional and rural areas	no.	n.a.	187,570	181,066	183,408

<u>Employees:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
EFT		16,036	15,976	15,808	15,994	16,040

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24 DEPARTMENT OF EDUCATION AND TRAINING

24.5 TAFE NSW and Community Education (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	1,644,385	1,648,780	1,730,588
Total expenses include the following:			
Employee related expenses	1,260,194	1,275,022	1,309,407
Other expenses	384,191	373,758	421,181
NET COST OF SERVICES	1,366,089	1,349,411	1,415,242
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CAPITAL EXPENDITURE	85,948	85,948	84,760

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24 DEPARTMENT OF EDUCATION AND TRAINING

24.6 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. It also facilitates quality training through apprenticeships, traineeships, targeting skill shortage areas and upskilling existing workers.

Linkage to Results: This service group contributes to improved skill and qualification levels of the NSW population, both urban and rural, by working towards a range of intermediate results that include:

- ◆ increasing the number of Year 11 and 12 enrolments in HSC VET courses (government students)
- ◆ increasing the proportion of the NSW population aged 15-64 with non-school qualifications
- ◆ increasing the proportion of the NSW population (aged 15-64 years) participating in VET
- ◆ increasing the number of 15-64 year olds participating in VET in regional areas
- ◆ increasing the proportion of 15-64 year olds undertaking AQF Cert III or above.

<u>Service Measures:</u>	Units	2005 Actual	2006 Actual	2007 Actual	2008 Forecast
Average VET NSW cost per Annual Student Hour	\$	13.81	13.90	13.90	13.90
Employers surveyed who were satisfied with VET	%	68.6	n.a.	71.7	n.a.

<u>Employees:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
EFT	n.a.	321	320	321	325	

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24 DEPARTMENT OF EDUCATION AND TRAINING

24.6 Vocational Education and Training (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	153,197	149,723	157,076
Total expenses include the following:			
Employee related expenses	23,439	22,668	23,378
Grants	121,079	117,588	122,994
Other expenses	8,679	9,467	10,704
NET COST OF SERVICES	139,670	132,766	139,717

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24 DEPARTMENT OF EDUCATION AND TRAINING

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	7,428,191	7,615,901	7,798,302
Other operating expenses	1,666,595	1,618,110	1,683,415
Depreciation and amortisation	366,929	398,929	429,342
Grants and subsidies	991,798	1,004,727	1,033,583
Finance costs	7,054	6,444	9,467
Total Expenses Excluding Losses	10,460,567	10,644,111	10,954,109
Less:			
Retained Revenue -			
Sales of goods and services	356,657	390,777	409,917
Investment income	30,306	34,506	37,286
Grants and contributions	337,589	334,472	339,305
Other revenue	32,177	34,477	11,881
Total Retained Revenue	756,729	794,232	798,389
Other gains/(losses)	...	(27)	...
NET COST OF SERVICES	9,703,838	9,849,906	10,155,720
RECURRENT FUNDING STATEMENT			
Net Cost of Services	9,703,838	9,849,906	10,155,720
Recurrent Services Appropriation	8,838,372	8,900,425	9,197,631
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	616,951	574,175	732,434
Capital Works and Services Appropriation	528,388	467,210	670,753

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24 DEPARTMENT OF EDUCATION AND TRAINING

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	596,894	559,373	586,639
Receivables	83,508	75,983	76,649
Other financial assets	5	165	165
Assets held for sale	68,862	25,985	25,985
Other	520	37	37
Total Current Assets	749,789	661,543	689,475
Non Current Assets -			
Receivables	4,826	6,981	6,981
Other financial assets	428	255	255
Property, plant and equipment -			
Land and building	16,944,129	16,390,778	16,483,855
Plant and equipment	325,243	240,624	379,537
Intangibles	37,137	81,707	137,809
Other	...	223	223
Total Non Current Assets	17,311,763	16,720,568	17,008,660
Total Assets	18,061,552	17,382,111	17,698,135
LIABILITIES -			
Current Liabilities -			
Payables	277,361	297,160	315,644
Borrowings at amortised cost	1,619	2,673	3,755
Provisions	215,385	238,248	247,480
Other	53,557	72,545	72,545
Total Current Liabilities	547,922	610,626	639,424

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24 DEPARTMENT OF EDUCATION AND TRAINING

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET (cont)			
Non Current Liabilities -			
Borrowings at amortised cost	147,718	144,646	178,435
Provisions	35,333	11,677	11,733
Total Non Current Liabilities	183,051	156,323	190,168
Total Liabilities	730,973	766,949	829,592
NET ASSETS	17,330,579	16,615,162	16,868,543
EQUITY			
Reserves	4,727,665	4,120,639	4,120,639
Accumulated funds	12,602,914	12,494,523	12,747,904
TOTAL EQUITY	17,330,579	16,615,162	16,868,543

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24 DEPARTMENT OF EDUCATION AND TRAINING

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	6,838,957	7,032,396	7,229,513
Grants and subsidies	991,198	1,004,127	1,032,983
Finance costs	7,054	6,444	9,467
Other	1,938,750	1,885,817	1,936,141
Total Payments	9,775,959	9,928,784	10,208,104
Receipts			
Sale of goods and services	356,657	387,669	410,059
Interest	30,306	34,506	37,286
Other	621,082	622,255	602,204
Total Receipts	1,008,045	1,044,430	1,049,549
NET CASH FLOWS FROM OPERATING ACTIVITIES	(8,767,914)	(8,884,354)	(9,158,555)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	14,400	26,706	14,800
Proceeds from sale of investments	38	38	38
Purchases of property, plant and equipment	(551,703)	(472,823)	(630,750)
Purchases of investments	(38)	(38)	(38)
Other	(11,800)	(49,502)	(63,940)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(549,103)	(495,619)	(679,890)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings and advances	(1,309)	(1,684)	(2,673)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(1,309)	(1,684)	(2,673)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	8,838,372	8,900,425	9,197,631
Capital appropriation	528,388	467,210	670,753
NET CASH FLOWS FROM GOVERNMENT	9,366,760	9,367,635	9,868,384
NET INCREASE/(DECREASE) IN CASH	48,434	(14,022)	27,266

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24 DEPARTMENT OF EDUCATION AND TRAINING

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
CASH FLOW STATEMENT (cont)			
Opening Cash and Cash Equivalents	548,460	573,395	559,373
CLOSING CASH AND CASH EQUIVALENTS	596,894	559,373	586,639
CASH FLOW RECONCILIATION			
Net cost of services	(9,703,838)	(9,849,906)	(10,155,720)
Non cash items added back	916,394	937,808	970,059
Change in operating assets and liabilities	19,530	27,744	27,106
Net cash flow from operating activities	(8,767,914)	(8,884,354)	(9,158,555)

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25 OFFICE OF THE BOARD OF STUDIES

25.1 Curriculum Development and Support

Service Description: This service group covers the provision of 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.

Linkage to Results: This service group contributes to more students in Years 3, 5, 7 and 9 achieving minimum and proficiency levels in literacy and numeracy, by working towards a range of intermediate results that include the following:

- ◆ full range of students are taught and learn from relevant and challenging courses of study that promote higher standards of student achievement
- ◆ students access expanded opportunities to study Vocational Education and Training (VET) courses in Years 9-10
- ◆ students study courses leading to higher level VET qualifications in Years 11-12 and
- ◆ students achievements in School Certificate (SC) and Higher School Certificate (HSC) courses assessed and reported against State-wide standards.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Current K-12 syllabuses	no.	162	162	162	162	162
VET student course units of study	thous	121	123	123	123	123
Graded student work samples available online	no.	640	1,070	1,500	1,500	1,500
<u>Employees:</u>	EFT	66	72	74	75	72

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25 OFFICE OF THE BOARD OF STUDIES

25.1 Curriculum Development and Support (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	9,990	10,337	10,457
Total expenses include the following:			
Employee related expenses	7,162	7,308	7,190
NET COST OF SERVICES	8,538	8,222	9,071
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CAPITAL EXPENDITURE	29	29	150

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25 OFFICE OF THE BOARD OF STUDIES

25.2 Examinations, Assessments and Credentialling

Service Description: This service group covers the conduct of School Certificate tests, HSC examinations and Australian Music Examinations Board (AMEB) examinations.

Linkage to Results: This service group contributes to the ability to assess and credential student achievement, by working towards an intermediate result that students' achievements in SC, HSC and AMEB courses are assessed and reported against State-wide standards.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
School Certificate tests conducted	no.	333,187	421,960	418,691	418,691	422,941
HSC examinations conducted	no.	324,281	326,737	330,659	330,659	335,262
AMEB examinations conducted	no.	43,267	43,021	42,767	42,767	42,767
<u>Employees:</u>	EFT	707	715	716	722	712

———2007-08———		2008-09
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	89,300	90,819	91,972
Total expenses include the following:			
Employee related expenses	70,031	70,535	71,204
NET COST OF SERVICES	83,983	84,779	86,569
<hr/>			
CAPITAL EXPENDITURE	458	2,424	2,471

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
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AND MINISTER ASSISTING THE MINISTER FOR FINANCE**

25 OFFICE OF THE BOARD OF STUDIES

25.3 Registration and Accreditation

Service Description: This service group covers the registration and accreditation of non-government schools and the registration of home schooling.

Linkage to Results: This service group contributes to verification that the educational programs and facilities required under the Education Act 1990 are being provided at the requisite standard, by working towards a range of intermediate results that include the following:

- ◆ students achievements in SC and HSC courses assessed and reported against State-wide standards and
- ◆ non-government schools and home schooling families with compliance concerns identified.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Non-government schools inspected	%	49	52	50	50	50
Assessments of home schooling families by authorised persons	no.	1,175	1,304	1,304	1,304	1,304
<u>Employees:</u>	EFT	28	27	27	27	27

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	3,350	3,350	3,420
Total expenses include the following:			
Employee related expenses	2,388	2,684	2,744
NET COST OF SERVICES	3,350	3,350	3,420

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25 OFFICE OF THE BOARD OF STUDIES

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	79,581	80,527	81,138
Other operating expenses	21,828	22,507	22,774
Depreciation and amortisation	1,207	1,448	1,912
Finance costs	24	24	25
Total Expenses Excluding Losses	102,640	104,506	105,849
Less:			
Retained Revenue -			
Sales of goods and services	5,457	6,468	5,513
Investment income	250	250	256
Grants and contributions	773	820	762
Other revenue	279	607	248
Total Retained Revenue	6,759	8,145	6,779
Gain/(loss) on disposal of non current assets	10	10	10
NET COST OF SERVICES	95,871	96,351	99,060
RECURRENT FUNDING STATEMENT			
Net Cost of Services	95,871	96,351	99,060
Recurrent Services Appropriation	92,896	93,204	94,873
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	487	2,453	2,621
Capital Works and Services Appropriation	487	2,453	1,600

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25 OFFICE OF THE BOARD OF STUDIES

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	6,432	6,121	4,176
Receivables	860	1,157	1,157
Inventories	2,542	1,913	2,393
Total Current Assets	9,834	9,191	7,726
Non Current Assets -			
Property, plant and equipment -			
Land and building	700	859	1,331
Plant and equipment	1,248	3,088	3,628
Intangibles	1,677	2,060	1,737
Total Non Current Assets	3,625	6,007	6,696
Total Assets	13,459	15,198	14,422
LIABILITIES -			
Current Liabilities -			
Payables	1,220	1,600	1,195
Provisions	2,289	2,316	2,419
Other	1,595	1,595	2,000
Total Current Liabilities	5,104	5,511	5,614
Non Current Liabilities -			
Provisions	33	30	33
Other	471	471	496
Total Non Current Liabilities	504	501	529
Total Liabilities	5,608	6,012	6,143
NET ASSETS	7,851	9,186	8,279
EQUITY			
Accumulated funds	7,851	9,186	8,279
TOTAL EQUITY	7,851	9,186	8,279

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
INDUSTRIAL RELATIONS, MINISTER FOR THE CENTRAL COAST,
AND MINISTER ASSISTING THE MINISTER FOR FINANCE**

25 OFFICE OF THE BOARD OF STUDIES

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	77,776	78,722	79,352
Other	26,623	27,302	26,859
Total Payments	104,399	106,024	106,211
Receipts			
Sale of goods and services	5,457	6,468	5,513
Interest	250	250	256
Other	5,847	6,222	4,615
Total Receipts	11,554	12,940	10,384
NET CASH FLOWS FROM OPERATING ACTIVITIES	(92,845)	(93,084)	(95,827)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	30	30	30
Purchases of property, plant and equipment	(287)	(2,253)	(2,421)
Other	(200)	(200)	(200)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(457)	(2,423)	(2,591)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	92,896	93,204	94,873
Capital appropriation	487	2,453	1,600
NET CASH FLOWS FROM GOVERNMENT	93,383	95,657	96,473
NET INCREASE/(DECREASE) IN CASH	81	150	(1,945)
Opening Cash and Cash Equivalents	6,351	5,971	6,121
CLOSING CASH AND CASH EQUIVALENTS	6,432	6,121	4,176

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
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25 OFFICE OF THE BOARD OF STUDIES

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
CASH FLOW STATEMENT (cont)			
CASH FLOW RECONCILIATION			
Net cost of services	(95,871)	(96,351)	(99,060)
Non cash items added back	2,846	3,087	3,592
Change in operating assets and liabilities	180	180	(359)
Net cash flow from operating activities	(92,845)	(93,084)	(95,827)

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
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**BUILDING AND CONSTRUCTION INDUSTRY LONG SERVICE
PAYMENTS CORPORATION**

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Retained Revenue -			
Investment income	37,650	(29,385)	47,550
Retained taxes, fees and fines	72,200	77,200	86,100
Other revenue	5	8	5
Total Retained Revenue	109,855	47,823	133,655
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	550	750	600
Other operating expenses	8,841	8,225	8,924
Depreciation and amortisation	935	653	698
Other expenses	96,700	80,875	86,892
Total Expenses Excluding Losses	107,026	90,503	97,114
Gain/(loss) on disposal of non current assets	...	4	...
Other gains/(losses)	(10)	(10)	(10)
SURPLUS/(DEFICIT)	2,819	(42,686)	36,531

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
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AND MINISTER ASSISTING THE MINISTER FOR FINANCE**

**BUILDING AND CONSTRUCTION INDUSTRY LONG SERVICE
PAYMENTS CORPORATION**

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	5,071	9,701	8,501
Receivables	4,250	4,700	4,750
Other	...	1,127	1,000
Total Current Assets	9,321	15,528	14,251
Non Current Assets -			
Other financial assets	590,505	545,333	608,333
Property, plant and equipment - Plant and equipment	886	501	323
Intangibles	1,385	1,405	1,385
Total Non Current Assets	592,776	547,239	610,041
Total Assets	602,097	562,767	624,292
LIABILITIES -			
Current Liabilities -			
Payables	2,827	3,151	3,345
Provisions	57,700	350,000	350,000
Total Current Liabilities	60,527	353,151	353,345
Non Current Liabilities -			
Provisions	514,800	207,672	232,472
Total Non Current Liabilities	514,800	207,672	232,472
Total Liabilities	575,327	560,823	585,817
NET ASSETS	26,770	1,944	38,475
EQUITY			
Accumulated funds	26,770	1,944	38,475
TOTAL EQUITY	26,770	1,944	38,475

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
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AND MINISTER ASSISTING THE MINISTER FOR FINANCE**

**BUILDING AND CONSTRUCTION INDUSTRY LONG SERVICE
PAYMENTS CORPORATION**

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Retained taxes	70,800	75,286	84,808
Interest	250	615	550
Other	320	409	295
Total Receipts	71,370	76,310	85,653
Payments			
Employee related	550	750	473
Other	84,000	59,861	69,880
Total Payments	84,550	60,611	70,353
NET CASH FLOWS FROM OPERATING ACTIVITIES	(13,180)	15,699	15,300
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	...	17	...
Proceeds from sale of investments	11,000
Purchases of property, plant and equipment	(750)	(150)	(100)
Purchases of investments	...	(15,000)	(16,000)
Other	(400)
NET CASH FLOWS FROM INVESTING ACTIVITIES	10,250	(15,133)	(16,500)
NET INCREASE/(DECREASE) IN CASH	(2,930)	566	(1,200)
Opening Cash and Cash Equivalents	8,001	9,135	9,701
CLOSING CASH AND CASH EQUIVALENTS	5,071	9,701	8,501
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	2,819	(42,686)	36,531
Non cash items added back	(36,465)	30,653	(46,302)
Change in operating assets and liabilities	20,466	27,732	25,071
Net cash flow from operating activities	(13,180)	15,699	15,300

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
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MOTOR ACCIDENTS AUTHORITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Retained Revenue -			
Investment income	577	1,825	2,000
Retained taxes, fees and fines*	37,303	114,000	121,742
Other revenue	(14,161)	1,197	1,157
Total Retained Revenue	23,719	117,022	124,899
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	12,927	1,287	310
Other operating expenses	18,564	30,211	30,523
Depreciation and amortisation	261	314	329
Grants and subsidies	(6,845)	8,785	28,972
Other expenses*	...	57,987	66,620
Total Expenses Excluding Losses	24,907	98,584	126,754
Gain/(loss) on disposal of non current assets	84
SURPLUS/(DEFICIT)	(1,104)	18,438	(1,855)

* When the 2007-08 Budget was prepared the Compulsory Third Party Scheme (CTP) levy was paid direct by insurance companies to the Authority, the Roads and Traffic Authority and the Department of Health. From 2007-08 all CTP levy income is now paid to the Authority, which then remits the funds to the above agencies.

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MOTOR ACCIDENTS AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	12,256	41,773	39,366
Receivables	20,325	27,378	25,266
Total Current Assets	32,581	69,151	64,632
Non Current Assets -			
Receivables	33,313	26,832	18,529
Property, plant and equipment -			
Land and building	1,540	1,749	1,751
Plant and equipment	193	265	267
Intangibles	37
Total Non Current Assets	35,046	28,846	20,584
Total Assets	67,627	97,997	85,216
LIABILITIES -			
Current Liabilities -			
Payables	5	15,692	16,112
Other	15,575	18,075	15,032
Total Current Liabilities	15,580	33,767	31,144
Non Current Liabilities -			
Other	33,313	33,313	25,010
Total Non Current Liabilities	33,313	33,313	25,010
Total Liabilities	48,893	67,080	56,154
NET ASSETS	18,734	30,917	29,062
EQUITY			
Accumulated funds	18,734	30,917	29,062
TOTAL EQUITY	18,734	30,917	29,062

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
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MOTOR ACCIDENTS AUTHORITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	...	(30)	...
Retained taxes	37,303	114,000	120,951
Interest	577	1,825	2,000
Other	6,932	15,288	15,737
Total Receipts	44,812	131,083	138,688
Payments			
Employee related	12,927	1,287	310
Grants and subsidies	7,556	8,785	28,972
Other	28,372	103,987	111,443
Total Payments	48,855	114,059	140,725
NET CASH FLOWS FROM OPERATING ACTIVITIES	(4,043)	17,024	(2,037)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	84
Purchases of property, plant and equipment	(50)	(486)	(320)
Other	(50)
NET CASH FLOWS FROM INVESTING ACTIVITIES	34	(486)	(370)
NET INCREASE/(DECREASE) IN CASH	(4,009)	16,538	(2,407)
Opening Cash and Cash Equivalents	16,265	25,235	41,773
CLOSING CASH AND CASH EQUIVALENTS	12,256	41,773	39,366
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(1,104)	18,438	(1,855)
Non cash items added back	261	314	329
Change in operating assets and liabilities	(3,200)	(1,728)	(511)
Net cash flow from operating activities	(4,043)	17,024	(2,037)

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
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OFFICE OF THE MOTOR ACCIDENTS AUTHORITY

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	15,069	14,276	14,996
Investment income	...	100	...
Total Retained Revenue	15,069	14,376	14,996
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	14,007	14,276	14,996
Other operating expenses	987
Depreciation and amortisation	75
Total Expenses Excluding Losses	15,069	14,276	14,996
SURPLUS/(DEFICIT)	...	100	...

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
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OFFICE OF THE MOTOR ACCIDENTS AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	3,787	100	201
Total Current Assets	3,787	100	201
Non Current Assets -			
Property, plant and equipment - Plant and equipment	51
Intangibles	250
Total Non Current Assets	301
Total Assets	4,088	100	201
LIABILITIES -			
Current Liabilities -			
Provisions	2,741	...	68
Total Current Liabilities	2,741	...	68
Non Current Liabilities -			
Provisions	1,347	...	33
Total Non Current Liabilities	1,347	...	33
Total Liabilities	4,088	...	101
NET ASSETS	...	100	100
EQUITY			
Accumulated funds	...	100	100
TOTAL EQUITY	...	100	100

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
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OFFICE OF THE MOTOR ACCIDENTS AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	16,790	17,539	14,996
Interest	...	100	...
Total Receipts	16,790	17,639	14,996
Payments			
Employee related	11,640	17,750	14,895
Other	987	(211)	...
Total Payments	12,627	17,539	14,895
NET CASH FLOWS FROM OPERATING ACTIVITIES	4,163	100	101
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(76)
Other	(300)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(376)
NET INCREASE/(DECREASE) IN CASH	3,787	100	101
Opening Cash and Cash Equivalents	100
CLOSING CASH AND CASH EQUIVALENTS	3,787	100	201
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	...	100	...
Non cash items added back	75
Change in operating assets and liabilities	4,088	...	101
Net cash flow from operating activities	4,163	100	101

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
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WORKERS' COMPENSATION (DUST DISEASES) BOARD

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	569	569	500
Investment income	70,048	35,204	69,611
Retained taxes, fees and fines	30,825	65,195	33,681
Other revenue	600	974	1,031
Total Retained Revenue	102,042	101,942	104,823
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Other operating expenses	(4,044)	(5,169)	(5,476)
Depreciation and amortisation	611	1,199	1,586
Grants and subsidies	6,222	6,667	7,123
Finance costs	99,251	99,251	101,593
Total Expenses Excluding Losses	102,040	101,948	104,826
Gain/(loss) on disposal of non current assets	(2)	6	3
SURPLUS/(DEFICIT)

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
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WORKERS' COMPENSATION (DUST DISEASES) BOARD

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	133,221	97,406	87,545
Receivables	7,342	25,857	21,416
Other financial assets	115,622	128,636	133,139
Total Current Assets	256,185	251,899	242,100
Non Current Assets -			
Receivables	840,645	823,037	763,354
Other financial assets	479,945	454,057	536,934
Property, plant and equipment -			
Land and building	5,692	5,712	5,563
Plant and equipment	4,282	1,346	1,660
Intangibles	3	1,597	2,287
Total Non Current Assets	1,330,567	1,285,749	1,309,798
Total Assets	1,586,752	1,537,648	1,551,898
LIABILITIES -			
Current Liabilities -			
Payables	1,300	1,795	2,438
Provisions	88,543	83,035	87,264
Total Current Liabilities	89,843	84,830	89,702
Non Current Liabilities -			
Provisions	1,495,283	1,451,192	1,460,570
Total Non Current Liabilities	1,495,283	1,451,192	1,460,570
Total Liabilities	1,585,126	1,536,022	1,550,272
NET ASSETS	1,626	1,626	1,626
EQUITY			
Reserves	1,626	1,626	1,626
TOTAL EQUITY	1,626	1,626	1,626

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WORKERS' COMPENSATION (DUST DISEASES) BOARD

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	569	569	500
Retained taxes	90,379	84,511	94,752
Interest	62,437	28,989	58,339
Other	(2,618)	(5,382)	4,694
Total Receipts	150,767	108,687	158,285
Payments			
Grants and subsidies	6,222	6,667	7,123
Other	82,139	78,291	82,477
Total Payments	88,361	84,958	89,600
NET CASH FLOWS FROM OPERATING ACTIVITIES	62,406	23,729	68,685
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	30	33	45
Proceeds from sale of investments	80,000	80,000	90,000
Purchases of property, plant and equipment	(2,677)	(1,099)	(854)
Purchases of investments	(93,974)	(81,586)	(166,108)
Other	...	(1,598)	(1,629)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(16,621)	(4,250)	(78,546)
NET INCREASE/(DECREASE) IN CASH	45,785	19,479	(9,861)
Opening Cash and Cash Equivalents	87,436	77,927	97,406
CLOSING CASH AND CASH EQUIVALENTS	133,221	97,406	87,545
CASH FLOW RECONCILIATION			
Non cash items added back	(7,000)	(5,016)	(9,686)
Change in operating assets and liabilities	69,406	28,745	78,371
Net cash flow from operating activities	62,406	23,729	68,685

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
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WORKCOVER AUTHORITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	42,796	34,246	17,590
Investment income	14,300	16,822	12,300
Retained taxes, fees and fines	171,720	158,433	218,672
Other revenue	4,596	5,337	5,150
Total Retained Revenue	233,412	214,838	253,712
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	4,768	8,167	5,869
Other operating expenses	182,189	183,898	201,286
Depreciation and amortisation	12,505	12,607	8,810
Grants and subsidies	6,300	5,330	6,300
Other expenses	32,831	29,662	31,447
Total Expenses Excluding Losses	238,593	239,664	253,712
Gain/(loss) on disposal of non current assets	...	(14)	...
SURPLUS/(DEFICIT)	(5,181)	(24,840)	...

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
INDUSTRIAL RELATIONS, MINISTER FOR THE CENTRAL COAST,
AND MINISTER ASSISTING THE MINISTER FOR FINANCE**

WORKCOVER AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	104,576	99,576	86,354
Receivables	44,244	39,264	39,264
Inventories	...	2,000	2,000
Total Current Assets	148,820	140,840	127,618
Non Current Assets -			
Receivables	30,330	48,296	48,296
Other financial assets	132,407	142,659	142,659
Property, plant and equipment -			
Land and building	9,903	10,376	10,250
Plant and equipment	17,281	20,254	22,821
Intangibles	27,110	17,302	20,359
Total Non Current Assets	217,031	238,887	244,385
Total Assets	365,851	379,727	372,003
LIABILITIES -			
Current Liabilities -			
Payables	59,692	58,210	57,693
Provisions	1,759	1,863	1,863
Other	11,240	11,576	11,576
Total Current Liabilities	72,691	71,649	71,132
Non Current Liabilities -			
Provisions	130,748	108,001	100,794
Other	31,000	65,100	65,100
Total Non Current Liabilities	161,748	173,101	165,894
Total Liabilities	234,439	244,750	237,026
NET ASSETS	131,412	134,977	134,977

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
INDUSTRIAL RELATIONS, MINISTER FOR THE CENTRAL COAST,
AND MINISTER ASSISTING THE MINISTER FOR FINANCE**

WORKCOVER AUTHORITY

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
BALANCE SHEET (cont)			
EQUITY			
Reserves	11,054	11,054	11,054
Accumulated funds	120,358	123,923	123,923
TOTAL EQUITY	131,412	134,977	134,977

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
INDUSTRIAL RELATIONS, MINISTER FOR THE CENTRAL COAST,
AND MINISTER ASSISTING THE MINISTER FOR FINANCE**

WORKCOVER AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	42,796	19,618	25,457
Retained taxes	171,720	157,765	210,805
Interest	...	5,568	...
Other	4,596	5,337	5,150
Total Receipts	219,112	188,288	241,412
Payments			
Employee related	6,368	9,767	7,469
Grants and subsidies	6,300	5,330	6,300
Other	314,788	293,546	238,340
Total Payments	327,456	308,643	252,109
NET CASH FLOWS FROM OPERATING ACTIVITIES	(108,344)	(120,355)	(10,697)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of investments	218,649	208,576	12,300
Purchases of property, plant and equipment	(4,825)	(3,638)	(6,560)
Other	(6,350)	(4,941)	(8,265)
NET CASH FLOWS FROM INVESTING ACTIVITIES	207,474	199,997	(2,525)
NET INCREASE/(DECREASE) IN CASH	99,130	79,642	(13,222)
Opening Cash and Cash Equivalents	5,446	19,934	99,576
CLOSING CASH AND CASH EQUIVALENTS	104,576	99,576	86,354
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(5,181)	(24,840)	...
Non cash items added back	(1,795)	1,353	(3,490)
Change in operating assets and liabilities	(101,368)	(96,868)	(7,207)
Net cash flow from operating activities	(108,344)	(120,355)	(10,697)

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
INDUSTRIAL RELATIONS, MINISTER FOR THE CENTRAL COAST,
AND MINISTER ASSISTING THE MINISTER FOR FINANCE**

OFFICE OF THE WORKCOVER AUTHORITY

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	123,724	121,487	143,468
Total Retained Revenue	123,724	121,487	143,468
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	123,724	121,487	143,468
Total Expenses Excluding Losses	123,724	121,487	143,468
SURPLUS/(DEFICIT)

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
INDUSTRIAL RELATIONS, MINISTER FOR THE CENTRAL COAST,
AND MINISTER ASSISTING THE MINISTER FOR FINANCE**

OFFICE OF THE WORKCOVER AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	...	153	153
Receivables	30,551	39,654	39,726
Total Current Assets	30,551	39,807	39,879
Non Current Assets -			
Other	5,587	32,297	32,297
Total Non Current Assets	5,587	32,297	32,297
Total Assets	36,138	72,104	72,176
LIABILITIES -			
Current Liabilities -			
Payables	1,997	6,022	6,094
Provisions	28,554	33,785	33,785
Total Current Liabilities	30,551	39,807	39,879
Non Current Liabilities -			
Other	5,587	32,297	32,297
Total Non Current Liabilities	5,587	32,297	32,297
Total Liabilities	36,138	72,104	72,176
NET ASSETS

**MINISTER FOR EDUCATION AND TRAINING, MINISTER FOR
INDUSTRIAL RELATIONS, MINISTER FOR THE CENTRAL COAST,
AND MINISTER ASSISTING THE MINISTER FOR FINANCE**

OFFICE OF THE WORKCOVER AUTHORITY

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	123,715	124,778	143,396
Total Receipts	123,715	124,778	143,396
Payments			
Employee related	123,715	124,778	143,396
Total Payments	123,715	124,778	143,396
CASH FLOWS FROM FINANCING ACTIVITIES			
Opening Cash and Cash Equivalents	...	153	153
CLOSING CASH AND CASH EQUIVALENTS	...	153	153

MINISTER FOR EMERGENCY SERVICES, AND MINISTER FOR WATER

OVERVIEW

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
New South Wales Fire Brigades			
Total Expenses	504.4	532.4	5.6
Capital Expenditure	40.1	45.9	14.4
Department of Rural Fire Service			
Total Expenses	226.6	228.0	0.6
Capital Expenditure	8.9	8.3	-6.6
State Emergency Service			
Total Expenses	46.2	54.5	17.9
Capital Expenditure	5.3	3.1	-41.3
Total, Minister for Emergency Services, and Minister for Water			
Total Expenses	777.2	814.9	4.9
Capital Expenditure	54.3	57.3	5.5

In addition to the agencies listed above, the Minister is also supported by the Department of Water and Energy (Section 19) for the Water Utilities portfolio area.

NEW SOUTH WALES FIRE BRIGADES

The New South Wales Fire Brigades (NSWFB) provides emergency risk management services from 339 stations throughout New South Wales promoting fire safety, managing fires, and protecting New South Wales from hazardous material incidents. The NSWFB is the largest provider of non-fire rescue services in New South Wales and provides State-wide counter-terrorism consequence management emergency response. Through its emergency communication centres, NSWFB also has State-wide responsibility for receipt of all 000 or automatic fire alarm calls for both the NSWFB and the Department of Rural Fire Service (RFS).

The NSWFB provides direct fire protection to more than 90 per cent of the State's population. The NSWFB has mutual aid arrangements with other emergency services which extend its services beyond gazetted fire districts.

The NSWFB's governing legislation is the *Fire Brigades Act 1989*.

The NSWFB is funded 73.7 per cent through fire service contributions from insurance companies, 12.3 per cent by local government and the remaining 14 per cent by the State.

RESULTS AND SERVICES

The NSWFB aims to enhance community safety, quality of life and confidence by minimising the impact of hazards and emergency incidents on the people, environment and economy of New South Wales. To achieve this goal, the NSWFB works towards its vision of a safer New South Wales protected by Australia's leading fire and rescue service by working towards the following results:

- ◆ There is effective emergency incident prevention.
- ◆ Communities are resilient and well prepared against emergencies.
- ◆ Emergency responses are fast, reliable and effective.
- ◆ Disruption to communities, business and the environment is reduced.
- ◆ Assessment of emergency risks is accurate.

The services provided by the NSWFB that contribute to these results are:

- ◆ Community safety services that manage risk by ensuring effective emergency incident prevention and by developing resilient communities that are well prepared for emergencies. This is done through community education and activities such as fire fighter inspections of premises.
- ◆ Emergency management response and recovery services that provide rapid, reliable emergency assistance, 24 hours a day, 7 days a week, while ensuring emergency incidents are minimised and emergency-related disruptions to communities, business and the environment are reduced.
- ◆ Operational preparedness services assess risk, develop and test operational plans, provide training for emergencies and overall operational support across the organisation's various functions.

The key services provided by the NSW Fire Brigades and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results				
		Effective emergency incident prevention	Community resilience and preparedness for emergencies	Fast, reliable and effective emergency responses	Reduced disruption to communities, business and the environment	Accurate assessment of emergency risks.
Community Safety	26.7	✓	✓			
Emergency Management	326.9	✓		✓	✓	
Operational Preparedness	178.8	✓	✓	✓	✓	✓
Total Expenses Excluding Losses	532.4					

RECENT ACHIEVEMENTS

The NSWFB in partnership with other agencies achieved the following in 2007-08:

- ◆ The percentage of smoke alarms in homes was increased from 76.9 per cent to 86.9 per cent. This includes some 6,000 seniors' homes visited to install or check smoke alarms under the Smoke Alarm Battery Replacement for the Elderly Program.
- ◆ Community protection was enhanced by opening new fire stations at Bathurst and Hamlyn Terrace, and completing major renovations at Berowra, Bourke, Budgewoi, City of Sydney, Corrimal, Finley, Harden, Huntingwood, Matraville, Menai, Scone and West Tamworth.
- ◆ The NSWFB responded to 138,021 emergency calls, including 33,118 fires, 11,555 rescues, 12,714 hazardous material incidents and 1,070 storms and other natural disasters.
- ◆ Hazardous materials (hazmat) emergency responses were increased by establishing two new primary units at Berkeley Vale and St Marys, and three new intermediate hazmat units at Condobolin, Grafton and Maitland.
- ◆ Terrorism consequence management capabilities were increased in the areas of major building collapse rescue (under the Urban Search and Rescue program) and chemical, biological and radiological attack.

STRATEGIC DIRECTIONS

A key strategic direction of the NSWFB is to increase community access to early intervention programs and improve the effectiveness of these programs. The NSWFB will focus on early intervention and emphasise prevention and improving community preparedness as key roles for firefighters. The NSWFB will increase community safety and resilience to hazards and emergency incidents by increasing awareness of preventative measures; facilitating recovery after emergencies; developing and implementing preventative programs for at risk elements of the community; and strengthening partnerships with local government, community groups and other emergency services.

The NSWFB is prioritising operational readiness for managing the consequences of any terrorist attacks.

The NSWFB is improving its cost-effectiveness by sharing support and infrastructure services and re-engineering processes. The NSWFB has played a strong role in collaborative ICT planning in the emergency services sector over recent years.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses in 2008-09 are budgeted to be \$532.4 million, an increase of 5.6 per cent on the 2007-08 Budget. This increase is mainly due to an additional \$10.4 million in 2008-09 for new staffing at fire stations in Kincumber, Coffs Harbour, Queanbeyan and Narellan as well as sustaining NSWFB's operational preparedness throughout the year.

Capital Expenditure

In 2008-09, the NSWFB's capital works program is \$45.9 million. This will fund capital works projects including:

- ◆ \$18 million for an ongoing program to acquire and replace fire fighting appliances
- ◆ \$1.4 million for the Human Resources Reporting System
- ◆ \$5 million for fire station renovations
- ◆ \$2.4 million for community fire units
- ◆ \$15.5 million for fire fighting and counter-terrorism plant and equipment and

- ◆ \$3.6 million for information technology and station communications equipment.

This capital expenditure will benefit both city and rural areas of New South Wales and continue to address the need for additional facilities in growth areas.

AGENCY RESULT INDICATORS

Effective emergency incident prevention

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Accidental residential structure fires reported	no. per 100,000 households	138.1	120.7	135.0	135.0
ii) Incendiary and suspicious fires attended by NSWFB	no. per 100,000 population	159.2	147.0	167.0	145.0
iii) Property fires attended by NSWFB	no. per 100,000 population	172.2	170.7	182.0	174.0
iv) Bush and grass fires in NSWFB Districts	no. per 100,000 population	189.7	166.4	165.0	156.0
Note:					
These indicators show the effectiveness of the NSWFB's programs aimed at decreasing or eliminating the impact of fire on the community and environment.					

Resilient and well prepared communities against emergencies

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Households with smoke alarms	%	76.9	86.9	93.0	95.0
ii) Residential structure fires where persons require rescue by NSWFB	%	1.9	2.1	1.8	1.8
iii) Community Fire Units established in bush/urban interface	no.	314	358	442	542

Notes:

- i) This indicator shows the level of safe fire practices in the community. The higher the percentage of households with smoke alarms installed the lower the likelihood of fire and its attendant adverse effects.
- ii) This is a proxy to measure how well households are prepared and can respond to fire.
- iii) This indicator is a proxy to measure how well the NSWFB helps neighbourhoods prepare for and become capable and effective at coping with the effects of fires in the bush/urban periphery.

Fast, reliable and effective emergency responses

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Emergency calls answered within 10 seconds	%	95.0	95.3	95.0	95.0
ii) Response time to structure fires – 50th percentile	mins	7.0	7.0	6.8	6.8
iii) Response time to structure fires – 90th percentile	mins	11.4	11.3	11.3	11.2
iv) People rescued from fires, road rescues and other emergency conditions	no.	2,906	3,452	2,900	2,900

Note:

These result indicators measure the NSWFB's capacity to reduce the adverse effects of fire on communities through timely response.

Reduced disruption to communities, business and the environment

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Structure fires confined to object and room of origin	%	69.2	69.4	70.0	70.0
ii) Structure fires with estimated direct property loss in excess of \$1 million	no.	32	9	10	10
Notes:					
i) This indicator measures the NSWFB's effectiveness in reducing the adverse effects of fire on communities through its response and mitigation strategies. A higher proportion of structure fires contained to the object or room of origin is more desirable.					
ii) This indicator measures the effect of fire on property. The lower the number the better the outcome.					

Accurate assessment of emergency risks

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Emergency incidents within NSWFB role with response dispatched	%	100	100	100	100
ii) Fires investigated by specialist fire investigators	no.	323	271	355	320
Note:					
i) This indicator measures the NSWFB's risk assessment capacity and shows how the supply of emergency management services meets demand.					

DEPARTMENT OF RURAL FIRE SERVICE

The Department of Rural Fire Service (RFS) provides a community-based fire service for more than 95 per cent of the State. In doing so, the Service relies on nearly 70,000 volunteers to provide most of its operational and risk management capabilities.

The fire management and fire protection responsibilities of the Service arise from the *Rural Fires Act 1997*.

Expenditure by the Service on bushfire fighting activities is financed by the Consolidated Fund (13 per cent), local government (13.3 per cent), and the insurance industry (73.7 per cent).

The State contribution towards fire fighting services is paid into the Rural Fire Fighting Fund along with contributions from insurance companies and councils. In 2008-09 contributions provided to the Fund will total \$201.7 million or \$3.1 million more than in 2007-08.

The Service is also the host agency for the Office for Emergency Services which is responsible for policy advice to the Minister, providing administrative support to the State Emergency Management Committee and the State Rescue Board and administering the Natural Disaster Mitigation Program.

RESULTS AND SERVICES

The Service contributes to the Government's priority of protecting the community through its key role in coordinating bushfire fighting arrangements operating within New South Wales. The Service aims to reduce risk to the community and the environment, including the damage that arises from fires and other emergencies, by working towards the following results:

- ◆ The impact of fire on properties and their occupants is reduced.
- ◆ There is greater community awareness of, and participation in, fire risk reduction.
- ◆ The environmental impact of RFS incident management activities is reduced.
- ◆ Fire incidents are managed more effectively.

To achieve these results, the Service works through the service groups of:

- ◆ Community safety services which deliver community education and activity programs that reduce the risk of fire and assess development applications.
- ◆ Operational services which coordinate fire fighting and response arrangements including aviation, logistics and communications.
- ◆ Operational and administrative support services which give operational, clerical and managerial support including financial and strategic development across the organisation.

- ◆ The Office for Emergency Services, is an independent entity hosted by the RFS, which supports the Minister for Emergency Services in policy development, administration and the comprehensive coordination of emergency service agencies in the State.

The key services provided by the Service and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results				
		Reduced impact of fire on properties and their occupants	Greater community awareness of and participation in fire risk reduction.	Reduced environmental impact of RFS incident management activities	Fire incidents managed more effectively	More fire incidents prevented
Community Safety	17.0		✓	✓		✓
Operations	168.2	✓		✓	✓	✓
Operational and Administrative Support	22.8	✓	✓	✓	✓	✓
Office for Emergency Services	20.0					
Total Expenses Excluding Losses	228.0					

RECENT ACHIEVEMENTS

Highlights for 2007-08 include:

- ◆ coordinating seven Section 44 (major incident) declarations (*Rural Fires Act 1977*) involving 15 local government areas
- ◆ purchasing 260 new and refurbished tankers (\$34.5 million)
- ◆ issuing 2,718 Bush Fire Hazard Reduction Certificates
- ◆ delivering 278 community education adult programs and 513 community education youth programs
- ◆ conducting 1,362 fire awareness programs and
- ◆ steady growth of MyRFS volunteer-only website beyond 10,000 users.

STRATEGIC DIRECTIONS

A number of initiatives are currently under development or implementation. These include:

- ◆ implementing the Urban Interface Bush Fire Mitigation Plan 2006-10 to increase the level of bushfire mitigation works undertaken in high bushfire risk areas
- ◆ facilitate a more coordinated approach to identifying bush fire risk and planning appropriate treatment actions in Rural Fire Districts by implementing the Bush Fire Risk Management Planning process and
- ◆ match the allocation of appropriate types and numbers of fire-fighting assets to the risk level and service-delivery targets in each part of the State by implementing the Standard of Fire Cover and Brigade Classification Programs.

2008-09 BUDGET INITIATIVES

Total Expenses

The Rural Fire Service's 2008-09 expenses are estimated at \$228 million. In 2008-09 the Service will:

- ◆ continue buying new and refurbished tankers for local brigades (\$31.1 million)
- ◆ continue maintenance grants to local brigades (\$14 million)
- ◆ continue subsidies to local brigades for brigade stations and installation of water tanks (\$15 million) and
- ◆ provide support for expenses and staffing to districts (\$44.7 million).

Also included is funding to the Office for Emergency Services for:

- ◆ the Natural Disaster Mitigation Program (\$13.8 million) and
- ◆ the Bushfire Mitigation Program (\$2.7 million).

Capital Expenditure

The Department of Rural Fire Service's \$8.3 million 2008-09 capital expenditure program includes provision for the following projects:

- ◆ acquisition of motor vehicles (\$6.5 million) and
- ◆ purchase of computers and other small items of equipment (\$1.8 million).

AGENCY RESULT INDICATORS

Reduced impact of fire on properties and their occupants

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Completed fire code assessments within the required 40 days of development applications for subdivisions & special purpose buildings	%	85	90
Note: This indicator shows the RFS' effectiveness in reducing the potential impact of fire on properties in bush fire prone areas.					

Greater general community awareness of and participation in fire risk reduction

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Community fire-awareness and preparedness education activities implemented	no.	...	627	630	640
ii) Properties inspected within 10 days of complaint registration	%	...	65	70	75
Note: These indicators measure the Service's community fire preparedness and participation effort.					

Reduced environmental impact of the Service incident management activities

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Bush Fire Management Committees with mapped fire history	%	5	25
ii) Bush Fire Management Committees with mapped vegetation fire regimes	%	5	25

Note:
These indicators gauge the Service's environmental management performance.

Fire incidents more effectively managed

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Fire tankers deployed to brigades on schedule per month	%	100
ii) Fire fighters with Voluntary Competency Index qualifications	%	85

Note:
These indicators show how effective the Service is at managing incidents through efficient use and deployment of fire fighting resources in bush fire prone areas.

Fire incidents prevented

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Bush Fire Management Committees with completed draft Bush Fire Management Plans within 6 months of commencement	%	70	75
ii) State level programs and training events delivered	no.	50

Note:
These indicators measure incident prevention by the RFS through the use of various mitigation measures in bushfire prone areas.

STATE EMERGENCY SERVICE

The State Emergency Service (SES) is a volunteer-based emergency management response and rescue agency, established by the *State Emergency Service Act 1989*.

The Service is the nominated combat agency responsible for floods and storms under the State Disaster Plan. The Service also has responsibility for 90 accredited rescue units and for providing assistance to the NSW Police Force, New South Wales Fire Brigades, Department of Rural Fire Service, NSW Ambulance Service and the State Emergency Operations Controller.

The Service's vision is "To build safe and resilient communities by providing the State's most versatile and utilised volunteer emergency service". The Service delivers this vision for New South Wales through over 10,000 dedicated volunteers across 227 units, supported by 17 regional headquarters and the State headquarters.

RESULTS AND SERVICES

The Service aims to build a safer and more resilient community by working towards the following results:

- ◆ SES volunteers are prepared, trained and well-equipped to be operationally ready to deal with emergency operations.
- ◆ Responses to community requests for assistance before, during and after floods, storms and other emergency events are timely and effective. Also, responses to assist other emergency service agencies that provide assistance to the community are timely.
- ◆ Communities are educated and prepared to deal with emergency situations.

Key services provided by the Service that contribute to these results include:

- ◆ training all SES volunteers to nationally accredited emergency standards
- ◆ providing a 24/7 communication centre to ensure that the community can access assistance from its nearest SES unit and
- ◆ effectively advertising educational programs and literature aimed specifically at community safety and awareness during floods and storms.

The key services provided by the Service and the way in which they are expected to contribute to these results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Volunteers equipped, trained and skilled to deal with emergency situations	Timely response to community requests for assistance and other emergency service agencies	Community prepared to deal with emergency situations
Recruitment and Training	12.4	✓		
Operational Readiness	37.2	✓	✓	
Community Education	4.9			✓
Total Expenses Excluding Losses	54.5			

RECENT ACHIEVEMENTS

The SES has received significant funding increases in recent financial years. This additional funding has enabled the SES to address major priorities by:

- ◆ providing nationally recognised competency based training to all volunteers
- ◆ employing additional staff to alleviate the administrative burden on volunteers
- ◆ upgrading and maintaining vital life saving rescue equipment
- ◆ constructing modern custom designed regional headquarters and
- ◆ upgrading of computer equipment to volunteer unit headquarters.

In addition, funding in the area of information technology has seen projects such as Request for Assistance Online (RFA) implemented. RFA Online is an operational management tool that enables the SES to record all requests for assistance from the community. It was used to great effect during the devastating Hunter and Central Coast storms and floods in June 2007 and the North Coast floods in January 2008. RFA Online enabled the SES to provide strategic, targeted and professional emergency response to almost 20,000 requests for assistance from the public for the June 2007 floods, the second largest emergency response operation in the Service's history.

STRATEGIC DIRECTIONS

The service continues to employ a number of strategies to deliver better services to the community of New South Wales. These include:

- ◆ delivery of community education at the local level through facilitation of trained volunteer community education officers
- ◆ delivering telephony communication capabilities to deal with changing telecommunication systems and provision of a robust and secure Wide Area Network
- ◆ continued improvement of the RFA online database
- ◆ continued development of flood intelligence capabilities
- ◆ upgrading computer and communication systems at all 227 SES volunteer units across New South Wales
- ◆ developing strategies to maintain and recruit volunteer membership especially in drought-affected rural and indigenous communities and
- ◆ continuing to provide community first responder assistance in remote and rural areas where doctor and ambulance facilities are not immediately accessible.

2008-2009 BUDGET INITIATIVES

Total expenses

The State Emergency Service's total expenses are budgeted at \$54.5 million in 2008-09, an increase of 17.9 per cent compared to the 2007-08 budget. The increase is mainly due to an additional \$5.8 million to increase the response capabilities of the Service's volunteers and expand recruitment and development programs.

The revised total expenses in 2007-08 has increased by \$13.4 million as a result of grants to cover the higher than anticipated natural disaster expenditure by the Service.

Capital Expenditure

The State Emergency Service capital program is estimated at \$3.1 million in 2008-09. The decrease of \$2.2 million from 2007-08 is related to the completion of two capital projects, the new warehouse in Wollongong and the emergency power generator at State headquarters.

Capital funding will continue in the following areas:

- ◆ \$1.4 million for rescue equipment
- ◆ \$200,000 to replace motorised hydraulic cutters for road crash rescue units and
- ◆ \$1.5 million for communication and paging systems.

AGENCY RESULT INDICATORS

Volunteers equipped, trained and skilled to deal with emergency situations

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Time from receipt of equipment at State headquarters until delivery at units	days	42	30	14	10
ii) Qualification competencies awarded to volunteers	no.	8,141	8,524	8,750	9,000
iii) Training courses available to volunteers	no.	21	22	24	26

Notes:

- i) Improvements in procurement procedures and developing more effective contractual arrangements with suppliers have developed economies of scale to improve delivery times of equipment to volunteers.
- ii) Increasing the number of qualifications will give volunteers greater skills to deal with emergencies.
- iii) The SES aims to provide the most versatile and utilised volunteer emergency service to the community of New South Wales. To achieve this, the SES continues to develop an increasing range of nationally accredited emergency operation training programs.

Timely response to community requests for assistance and to other emergency service agencies

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) SES volunteers	no.	10,302	10,407	10,500	10,750
ii) Requests for assistance (RFA) received from community	no.	10,700	35,000	25,000	25,000
Note:					
i) Volunteer numbers must be maintained to ensure delivery of service.					

Community prepared to deal with emergency situations

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Floodsafe brochures handed out to the community	no.	50,000	50,000	50,000	50,000
ii) School and community events attended by SES	no.	255	275	300	300
iii) SES community service announcements on local TV network across regional New South Wales	no. each week	25	30	40	40
Notes:					
i) Floodsafe brochures provide information specific to a city, town or region and the flood threats.					
ii) This indicator shows the SES visibility in the community and its promotion of safety awareness at grass roots level.					
iii) Prime TV provide State-wide coverage to rural and regional areas promoting the SES contact number of 132 500 and how the SES can assist in times of flood and storm.					

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER**

26 NEW SOUTH WALES FIRE BRIGADES

26.1 Community Safety

Service Description: This service group covers the enhancement of community safety through educating the community and improving its capacity to prepare for, prevent or mitigate the likelihood and impact of fire, other emergencies and hazards through the deployment of the Brigades' fire fighter resources.

Linkage to Results: This service group contributes to effective emergency incident prevention and community resilience and preparedness for emergencies by working towards a range of intermediate results that include the following:

- ◆ fewer bush, grass and structure fires
- ◆ increased households with smoke detectors and
- ◆ effective Community Fire Units.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Fires with probable cause determined	%	74.9	75.0	75.0	75.0	75.0
Building fire code inspections undertaken	no.	1,170	1,022	1,550	2,000	2,000
At risk homes visited to install smoke alarms	no.	10,660	8,044	12,000	6,000	4,000
Fire-Ed child education presentations delivered	no.	2,455	2,556	3,000	3,000	3,000
<u>Employees:</u>	EFT	215	219

————2007-08————		2008-09
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	25,343	26,059	26,623
NET COST OF SERVICES	24,176	24,184	25,413
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CAPITAL EXPENDITURE	2,007	2,007	2,295

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER
26 NEW SOUTH WALES FIRE BRIGADES**

26.2 Emergency Management

Service Description: This service group covers the response and recovery capacity and capability of the NSW Fire Brigades to provide rapid and reliable response and recovery assistance in emergencies, 24 hours a day, seven days a week.

Linkage to Results: This service group contributes to effective emergency incident prevention, fast, reliable and effective emergency responses and reduced disruption to communities, business and the environment by working towards a range of intermediate results that include the following:

- ◆ fewer bush, grass and structure fires and
- ◆ higher proportion of structure fires confined to origin.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Fires attended	no.	35,781	33,118	33,000	33,500	34,000
Total incidents attended	no.	134,768	138,030	140,845	140,845	143,666
Hazmat incidents attended	no.	11,758	12,714	11,700	12,500	12,600
Non-fire rescue incidents attended	no.	9,704	11,555	8,200	11,800	12,800
<u>Employees:</u>	EFT	2,644	2,684

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	309,602	319,957	326,913
NET COST OF SERVICES	296,876	296,944	312,046
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CAPITAL EXPENDITURE	24,642	24,642	28,184

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER**

26 NEW SOUTH WALES FIRE BRIGADES

26.3 Operational Preparedness

Service Description: This service group covers the risk assessment and capability development of the NSW Fire Brigades to ensure optimal operational preparedness for fire, hazardous material or terrorist emergencies in the state.

Linkage to Results: This service group contributes to effective emergency incident prevention, community resilience and preparedness for emergencies, fast, reliable and effective emergency responses, reduced disruption to communities, business and the environment and accurate assessment of emergency risks by working towards a range of intermediate results that include the following:

- ◆ better assessment of emergency risks
- ◆ improved organisational capabilities and
- ◆ more effective training programs.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Firefighters with WorkCover first aid qualifications	no.	1,782	1,566	2,100	2,100	2,100
Permanent recruits trained	no.	213	176	180	120	160
Senior Officer development	no.	208	164	196	196	196
Accredited rescue crews	no.	167	166	167	170	170
<u>Employees:</u>	EFT	1,447	1,469

————2007-08————		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	169,461	175,091	178,895
NET COST OF SERVICES	162,460	162,497	170,759
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CAPITAL EXPENDITURE	13,485	13,485	15,423

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER**

26 NEW SOUTH WALES FIRE BRIGADES

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	409,879	425,817	432,826
Other operating expenses	63,560	64,994	66,102
Depreciation and amortisation	30,947	30,296	33,483
Finance costs	20	...	20
Total Expenses Excluding Losses	504,406	521,107	532,431
Less:			
Retained Revenue -			
Sales of goods and services	7,590	8,122	7,590
Investment income	2,171	4,171	3,953
Retained taxes, fees and fines	8,648	9,966	9,648
Grants and contributions	...	935	...
Other revenue	2,605	13,632	3,142
Total Retained Revenue	21,014	36,826	24,333
Gain/(loss) on disposal of non current assets	...	776	...
Other gains/(losses)	(120)	(120)	(120)
NET COST OF SERVICES	483,512	483,625	508,218
RECURRENT FUNDING STATEMENT			
Net Cost of Services	483,512	483,625	508,218
Recurrent Services Appropriation	483,870	483,870	508,576
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	40,134	40,134	45,902
Capital Works and Services Appropriation	9,039	9,039	12,271

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER
26 NEW SOUTH WALES FIRE BRIGADES**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	83,110	90,516	90,726
Receivables	9,419	12,081	12,081
Inventories	1,193	1,271	1,271
Assets held for sale	1,992
Other	124	153	153
Total Current Assets	95,838	104,021	104,231
Non Current Assets -			
Property, plant and equipment -			
Land and building	273,941	273,739	267,807
Plant and equipment	173,150	169,869	188,220
Total Non Current Assets	447,091	443,608	456,027
Total Assets	542,929	547,629	560,258
LIABILITIES -			
Current Liabilities -			
Payables	28,999	21,355	21,355
Provisions	28,633	49,721	49,721
Total Current Liabilities	57,632	71,076	71,076
Non Current Liabilities -			
Provisions	37,380	16,607	16,607
Other	1,360	1,082	1,082
Total Non Current Liabilities	38,740	17,689	17,689
Total Liabilities	96,372	88,765	88,765
NET ASSETS	446,557	458,864	471,493
EQUITY			
Reserves	196,348	187,317	187,317
Accumulated funds	250,209	271,547	284,176
TOTAL EQUITY	446,557	458,864	471,493

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER
26 NEW SOUTH WALES FIRE BRIGADES**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	409,879	425,817	432,826
Finance costs	20	...	20
Other	73,340	74,774	75,302
Total Payments	483,239	500,591	508,148
Receipts			
Sale of goods and services	7,470	8,002	8,007
Retained taxes	3,000	4,318	4,000
Interest	2,171	4,171	3,953
Other	17,453	29,415	17,453
Total Receipts	30,094	45,906	33,413
NET CASH FLOWS FROM OPERATING ACTIVITIES	(453,145)	(454,685)	(474,735)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	...	2,330	...
Purchases of property, plant and equipment	(40,134)	(40,134)	(45,902)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(40,134)	(37,804)	(45,902)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings and advances	358	358	358
Repayment of borrowings and advances	(358)	(358)	(358)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	483,870	483,870	508,576
Capital appropriation	9,039	9,039	12,271
NET CASH FLOWS FROM GOVERNMENT	492,909	492,909	520,847
NET INCREASE/(DECREASE) IN CASH	(370)	420	210
Opening Cash and Cash Equivalents	83,480	90,096	90,516
CLOSING CASH AND CASH EQUIVALENTS	83,110	90,516	90,726

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER
26 NEW SOUTH WALES FIRE BRIGADES**

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
CASH FLOW STATEMENT (cont)			
CASH FLOW RECONCILIATION			
Net cost of services	(483,512)	(483,625)	(508,218)
Non cash items added back	30,947	30,296	33,483
Change in operating assets and liabilities	(580)	(1,356)	...
Net cash flow from operating activities	(453,145)	(454,685)	(474,735)

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER**

27 DEPARTMENT OF RURAL FIRE SERVICE

27.1 Community Safety

Service Description: This service group covers the protection of the community through measures that enhance community awareness of and participation in fire risk reduction while reducing environmental impact of the Service's incident management activities.

Linkage to Results: This service group contributes to greater community awareness of and participation in fire risk reduction and reduced environmental impact of RFS incident management activities by working towards a range of intermediate results that include:

- ◆ increased community awareness from community education programs and
- ◆ reduced negative environmental impact due to better fuel load burn offs.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Property-related complaints inspected within 10 days	%	...	65	70	70	75
Risk Management plans within 6 months of commencement by Bush Fire Management Committees	%	70	70	75
Scheduled community education activities completed	no.	...	627	630	630	640
Bush Fire Management Committees with mapped vegetation fire regimes	%	5	5	25
<u>Employees:</u>	EFT	57	58	55	55	57

-----2007-08-----	2008-09
Budget	Budget
\$000	\$000
Revised	Budget
\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	17,513	17,513	17,027
NET COST OF SERVICES	17,513	17,513	16,227

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER**

27 DEPARTMENT OF RURAL FIRE SERVICE

27.2 Operations

Service Description: This service group covers the rapid and effective emergency response to incidents in bush-fire prone areas to minimize injury and loss to the community.

Linkage to Results: This service group contributes to reduced impact of fire on properties and their occupants, reduced environmental impact of the Service's incident management activities, more effective fire incident management and fire incidents prevention by working towards a range of intermediate results that include the following:

- ◆ reduced vegetation fuel load around the rural-urban periphery
- ◆ improved fire fighter competencies and
- ◆ reduced fire incidents from consistent hazard reduction.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Operation plans approved by Bushfire Coordinating Committee	%	100
New fire stations complying with standard designs	%	80
Volunteer Competency Index - for 3 principal qualifications	%	85
Fire tanker handovers to brigades on schedule per month	%	100
<u>Employees:</u>	EFT	483	486	487	487	490

-----2007-08-----		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	162,800	171,789	168,175
NET COST OF SERVICES	162,800	162,789	166,157

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER**

27 DEPARTMENT OF RURAL FIRE SERVICE

27.3 Operational and Administrative Support

Service Description: This service group covers the management and administrative support functions of the RFS including financial, staff and operational support, fire fighting fleet maintenance and the strategy and policy development roles.

Linkage to Results: This service group contributes to all the key results of the Service by working towards a range of intermediate results that include the following:

- ◆ better logistical service support to fire fighting teams and programs and
- ◆ better field operations support through efficient and comprehensive communication systems.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Zonal community education strategies submitted by due date	%	100	100	100
Fire code DA approvals for buildings completed in 14 days	%	70	70	75
<u>Employees:</u>	EFT	118	133	142	142	142

—————2007-08—————		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	22,124	22,124	22,750
NET COST OF SERVICES	(157,946)	(156,891)	(155,669)

CAPITAL EXPENDITURE	8,880	8,991	8,290
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**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER**

27 DEPARTMENT OF RURAL FIRE SERVICE

27.4 Office for Emergency Services

Service Description: This service group covers: the preparation of plans, coordination of operations and provision of effective training for emergency management and rescue operations; advice to the Minister for Emergency Services on policy, resource allocation and specific issues; support to the Minister in the performance of ministerial functions; coordination of advice from, and actions by, emergency service agencies on policy and specific issues; and administration of the Natural Disaster Mitigation Program.

Linkage to Results: This service group contributes to the intermediate result of ensuring the provision of comprehensive and coordinated rescue services and emergency management throughout the State.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
Emergency management plans maintained/reviewed	no.	25	40	40	40	40
Accredited rescue units	no.	439	441	440	440	442
Certified rescue operators	no.	5,246	5,468	5,400	5,400	5,420
Natural disaster management projects under management	no.	52	100	170	170	170
<u>Employees:</u>	EFT	23	25	26	26	26

2007-08		2008-09
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	24,137	24,137	20,000
NET COST OF SERVICES	24,137	23,082	18,927

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER
27 DEPARTMENT OF RURAL FIRE SERVICE**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	65,375	65,375	69,104
Other operating expenses	13,878	13,767	14,102
Depreciation and amortisation	3,500	3,600	3,900
Grants and subsidies	138,435	146,881	134,323
Other expenses	5,386	5,940	6,523
Total Expenses Excluding Losses	226,574	235,563	227,952
Less:			
Retained Revenue -			
Investment income	136
Retained taxes, fees and fines	146,397	146,397	148,178
Grants and contributions	26,418	35,418	26,741
Other revenue	7,255	7,255	7,255
Total Retained Revenue	180,070	189,070	182,310
NET COST OF SERVICES	46,504	46,493	45,642
RECURRENT FUNDING STATEMENT			
Net Cost of Services	46,504	46,493	45,642
Recurrent Services Appropriation	48,005	48,005	45,332
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	8,880	8,991	8,290
Capital Works and Services Appropriation	900	900	310

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER
27 DEPARTMENT OF RURAL FIRE SERVICE**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	13,632	15,322	17,803
Receivables	3,183	4,197	4,197
Other	558
Total Current Assets	17,373	19,519	22,000
Non Current Assets -			
Property, plant and equipment - Plant and equipment	18,403	16,362	15,883
Intangibles	102	642	531
Other	...	75	75
Total Non Current Assets	18,505	17,079	16,489
Total Assets	35,878	36,598	38,489
LIABILITIES -			
Current Liabilities -			
Payables	6,841	4,665	4,665
Provisions	7,960	6,782	6,782
Total Current Liabilities	14,801	11,447	11,447
Non Current Liabilities -			
Provisions	10,085	11,255	13,146
Total Non Current Liabilities	10,085	11,255	13,146
Total Liabilities	24,886	22,702	24,593
NET ASSETS	10,992	13,896	13,896
EQUITY			
Accumulated funds	10,992	13,896	13,896
TOTAL EQUITY	10,992	13,896	13,896

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER
27 DEPARTMENT OF RURAL FIRE SERVICE**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	63,519	61,693	67,213
Grants and subsidies	109,468	117,914	104,815
Other	56,122	57,917	56,683
Total Payments	229,109	237,524	228,711
Receipts			
Retained taxes	146,397	146,411	148,178
Interest	136
Other	42,055	51,035	40,546
Total Receipts	188,452	197,446	188,860
NET CASH FLOWS FROM OPERATING ACTIVITIES	(40,657)	(40,078)	(39,851)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	4,980	4,980	4,980
Purchases of property, plant and equipment	(8,880)	(8,991)	(8,290)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(3,900)	(4,011)	(3,310)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	48,005	48,005	45,332
Capital appropriation	900	900	310
NET CASH FLOWS FROM GOVERNMENT	48,905	48,905	45,642
NET INCREASE/(DECREASE) IN CASH	4,348	4,816	2,481
Opening Cash and Cash Equivalents	9,284	10,506	15,322
CLOSING CASH AND CASH EQUIVALENTS	13,632	15,322	17,803
CASH FLOW RECONCILIATION			
Net cost of services	(46,504)	(46,493)	(45,642)
Non cash items added back	3,500	3,600	3,900
Change in operating assets and liabilities	2,347	2,815	1,891
Net cash flow from operating activities	(40,657)	(40,078)	(39,851)

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER
28 STATE EMERGENCY SERVICE**

28.1 Recruitment and Training

Service Description: This service group covers recruitment and training of volunteers to provide them with best practice operational skills and ensure their safety and wellbeing when they deal with emergency situations.

Linkage to Results: This service group contributes to equipped, trained and skilled volunteers whose response for requests for assistance is timely by working towards a range of intermediate results that include:

- ◆ volunteers trained to nationally accredited standards
- ◆ increase in volunteer awareness in flood/storm preparation and
- ◆ volunteers equipped with modern and properly maintained rescue equipment.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Accredited qualifications issued	no.	8,141	8,500	8,500	8,750	9,000
Training	hours	50,000	55,000	55,000	57,750	60,000
<u>Employees:</u>	EFT	21	48	44	44	44

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	11,558	10,663	12,377
NET COST OF SERVICES	10,140	10,358	12,215

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER**

28 STATE EMERGENCY SERVICE

28.2 Operational Readiness

Service Description: This service group covers provision of immediate assistance to the community by means of rescue and property protection services in times of natural or man-made incidents or emergencies.

Linkage to Results: This service group contributes to equipped, trained and skilled volunteers and a timely response to community requests for assistance and other emergency service agencies by working towards a range of intermediate results that include:

- ◆ community requests for assistance are responded to expediently
- ◆ request for assistance from other emergency service agencies are responded to expediently and
- ◆ efficient flood, storm and tsunami plans in place.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Volunteers	no.	10,302	10,407	10,500	10,500	10,750
Requests for Assistance	no.	10,700	35,000	25,000	25,000	25,000
<u>Employees:</u>	EFT	101	92	117	117	117

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	30,048	44,709	37,172
NET COST OF SERVICES	26,361	26,915	31,752
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CAPITAL EXPENDITURE	5,305	5,305	3,114

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER
28 STATE EMERGENCY SERVICE**

28.3 Community Education

Service Description: This service group covers educating the community about storm and flood safety and warning and informing them in order to strengthen their resilience to deal with emergency situations.

Linkage to Results: This service group contributes to preparing the community to deal with emergency situations by working towards a range of intermediate results that include:

- ◆ effective educational programs and literature for community awareness
- ◆ effective advertising campaigns and literature for community safety and awareness and
- ◆ direct community training through schools and community events.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Floodsafe brochures handed out to the community	no.	50,000	50,000	50,000	50,000	50,000
Business floodsafe seminars	no.	15	20	20	20	20
<u>Employees:</u>	EFT	11	10	17	17	17

—————2007-08—————		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	4,622	4,259	4,947
NET COST OF SERVICES	4,055	4,137	4,883

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER
28 STATE EMERGENCY SERVICE**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	16,291	16,381	16,682
Other operating expenses	13,747	14,976	20,468
Depreciation and amortisation	7,434	7,518	7,619
Grants and subsidies	8,756	20,756	9,727
Total Expenses Excluding Losses	46,228	59,631	54,496
Less:			
Retained Revenue -			
Sales of goods and services	30	77	31
Investment income	90	92	92
Grants and contributions	5,481	17,481	5,452
Other revenue	...	500	...
Total Retained Revenue	5,601	18,150	5,575
Gain/(loss) on disposal of non current assets	71	71	71
NET COST OF SERVICES	40,556	41,410	48,850
RECURRENT FUNDING STATEMENT			
Net Cost of Services	40,556	41,410	48,850
Recurrent Services Appropriation	32,502	32,502	40,596
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	5,305	5,305	3,114
Capital Works and Services Appropriation	5,305	5,305	3,114

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER
28 STATE EMERGENCY SERVICE**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	5,325	3,826	3,825
Receivables	1,014	1,046	1,046
Inventories	5,500	5,454	5,454
Other	277	48	48
Total Current Assets	12,116	10,374	10,373
Non Current Assets -			
Property, plant and equipment -			
Land and building	13,707	14,538	8,298
Plant and equipment	13,903	14,803	8,730
Total Non Current Assets	27,610	29,341	17,028
Total Assets	39,726	39,715	27,401
LIABILITIES -			
Current Liabilities -			
Payables	879	989	989
Provisions	949	1,425	1,425
Other	350
Total Current Liabilities	2,178	2,414	2,414
Non Current Liabilities -			
Provisions	7	10	10
Total Non Current Liabilities	7	10	10
Total Liabilities	2,185	2,424	2,424
NET ASSETS	37,541	37,291	24,977
EQUITY			
Reserves	5,892	5,892	5,892
Accumulated funds	31,649	31,399	19,085
TOTAL EQUITY	37,541	37,291	24,977

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER
28 STATE EMERGENCY SERVICE**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	15,672	15,559	16,048
Grants and subsidies	8,756	20,756	9,727
Other	14,950	17,878	21,172
Total Payments	39,378	54,193	46,947
Receipts			
Sale of goods and services	30	77	(575)
Interest	90	92	92
Other	6,791	20,801	6,762
Total Receipts	6,911	20,970	6,279
NET CASH FLOWS FROM OPERATING ACTIVITIES	(32,467)	(33,223)	(40,668)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	71	71	71
Purchases of property, plant and equipment	(5,305)	(5,305)	(3,114)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(5,234)	(5,234)	(3,043)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	32,502	32,502	40,596
Capital appropriation	5,305	5,305	3,114
NET CASH FLOWS FROM GOVERNMENT	37,807	37,807	43,710
NET INCREASE/(DECREASE) IN CASH	106	(650)	(1)
Opening Cash and Cash Equivalents	5,219	4,476	3,826
CLOSING CASH AND CASH EQUIVALENTS	5,325	3,826	3,825
CASH FLOW RECONCILIATION			
Net cost of services	(40,556)	(41,410)	(48,850)
Non cash items added back	8,053	8,137	8,253
Change in operating assets and liabilities	36	50	(71)
Net cash flow from operating activities	(32,467)	(33,223)	(40,668)

MINISTER FOR FAIR TRADING, MINISTER FOR YOUTH, AND MINISTER FOR VOLUNTEERING

OVERVIEW

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
Office for Children			
Total Expenses	12.3	12.4	0.9
Capital Expenditure	0.1	0.1	...
Rental Bond Board			
Total Expenses	39.4	40.7	3.3
Capital Expenditure
Total, Minister for Fair Trading, Minister for Youth, and Minister for Volunteering			
Total Expenses	51.7	53.1	2.7
Capital Expenditure	0.1	0.1	...

In addition to the agencies listed above, the Minister is also supported by the Department of Commerce (Section 20) for the Fair Trading portfolio area, and the Department of Premier and Cabinet (Section 2) for the Volunteering portfolio area.

OFFICE FOR CHILDREN

The Office for Children provides administrative and financial support to the Commission for Children and Young People and the Children's Guardian. The governing legislation is the *Commission for Children and Young People Act 1998* and the *Children and Young People (Care and Protection) Act 1998*.

RESULTS AND SERVICES

The Office for Children is improving the wellbeing of children by working towards the following results:

- ◆ Children flourish in child-related workplaces and in stable out-of-home care environments that are child-safe and child-friendly.
- ◆ Child deaths are prevented.
- ◆ Children benefit from improved legislation, policies, practices and services.

Key services provided by the Office for Children to contribute to these results include:

- ◆ undertaking background checks and prohibited employment reviews to create child-safe and child-friendly organisations as part of the Working with Children program
- ◆ undertaking research including the review of child deaths, the provision of policy advice and promoting children's issues
- ◆ promoting participation programs for children and young people
- ◆ accrediting and monitoring of out-of-home care and adoption service providers against approved standards and
- ◆ authorising of prescribed employers of children and monitoring of compliance with conditions of their authorities and the mandatory Code of Practice.

The key services provided by the Commission and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results	
		Helping children flourish	Child deaths are prevented
Commission for Children and Young People	8.8	✓	✓
Children's Guardian	3.6	✓	
Total Expenses Excluding Losses	12.4		

RECENT ACHIEVEMENTS

During 2007-08 the Commission for Children and Young People:

- ◆ released the *Trends in the fatal assault of children in NSW: 1996-2005* Report
- ◆ finalised the research for *Trends into Child Deaths in NSW from 1996-2005* Report
- ◆ released the *Babysitting Guides* for parents and young people and
- ◆ developed e-Check to deliver Working With Children background checks online. Online checking will provide a faster and easier service to employers.

During 2007-08 the Children's Guardian:

- ◆ promoted the safety and wellbeing of children in care by accrediting more agencies and by providing a program of assistance to agencies attempting to accelerate their progress towards accreditation
- ◆ improved the performance of the regulation of children's employment
- ◆ improved coordination with the Department of Community Services and the NSW Ombudsman to minimise overlaps in agency reporting requirements and monitoring arrangements and
- ◆ commenced implementing legislative and administrative reforms arising from the review of the Accreditation and Quality Improvement Program to improve efficiency and reduce regulatory burden.

STRATEGIC DIRECTIONS

In 2008-09, the Commission for Children and Young People will extend its service delivery and policy advice through:

- ◆ helping child-related employers reduce opportunities for harm to children
- ◆ conducting research to inform policy on children's wellbeing and
- ◆ supporting local councils in building child friendly communities.

In 2008-09, the Children's Guardian will improve its service delivery through:

- ◆ implementing the administrative reforms arising from the 2007-08 Review of the Accreditation and Quality Improvement Program
- ◆ revising the NSW Out-of-Home Care Standards to focus on outcomes and promoting compliance with standards and codes of practice and
- ◆ auditing case files to determine compliance with standards for promoting the health of children and young people in care.

2008-09 BUDGET INITIATIVES

Total Expenses

The estimated total expenditure of the Office for Children in 2008-09 is \$12.4 million.

Capital Expenditure

The Office for Children's capital program of \$99,000 in 2008-09 is for the purchase and replacement of minor plant and equipment.

AGENCY RESULT INDICATORS

Helping children flourish

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Children and young people in out-of-home care with a current case plan	%	83	71	75	75
ii) Designated agencies that have achieved accreditation	%	29	51	61	70
Notes:					
i) This indicator shows how effective the Children's Guardian is in promoting safety and stability for children in out-of-home care.					
ii) This indicator shows how well agencies that provide out-of-home care are meeting standards for safety and stability for the children in their care.					

Child deaths are prevented

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Agencies agree to recommendations within 2 years	%	85	100	90	90
ii) Agencies implement agreed recommendations within 4 years	%	80	73	80	80
Notes:					
i) This indicator shows the effectiveness of the Commission's work to engage agencies that may be able to prevent child deaths through changing policy or practice.					
ii) This indicator shows the effectiveness of the Commission's work to generate policy or practice change that could prevent child deaths.					

RENTAL BOND BOARD

The Rental Bond Board is a statutory corporation, established under the *Landlord and Tenant (Rental Bonds) Act 1977*, and is the custodian of rental bonds taken on private residential tenancies in New South Wales. It comprises five members, one of whom is the Commissioner for Fair Trading.

RECENT ACHIEVEMENTS

The Board is a self-funding body, and derives its income mainly from net earnings on rental bond deposits.

The Board estimates that it will administer \$740 million in rental bond deposits on behalf of landlords in 2008-09. These administered funds do not form part of the assets reported within the balance sheet of the Board.

The Office of Fair Trading, part of the Department of Commerce, undertakes the administrative functions of the Board on a user pays basis.

2008-09 BUDGET INITIATIVES

Total expenses are estimated at \$40.7 million in 2008-09. The Board estimates that it will earn \$43 million in revenue to support its activities. The Board's expenses include provision for:

- ◆ \$15.1 million to administer the rental bond scheme

- ◆ \$9.1 million in grants supporting 50 per cent of the costs of the residential tenancy functions of the Consumer, Trader and Tenancy Tribunal. The Tribunal has power to determine matters relating to the termination of tenancy agreements, payment of rental bonds on termination of tenancies, breaches of tenancy agreements and payment of compensation
- ◆ \$4.9 million in grants including support of 50 per cent of the costs of the Tenancy Advice and Advocacy Program. This program provides advice, information and advocacy services to public and private tenants and, where appropriate, people seeking to become tenants. These services are provided in accordance with the *Landlord and Tenant (Rental Bonds) Act 1977*
- ◆ \$1.1 million to fund the Credit Counselling Grants Program
- ◆ \$7.1 million to meet the operating costs of providing information, education and mediation services within the framework of the *Retirement Villages Act 1989* to tenants, village residents, landlords, their agents and village managements
- ◆ \$2.5 million towards the funding for the upgrade of the Rental Bond System and
- ◆ \$250,000 to fund the upgrade of the Tenants Union of New South Wales information technology system.

**MINISTER FOR FAIR TRADING, MINISTER FOR YOUTH,
AND MINISTER FOR VOLUNTEERING**

29 OFFICE FOR CHILDREN

29.1 Commission for Children and Young People

Service Description: This service group covers research and advice to government and non-government agencies on issues relating to children's wellbeing. It promotes the participation of children and young people in decisions that affect them. It also helps employers become child-safe and child-friendly through a variety of initiatives, including the Working With Children Check.

Linkage to Results: This service group contributes to the Office for Children's stated results by working towards a range of intermediate results that include the following:

- ◆ helping organisations engage children's participation in decision making
- ◆ advising on changes to legislation, policy, practice and service to improve children's wellbeing
- ◆ implementing recommendations to prevent child deaths and
- ◆ helping organisations to become child safe and child friendly.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Working With Children						
background checks completed	no.	82,043	75,592	76,000	76,000	76,000
Background checks completed on time	%	...	80	90	90	90
Visits to Child-Safe Child-Friendly website	no.	12,127	16,643	17,500	17,500	18,300
<u>Employees:</u>	EFT	43	44	42	43	43

-----2007-08-----	2008-09
Budget	Revised
\$000	\$000
Budget	Budget
\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	8,740	8,775	8,841
Total expenses include the following:			
Employee related expenses	4,291	4,318	4,398

**MINISTER FOR FAIR TRADING, MINISTER FOR YOUTH,
AND MINISTER FOR VOLUNTEERING**
29 OFFICE FOR CHILDREN

29.1 Commission for Children and Young People (cont)

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
<i>FINANCIAL INDICATORS (cont)</i>			
NET COST OF SERVICES	8,675	8,703	8,774
<hr/>			
CAPITAL EXPENDITURE	59	100	50

**MINISTER FOR FAIR TRADING, MINISTER FOR YOUTH,
AND MINISTER FOR VOLUNTEERING**

29 OFFICE FOR CHILDREN

29.2 Children's Guardian

Service Description: This service group covers regulation of the provision of out-of-home care, adoption services and the prescribed employment of children under 15 in New South Wales.

Linkage to Results: This service group contributes to the Office for Children's stated results by working towards a range of intermediate results that include the following:

- ◆ higher levels of agency compliance with the NSW Out-of-Home Care Standards and the Adoption Service Standards, and employer compliance with the Code of Practice
- ◆ the development of responsive services that facilitate the participation of children and young people and
- ◆ continuous improvement in the safety and quality of services for children and young people in out-of-home care.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Assessments completed	no.	71	71	70	78	70
Children's employment authorisations issued on time.	%	...	100	100	100	100
Audits completed in the bi-annual case file audit	no.	2,335	...	2,335	...	2,335
<u>Employees:</u>	EFT	20	26	22	24	23

2007-08		2008-09 Budget
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	3,578	3,548	3,589
Total expenses include the following:			
Employee related expenses	2,453	2,469	2,510
NET COST OF SERVICES	3,457	3,425	3,465

CAPITAL EXPENDITURE	40	49	49
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**MINISTER FOR FAIR TRADING, MINISTER FOR YOUTH,
AND MINISTER FOR VOLUNTEERING**

29 OFFICE FOR CHILDREN

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	6,744	6,787	6,908
Other operating expenses	4,830	4,766	4,778
Depreciation and amortisation	359	359	359
Grants and subsidies	385	411	385
Total Expenses Excluding Losses	12,318	12,323	12,430
Less:			
Retained Revenue -			
Investment income	69	77	71
Other revenue	117	118	120
Total Retained Revenue	186	195	191
NET COST OF SERVICES	12,132	12,128	12,239
RECURRENT FUNDING STATEMENT			
Net Cost of Services	12,132	12,128	12,239
Recurrent Services Appropriation	11,532	11,532	11,685
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	99	149	99
Capital Works and Services Appropriation	99	99	99

**MINISTER FOR FAIR TRADING, MINISTER FOR YOUTH,
AND MINISTER FOR VOLUNTEERING**

29 OFFICE FOR CHILDREN

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	968	898	1,126
Receivables	237	334	295
Other	2
Total Current Assets	1,207	1,232	1,421
Non Current Assets -			
Property, plant and equipment - Plant and equipment	772	747	546
Intangibles	325	274	215
Other	46	46	...
Total Non Current Assets	1,143	1,067	761
Total Assets	2,350	2,299	2,182
LIABILITIES -			
Current Liabilities -			
Payables	423	326	325
Provisions	656	679	635
Total Current Liabilities	1,079	1,005	960
Non Current Liabilities -			
Provisions	119	60	47
Other	156	156	156
Total Non Current Liabilities	275	216	203
Total Liabilities	1,354	1,221	1,163
NET ASSETS	996	1,078	1,019
EQUITY			
Accumulated funds	996	1,078	1,019
TOTAL EQUITY	996	1,078	1,019

**MINISTER FOR FAIR TRADING, MINISTER FOR YOUTH,
AND MINISTER FOR VOLUNTEERING**

29 OFFICE FOR CHILDREN

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	6,357	6,349	6,566
Grants and subsidies	385	411	385
Other	5,417	5,362	5,286
Total Payments	12,159	12,122	12,237
Receipts			
Sale of goods and services	...	(5)	2
Interest	69	77	71
Other	704	708	707
Total Receipts	773	780	780
NET CASH FLOWS FROM OPERATING ACTIVITIES	(11,386)	(11,342)	(11,457)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(99)	(99)	(99)
Other	...	(50)	...
NET CASH FLOWS FROM INVESTING ACTIVITIES	(99)	(149)	(99)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	11,532	11,532	11,685
Capital appropriation	99	99	99
NET CASH FLOWS FROM GOVERNMENT	11,631	11,631	11,784
NET INCREASE/(DECREASE) IN CASH	146	140	228
Opening Cash and Cash Equivalents	822	758	898
CLOSING CASH AND CASH EQUIVALENTS	968	898	1,126
CASH FLOW RECONCILIATION			
Net cost of services	(12,132)	(12,128)	(12,239)
Non cash items added back	746	753	755
Change in operating assets and liabilities	...	33	27
Net cash flow from operating activities	(11,386)	(11,342)	(11,457)

**MINISTER FOR FAIR TRADING, MINISTER FOR YOUTH,
AND MINISTER FOR VOLUNTEERING**

RENTAL BOND BOARD

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Retained Revenue -			
Investment income	41,955	43,955	43,004
Total Retained Revenue	41,955	43,955	43,004
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Other operating expenses	26,385	23,433	26,752
Grants and subsidies	13,027	13,386	13,971
Total Expenses Excluding Losses	39,412	36,819	40,723
Other gains/(losses)	(20)	(20)	(21)
SURPLUS/(DEFICIT)	2,523	7,116	2,260

**MINISTER FOR FAIR TRADING, MINISTER FOR YOUTH,
AND MINISTER FOR VOLUNTEERING**

RENTAL BOND BOARD

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	19,229	16,566	14,264
Receivables	277	29	29
Other financial assets	3,417	10,623	15,185
Total Current Assets	22,923	27,218	29,478
Non Current Assets -			
Other financial assets	96	127	127
Total Non Current Assets	96	127	127
Total Assets	23,019	27,345	29,605
LIABILITIES -			
Current Liabilities -			
Other	600	157	157
Total Current Liabilities	600	157	157
Total Liabilities	600	157	157
NET ASSETS	22,419	27,188	29,448
EQUITY			
Accumulated funds	22,419	27,188	29,448
TOTAL EQUITY	22,419	27,188	29,448

**MINISTER FOR FAIR TRADING, MINISTER FOR YOUTH,
AND MINISTER FOR VOLUNTEERING**

RENTAL BOND BOARD

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	(20)	(20)	(21)
Interest	40,535	42,609	41,548
Other	190	5,846	190
Total Receipts	40,705	48,435	41,717
Payments			
Grants and subsidies	13,027	13,386	13,971
Other	26,575	23,433	26,942
Total Payments	39,602	36,819	40,913
NET CASH FLOWS FROM OPERATING ACTIVITIES	1,103	11,616	804
CASH FLOWS FROM INVESTING ACTIVITIES			
Advance repayments received	20	20	21
Purchases of investments	(2,017)	(2,091)	(3,127)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(1,997)	(2,071)	(3,106)
NET INCREASE/(DECREASE) IN CASH	(894)	9,545	(2,302)
Opening Cash and Cash Equivalents	20,123	7,021	16,566
CLOSING CASH AND CASH EQUIVALENTS	19,229	16,566	14,264
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	2,523	7,116	2,260
Non cash items added back	(1,420)	(1,420)	(1,456)
Change in operating assets and liabilities	...	5,920	...
Net cash flow from operating activities	1,103	11,616	804

MINISTER FOR GAMING AND RACING, AND MINISTER FOR SPORT AND RECREATION

OVERVIEW

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
Casino, Liquor and Gaming Control Authority			
Total Expenses	7.1	7.2	1.4
Capital Expenditure	0.1	0.1	...
Centennial Park and Moore Park Trust			
Total Expenses	22.1	24.4	10.7
Capital Expenditure	8.3	8.3	...
Total, Minister Gaming and Racing, and Minister for Sport and Recreation			
Total Expenses	29.2	31.6	8.2
Capital Expenditure	8.4	8.4	...

In addition to the agencies listed above, the Minister is also supported by the Department of the Arts, Sport and Recreation (Section 17) for the Sport and Recreation, and Gaming and Racing portfolio areas.

CASINO, LIQUOR AND GAMING CONTROL AUTHORITY

The Casino, Liquor and Gaming Control Authority (CLGCA) will commence on 1 July 2008, performing functions formerly carried out by the Casino Control Authority, Liquor Administration Board and Licensing Court. The Authority has been established under the *Casino, Liquor and Gaming Control Authority Act 2007*.

In 2008-09 transitional arrangements will apply. The CLGCA will continue its activities for the control of Star City Casino under the *Casino Control Act 1992*. Functions under the *Liquor Act 2007*, *Gaming Machines Act 2001* and *Registered Clubs Act 1976* will be performed in conjunction with the Department of the Arts, Sport and Recreation (DASR) and are reported within its service groups.

Consistent with the above transitional arrangements the functions reported here relate to those activities performed under the *Casino Control Act 1992* while other functions are reported under DASR. From 2009-10 the functions and funding of the CLGCA will be integrated with DASR.

RESULTS AND SERVICES

The CLGCA contributes to the following results:

- ◆ The integrity of casino operations is protected.
- ◆ Harm to individuals and families is minimised.

Key services provided by CLGCA to contribute to these results include continuous onsite supervision and monitoring of the casino, licensing of the casino operator and casino special employees and undertaking statutory investigations.

The key services provided by the CLGCA and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results	
		Protecting the integrity of casino operations	Minimising harm to individuals and families
Casino Control	7.2	✓	✓
Total Expenses Excluding Losses	7.2		

RECENT ACHIEVEMENTS

No major negative matters were identified by the CLGCA in its latest statutory investigation of the Star City Casino under section 31 of the *Casino Control Act 1992*. The next investigation is due by December 2009.

STRATEGIC DIRECTIONS

The CLGCA and DASR will continue to build on synergies to conduct an efficient regulatory function.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses in 2008-09 are estimated at \$7.2 million, reflecting the cost of supervising, controlling and monitoring casino operations in Star City Casino.

Capital Expenditure

In 2008-09 the CLGCA will spend \$70,000 on the replacement of office equipment and computer software.

AGENCY RESULT INDICATORS

Protecting the integrity of casino operations

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Licensed employees and contractors later found to be unsuitable	no.	0	3	0	0
ii) Ratio of patron complaints investigated under section 110 of <i>Casino Control Act 1992</i>	%	n.a.	8	<5	<5
Notes:					
i) This indicator shows the effectiveness of ensuring only suitable employees and contractors are associated with the Casino.					
ii) This indicator measures the casino operator's compliance with the obligation to conduct gaming in accordance with the approved rules					

Minimising harm to individuals and families

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Self excluded persons detected within casino	no.	248	224	200	200
ii) Detected non-compliance of responsible gaming requirements by casino operator	no.	10	0	0	0
Note:					
ii) This indicator measures the casino operator's compliance with the obligation to conduct gaming in a responsible manner.					

CENTENNIAL PARK AND MOORE PARK TRUST

Centennial Park and Moore Park Trust manages the Centennial Parklands comprising Centennial Park, Queens Park and Moore Park.

RESULTS AND SERVICES

The Trust contributes to increasing integration in community activities by working towards the following results:

- ◆ Venues are provided to the community which enable participation in a range of recreational, cultural and educational activities.
- ◆ A broad range of programs and activities are provided to meet the needs of diverse users.

Key services provided by the Trust to contribute to these results include:

- ◆ management of Parklands including provision of facilities and programs for the community.

The key services provided by the Trust and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results	
		Diverse recreational and leisure activities	Preservation and improvement of Parklands
Parklands Management	24.4	✓	✓
Total Expenses Excluding Losses	24.4		

RECENT ACHIEVEMENTS

Recent achievements by the Trust include:

- ◆ completion of the Heritage Asset Management Strategy to support better prioritisation of maintenance
- ◆ continued redevelopment of the restaurant in Centennial Park
- ◆ implementation of the Water Savings Action Plan
- ◆ improvements to recreational and leisure facilities in Moore Park and Queens Park, and visitor information signage throughout the Parklands and
- ◆ continued tree planting program supported by the Centennial Parklands Foundation.

STRATEGIC DIRECTIONS

Priority areas for the Trust include:

- ◆ maintaining and improving Centennial Parklands
- ◆ ensuring equity of access and diversity of leisure experience and
- ◆ maintaining and enhancing business viability.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses in 2008-09 are estimated at \$24.4 million. Included in this amount are \$5.8 million for depreciation and \$2.6 million for maintenance of infrastructure and buildings in the Parklands.

Capital Expenditure

The Trust's capital program for 2008-09 is \$8.3 million. It is the final year of the seven year Park Improvement Plan. Major works include:

- ◆ continuation of the signage replacement program and pedestrian pathways upgrade
- ◆ upgrade of the children's playground and recreational facilities in Centennial Park and Queens Park
- ◆ refurbishment of heritage assets and
- ◆ upgrade of Moore Park Golf facilities.

**MINISTER FOR GAMING AND RACING,
AND MINISTER FOR SPORT AND RECREATION**
30 CASINO, LIQUOR AND GAMING CONTROL AUTHORITY

30.1 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.

Linkage to Results: This service group contributes to protecting the integrity of casino gaming in New South Wales and minimising harm to individuals and families by working towards a range of intermediate results that include the following:

- ◆ compliant casino operator who respects the public interest
- ◆ only suitable employees and companies are associated with the Casino
- ◆ illegal and undesirable activities precluded from the Casino and
- ◆ licensed entities and staff conduct authorised gambling and liquor activities in a responsible manner.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Offences prosecuted	no.	44	41	40	40	40
Penalty Infringement Notices issued	no.	143	154	130	130	120
Casino regulatory approvals and employee licences granted	no.	862	1,159	784	784	1,260
<u>Employees:*</u>	EFT	43	42	46	40	...

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	7,120	6,619	7,221
NET COST OF SERVICES	6,780	6,279	6,628
<hr/>			
CAPITAL EXPENDITURE	70	70	70

* Personnel services will be provided by the Department of the Arts, Sport and Recreation from 1 July 2008.

**MINISTER FOR GAMING AND RACING,
AND MINISTER FOR SPORT AND RECREATION
30 CASINO, LIQUOR AND GAMING CONTROL AUTHORITY**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related*	5,109	4,609	...
Other operating expenses*	1,891	1,891	7,101
Depreciation and amortisation	120	119	120
Total Expenses Excluding Losses	7,120	6,619	7,221
Less:			
Retained Revenue -			
Sales of goods and services	150	150	154
Investment income	190	190	195
Grants and contributions	244
Total Retained Revenue	340	340	593
NET COST OF SERVICES	6,780	6,279	6,628
RECURRENT FUNDING STATEMENT			
Net Cost of Services	6,780	6,279	6,628
Recurrent Services Appropriation	6,472	6,472	6,558
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	70	70	70
Capital Works and Services Appropriation	70	70	70

* Estimates for 2008-09 are affected by a reclassification between line items principally due to personnel services being provided by the Department of the Arts, Sport and Recreation from 1 July 2008.

**MINISTER FOR GAMING AND RACING,
AND MINISTER FOR SPORT AND RECREATION
30 CASINO, LIQUOR AND GAMING CONTROL AUTHORITY**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	2,908	3,032	3,064
Receivables	178	178	181
Total Current Assets	3,086	3,210	3,245
Non Current Assets -			
Property, plant and equipment - Plant and equipment	334	340	310
Intangibles	49	41	21
Total Non Current Assets	383	381	331
Total Assets	3,469	3,591	3,576
LIABILITIES -			
Current Liabilities -			
Payables	182	67	67
Provisions	354	433	418
Other	49	49	49
Total Current Liabilities	585	549	534
Non Current Liabilities -			
Provisions	61	5	5
Other	33	6	6
Total Non Current Liabilities	94	11	11
Total Liabilities	679	560	545
NET ASSETS	2,790	3,031	3,031
EQUITY			
Accumulated funds	2,790	3,031	3,031
TOTAL EQUITY	2,790	3,031	3,031

**MINISTER FOR GAMING AND RACING,
AND MINISTER FOR SPORT AND RECREATION
30 CASINO, LIQUOR AND GAMING CONTROL AUTHORITY**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related*	4,871	4,356	15
Other*	2,062	2,063	7,023
Total Payments	6,933	6,419	7,038
Receipts			
Sale of goods and services	150	150	154
Interest	227	230	192
Other	166	167	166
Total Receipts	543	547	512
NET CASH FLOWS FROM OPERATING ACTIVITIES	(6,390)	(5,872)	(6,526)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(50)	(50)	(50)
Other	(20)	(20)	(20)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(70)	(70)	(70)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	6,472	6,472	6,558
Capital appropriation	70	70	70
Cash transfers to Consolidated Fund	...	(1,000)	...
NET CASH FLOWS FROM GOVERNMENT	6,542	5,542	6,628
NET INCREASE/(DECREASE) IN CASH	82	(400)	32
Opening Cash and Cash Equivalents	2,826	3,432	3,032
CLOSING CASH AND CASH EQUIVALENTS	2,908	3,032	3,064

* Estimates for 2008-09 are affected by a reclassification between line items principally due to personnel services being provided by the Department of the Arts, Sport and Recreation from 1 July 2008.

**MINISTER FOR GAMING AND RACING,
AND MINISTER FOR SPORT AND RECREATION
30 CASINO, LIQUOR AND GAMING CONTROL AUTHORITY**

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
CASH FLOW STATEMENT (cont)			
CASH FLOW RECONCILIATION			
Net cost of services	(6,780)	(6,279)	(6,628)
Non cash items added back	358	357	120
Change in operating assets and liabilities	32	50	(18)
Net cash flow from operating activities	(6,390)	(5,872)	(6,526)

**MINISTER FOR GAMING AND RACING,
AND MINISTER FOR SPORT AND RECREATION
CENTENNIAL PARK AND MOORE PARK TRUST**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services*	11,140	16,501	17,186
Investment income*	5,543	705	625
Retained taxes, fees and fines	200	458	350
Grants and contributions	9,955	9,944	9,675
Other revenue	50	510	354
Total Retained Revenue	26,888	28,118	28,190
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Other operating expenses	17,253	18,482	18,612
Depreciation and amortisation	4,799	5,409	5,801
Total Expenses Excluding Losses	22,052	23,891	24,413
Gain/(loss) on disposal of non current assets	...	(185)	...
SURPLUS/(DEFICIT)	4,836	4,042	3,777

* Variations from the 2007-08 Budget are due to income from certain assets being reclassified from investment income to rental income which is included in sales of goods and services.

**MINISTER FOR GAMING AND RACING,
AND MINISTER FOR SPORT AND RECREATION
CENTENNIAL PARK AND MOORE PARK TRUST**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	3,835	3,189	3,441
Receivables	1,454	1,956	1,997
Other financial assets	5,066	5,441	5,741
Inventories	231	190	195
Total Current Assets	10,586	10,776	11,374
Non Current Assets -			
Investment properties*	72,287
Property, plant and equipment -			
Land and building*	377,250	456,878	458,987
Plant and equipment	1,240	992	1,087
Infrastructure systems	268,251	272,041	272,383
Intangibles	87	109	75
Other	105	115	115
Total Non Current Assets	719,220	730,135	732,647
Total Assets	729,806	740,911	744,021
LIABILITIES -			
Current Liabilities -			
Payables	2,856	2,576	2,608
Provisions	337	504	515
Other	822	1,096	1,096
Total Current Liabilities	4,015	4,176	4,219
Non Current Liabilities -			
Other	6,019	6,817	6,107
Total Non Current Liabilities	6,019	6,817	6,107
Total Liabilities	10,034	10,993	10,326
NET ASSETS	719,772	729,918	733,695

* Variations from the 2007-08 Budget are due to the reclassification of investment properties to land and building assets.

**MINISTER FOR GAMING AND RACING,
AND MINISTER FOR SPORT AND RECREATION
CENTENNIAL PARK AND MOORE PARK TRUST**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
<i>BALANCE SHEET (cont)</i>			
EQUITY			
Reserves	134,005	135,213	135,213
Accumulated funds	585,767	594,705	598,482
TOTAL EQUITY	719,772	729,918	733,695

**MINISTER FOR GAMING AND RACING,
AND MINISTER FOR SPORT AND RECREATION
CENTENNIAL PARK AND MOORE PARK TRUST**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services*	11,342	16,275	17,148
Interest	268	397	325
Other*	17,729	13,370	12,153
Total Receipts	29,339	30,042	29,626
Payments			
Other	20,162	22,337	21,061
Total Payments	20,162	22,337	21,061
NET CASH FLOWS FROM OPERATING ACTIVITIES	9,177	7,705	8,565
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	...	10	...
Purchases of property, plant and equipment	(8,314)	(8,329)	(8,293)
Purchases of investments	(129)
Other	...	(20)	(20)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(8,443)	(8,339)	(8,313)
NET INCREASE/(DECREASE) IN CASH	734	(634)	252
Opening Cash and Cash Equivalents	3,101	3,823	3,189
CLOSING CASH AND CASH EQUIVALENTS	3,835	3,189	3,441
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	4,836	4,042	3,777
Non cash items added back	4,687	5,101	5,501
Change in operating assets and liabilities	(346)	(1,438)	(713)
Net cash flow from operating activities	9,177	7,705	8,565

* Variations from the 2007-08 Budget are due to income from certain assets being reclassified from investment income to rental income which is included in sale of goods and services.

MINISTER FOR HEALTH

OVERVIEW

Agency	2007-08 Budget \$m	2008-09 Budget \$m	Variation %
Department of Health*			
Total Expenses	12,518.7	13,150.7	5.0
Capital Expenditure	654.3	779.5	19.1
Health Care Complaints Commission			
Total Expenses	10.6	10.8	1.9
Capital Expenditure	0.2	n.a.
Cancer Institute NSW			
Total Expenses	134.3	153.0	13.9
Capital Expenditure	2.0	3.0	50.0
Total, Minister for Health**			
Total Expenses	12,529.3	13,166.8	5.1
Capital Expenditure	656.3	782.7	19.3

* Total Expenses for 2008-09 include Commonwealth funding of \$165 million to meet Commonwealth election commitments as agreed through the Council of Australian Governments.

** The Ministerial total has been reduced to exclude grant payments from the Department of Health to the Cancer Institute NSW.

DEPARTMENT OF HEALTH

The Department of Health is responsible for State-wide policy and planning, performance management and monitoring, and strategic financial and asset management for the NSW public health system. The NSW public health system comprises the Ambulance Service of NSW, eight Area Health Services, five statutory health corporations, 21 affiliated health organisations and a range of health support and health infrastructure services provided by the Health Administration Corporation. The Department and the NSW public health system are known collectively as NSW Health.

The Department is also responsible for supporting the NSW Minister for Health in the administration of around 40 Acts allocated to the Health portfolio. This includes undertaking licensing, regulatory and enforcement functions, under Acts such as the *Health Services Act 1997*, *Mental Health Act 1990*, *Private Hospitals and Day Procedure Centres Act 1988*, *Poisons and Therapeutic Goods Act 1966*, *Public Health Act 1991* and *Smoke-free Environment Act 2000*.

RESULTS AND SERVICES

The Department has lead agency responsibility for coordinating with partner agencies to ensure the delivery of the following State Plan priorities:

- ◆ S1: Improved access to quality healthcare.
- ◆ S2: Improved survival rates and quality of life for people with potentially fatal or chronic illness through improvements in health care.
- ◆ S3: Improved health through reduced obesity, smoking, illicit drug use and risk drinking.
- ◆ F3: Improved outcomes in mental health.
- ◆ F5: Reduced avoidable hospital admissions.

NSW Health's overarching vision of Healthy People - Now and in the Future is being advanced through the State Health Plan by working towards the following results:

- ◆ Prevention is made everybody's business.
- ◆ Better experiences are created for people using health services.
- ◆ Primary health and continuing care in the community is strengthened.
- ◆ A fair and sustainable health system is ensured.

Key services provided by NSW Health which contribute to these results include:

- ◆ health care to patients admitted to hospitals
- ◆ ambulatory, primary and community-based services in outpatient clinics and community health centres, and in the home
- ◆ emergency transport and emergency treatment
- ◆ community-based and admitted mental health services
- ◆ rehabilitation and long-term care services
- ◆ public health promotion and regulation to protect health and
- ◆ professional training and investment in research.

The key services provided by NSW Health and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results			
		Make prevention everybody's business	Create better experiences for people using health services	Strengthen primary health and continuing care in the community	Ensure a fair and sustainable health system
Population Health Services	391.1	✓			✓
Primary and Community Based Services	1,024.1	✓	✓	✓	✓
Aboriginal Health Services	63.8	✓	✓	✓	✓
Outpatient Services	1,373.4		✓		✓
Emergency Services	1,401.6		✓		✓
Overnight Acute Inpatient Services	5,353.0		✓		✓
Same Day Acute Inpatient Services	784.0		✓		✓
Mental Health Services	1,092.4		✓	✓	✓
Rehabilitation and Extended Care Services	1,100.8		✓	✓	✓
Teaching and Research	566.6	✓	✓	✓	✓
Total Expenses Excluding Losses	13,150.7				

RECENT ACHIEVEMENTS

NSW Health's projected expenditure for 2007-08 is \$12.7 billion, an increase of around \$3 billion since 2003-04. Key initiatives introduced in 2007-08 include the following:

- ◆ New Medical Assessment Units have been established to provide better access to care for older people and those with chronic diseases. Fifteen Medical Assessment Units will be operating in New South Wales by May 2008, offering an alternative to treatment in emergency departments, and allowing older people and those with chronic diseases to be seen by a specialist medical team so they can commence treatment earlier and return home as soon as possible.
- ◆ The capacity of emergency departments has been expanded through the provision of funding for additional emergency department beds and emergency staff specialists.

- ◆ A new model of maternity care has been introduced, including the establishment of early pregnancy assessment services; expansion of existing ante-natal care; and the introduction of a designated telephone line staffed by midwives.

Health System Performance

Emergency care

Despite ongoing increases in levels of demand, performance in key emergency care performance indicators has been maintained during 2007-08.

- ◆ The Triage Category 1 national performance benchmark of 100 per cent of patients receiving care within two minutes continued to be met. National performance benchmarks were also achieved in categories 2, 4 and 5.
- ◆ The total number of emergency department patients receiving care within benchmark times in the nine months to March 2008 was in excess of one million, which is more than 4 per cent higher than the same period last year.
- ◆ In the nine months to March 2008 the monthly average number of patients transferred off-stretcher from ambulance to hospital care within 30 minutes of arriving at hospital was 27,806, the highest it has ever been.
- ◆ Emergency Admission Performance State-wide for the nine months to March 2008 was 77 per cent compared to 79 per cent for the same period last year. The number of patients admitted from the Emergency Department increased by 2.8 per cent compared to the same period last year.
- ◆ The average time patients spent in the Emergency Department has also been reduced from 4.1 hours to 3.9 hours over the past two years.

Elective Surgery

The Predictable Surgery Program facilitates access to surgery for urgent and non-urgent elective patients on the waiting list. In 2007-08, an additional \$18.5 million was allocated to ensure access to surgery was sustained despite the increasing demand, particularly for joint replacement and cataract surgery.

- ◆ The average wait time for elective patients on the waiting list has decreased from 3.6 months (June 2005) to 2.2 months (December 2007).
- ◆ The average waiting time for patients on the elective surgery waiting list has been substantially reduced across all categories. The number of patients waiting more than 12 months for elective surgery has dropped from over 10,000 in March 2005 to 153 in February 2008.

In March 2008, funding of \$14.4 million was received from the Commonwealth Government. This funding will target specific patient groups to ensure that no elective surgery patients are overdue their recommended timeframe by the end of December 2008. A further \$28.9 million is to be provided in 2008-09.

Hospital in the Home

In response to the increasing demand for acute services, services providing care to acutely ill patients in the patient's normal place of residence have been expanded by \$13 million per annum. Hospital in the Home type services avoid the need for hospitalisation for a range of specific diseases and conditions, including cellulitis, deep vein thrombosis, urinary tract infections and blood conditions such as anaemia.

In addition, community based services are being enhanced to help patients who no longer require hospital care to return home sooner. Provided by Community Options providers, these services include assistance such as meals on wheels, showering, cleaning, and shopping for up to six weeks. This allows hospital beds to be used for other acutely unwell patients.

Oral Health

Additional funding from 2007-08 has supported a number of initiatives to address the oral health needs of the NSW community, specifically:

- ◆ additional registrars employed in the areas of oral medicine/oral pathology and in special needs dentistry
- ◆ establishment of the Rural Dental Scholarship Scheme
- ◆ development of resources including the Early Childhood Oral Health Guidelines for Child Health Professionals and the Lift the Lip brochure to support child health professionals and
- ◆ provision of additional treatment sessions to improve access for children to oral health services.

Mental Health

Mental Health continued as an important area of focus in 2007-08:

- ◆ The Housing Accommodation and Support Initiative (HASI) program has expanded to provide a further 240 packages of medium and lower support across NSW, bringing the total number of HASI places to over 1,000.
- ◆ The Family and Carer Mental Health Program, which provides funding to non-government organisations and mental health services for the education and support of family and carers of people with mental illnesses and disorders, has expanded to include 48 full time non-government workers at a cost of \$6.5 million.
- ◆ An additional 56 mental health professionals were employed across the State at 22 locations to increase the capacity of mental health services to respond to out-of-hours emergency and acute mental health situations in the community, at a cost of \$6.8 million.
- ◆ An additional \$4.1 million over four years announced in the 2007-08 Budget has funded additional mental health professionals in four Area Health Services to help build referral pathways and collaborative treatment capacity between inpatient and community care to ensure continuity of treatment and avoid unnecessary readmission.
- ◆ A budget enhancement of \$2 million in 2007-08 has funded an additional 19.6 equivalent full-time clinical positions established in child and adolescent mental health services to address local needs-based priorities.

Chart 12.1: Long Wait List (Patients waiting >12 months)

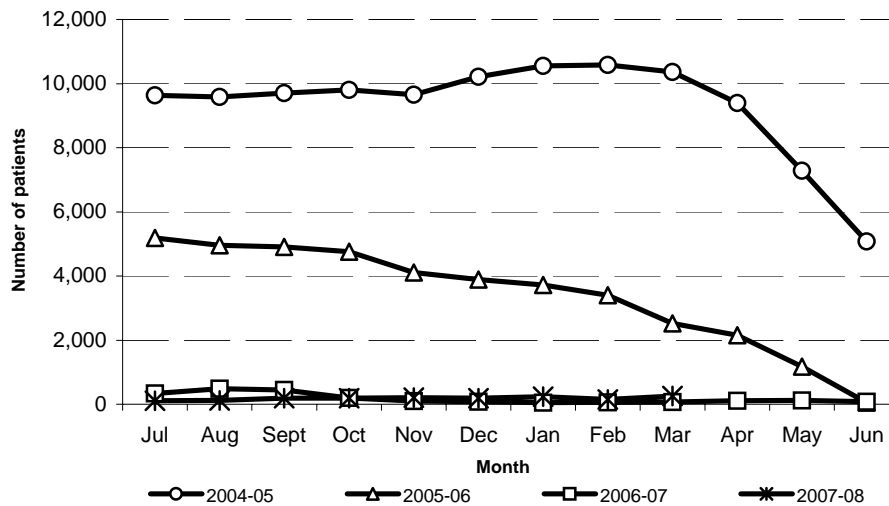
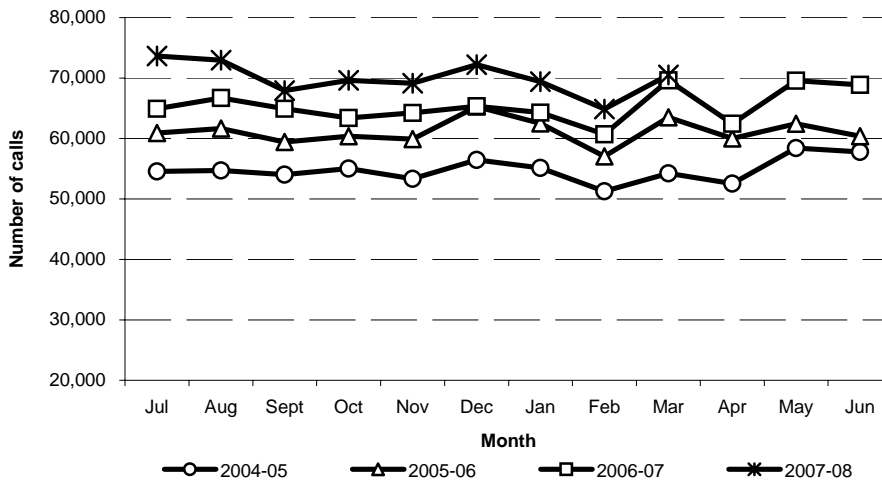
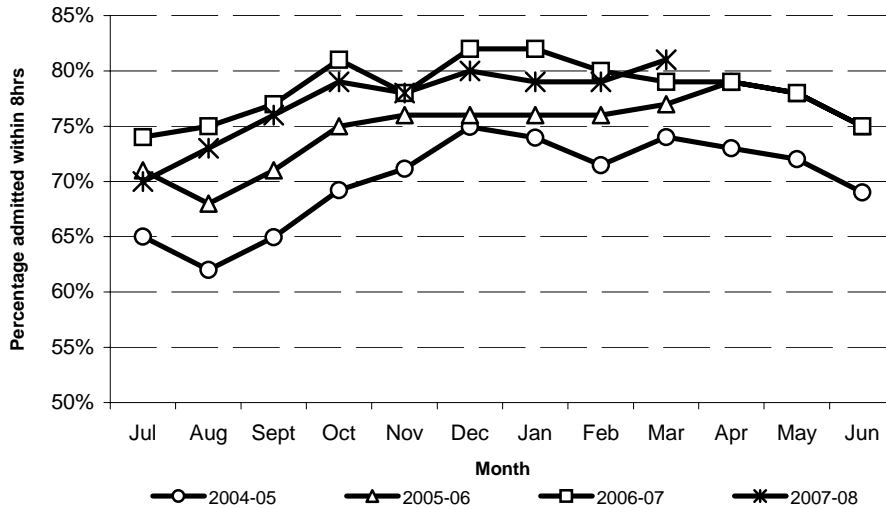


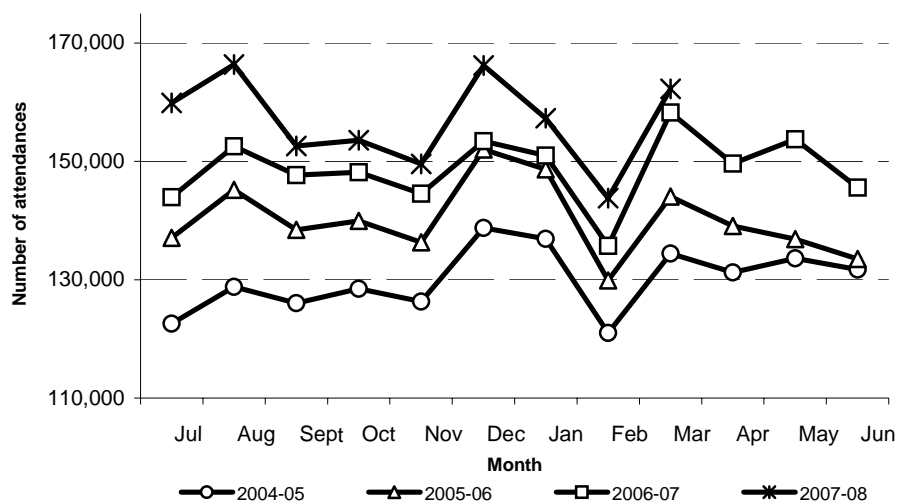
Chart 12.2: Number of Ambulance Responses to 000 Calls



**Chart 12.3: Emergency Admission Performance
(Ward admissions transferred from ED within 8 hours, Greater Metropolitan AHS only)**



**Chart 12.4: Emergency Department Attendances
(EDIS hospitals only)**



STRATEGIC DIRECTIONS

The NSW Government has responded to the pressures on the health system through key initiatives pursued within an integrated strategic planning framework developed to guide the NSW health system over the next 10 to 20 years.

This framework is built around the following seven strategic directions:

- ◆ make prevention everybody's business
- ◆ create better experiences for people using health services
- ◆ strengthen primary health and continuing care in the community
- ◆ build regional and other partnerships for health
- ◆ make smart choices about the costs and benefits of health services
- ◆ build a sustainable health workforce and
- ◆ be ready for new risks and opportunities.

The NSW Government has established a Special Commission of Inquiry into Acute Care Services to enquire into and report upon a number of matters including systemic or institutional issues in the delivery of acute care services, and to recommend any changes which will improve existing models of patient care.

Area Health Services have prepared five year strategic plans which will deliver Government and State Health Plan priorities.

Health System Demands

Increasing demand and rising costs confront health systems in all developed countries and are being driven by:

- ◆ increased presentations at hospital emergency departments of patients with chronic and complex conditions
- ◆ increasing rates of obesity, diabetes and other lifestyle related illnesses
- ◆ a growing and ageing population
- ◆ changes in health technology, including the availability of new and more advanced procedures
- ◆ community expectations including higher standards of care and
- ◆ worldwide skill shortages for clinical staff.

Increases in chronic disease

It is estimated by 2020 chronic disease will be responsible for around 80 per cent of the total burden of disease in Australia, up from 70 per cent today. This increase is driven by a combination of population ageing and lifestyle factors including smoking, levels of alcohol intake, obesity, and physical activity.

Evidence from the US, Europe and Australia indicates that a proactive, coordinated approach to chronic disease prevention and management in non-hospital settings produces better patient outcomes and is more cost effective than current approaches.

NSW Health is investigating a number of strategies to support this approach, including consolidating referral and assessment points to community health and community-based services for people with chronic illness; streamlining the processes of assessment, care and treatment for patients with chronic conditions that require non-critical care; and promoting effective population based chronic disease risk management and prevention strategies.

Ageing population

Population projections estimate that over 20 per cent of the NSW population will be aged 65 and over by 2026, representing an 87.3 per cent increase in this population segment between 2001 and 2026. By 2011, persons aged over 65 will account for 38 per cent of New South Wales public hospital admissions and 52 per cent of bed days.

With the ageing of the population there has been a concurrent increase in the prevalence of chronic disease. More than half of the burden of chronic disease in Australia is attributable to diabetes, cardiovascular disease, chronic obstructive pulmonary disease, musculoskeletal conditions and dementia. These increases will create more demand on our emergency, acute and chronic care services.

Increasing pressure on emergency and acute care services

New South Wales public hospital emergency departments continue to experience high growth in demand for unplanned care.

Between July and March 2008, 1,487,002 people were treated in New South Wales emergency departments, an increase of 6.5 per cent compared to the previous year. Over the nine months to March 2008, ambulance responses increased by 183 per day or 6.4 per cent compared to the same period last year.

Upgraded emergency medical helicopter services in the Sydney region, the introduction of 24-hour operations at Wollongong from January 2008 and new contractual arrangements for regional Emergency Medical Service helicopter operators are improving patient safety and access for people throughout New South Wales to emergency medical care.

A pilot of extended care paramedics in the Nepean area is helping to reduce avoidable hospital admissions using specialist paramedics to provide safe initial treatment, discharge and referral for patients with non-acute presentations.

NSW Ambulance has commenced a four year program to train 400 paramedics in clinical assessment and referral – using paramedics to assess patients with low acuity conditions and initiate alternate care programs to reduce emergency department presentations.

Health Investment and Reinvestment

Consistent with the Government's fiscal strategy, since 2005-06 NSW Health has been reprioritising certain expenditures for reinvestment in frontline health services. This is reflected in the clinical staff ratio, which has increased from 63.6 per cent of the total health workforce in June 2003 to 65.5 in July 2007, with medical staff increasing by 1,206 (19.7 per cent) and nursing staff by 5,551 (17.1 per cent) over this period.

Funding reform and opportunities

Continuing reform of health support services will deliver efficiency savings for redirection to frontline health services in 2008-09, with initiatives including:

- ◆ consolidating accounting transactional activity to two locations and standardising practices
- ◆ operating all NSW Health linen services under the one structure
- ◆ integrating a number of Information Technology Data Centres and introducing a coordinated approach to IT contract management and
- ◆ further consolidating procurement and logistics activities.

From 2008-09 all major NSW public hospitals will have their budgets set for inpatient services using episode funding (casemix) principles. This will align New South Wales with the agreement reached by the Commonwealth and the States in March 2008 for jurisdictions to move to a more nationally consistent approach to activity-based funding for hospital services.

Episode funding will be introduced in New South Wales public hospitals in 2008-09 with the following features:

- ◆ It will be used for funding of acute (overnight, same day), emergency department, intensive care, and sub and non-acute patient activity only.
- ◆ It will apply only to hospitals which have inpatient activity greater than 5,000 case weighted separations per year.
- ◆ All hospitals subject to this policy in 2008-09 where costs are over peer average costs (PAC) will develop a four year transition plan to align costs to PAC, commencing in 2008-09.
- ◆ Any hospitals which are below PAC will be required to maintain current cost performance.
- ◆ Commencing October 2008, budget and activity reviews of all participating hospitals will occur twice a year and quality reviews at least once a year.

Capital Asset Charging

From 1 July 2008 all Health Services will be required to recognise their cost of capital explicitly through an annual internal charge, based upon the value of assets (including land, buildings and building infrastructure but excluding plant and equipment) available for service provision. A funding contribution equivalent to the total value of the charge will be redistributed between health services through a capital equity adjustment to their budgets, based on population and other socio-economic need factors. There is no impact, in aggregate, on the resources devoted to NSW Health.

Making capital costs real and transparent will create improved incentives at health service level to obtain better value for money from the resources allocated to the health sector.

Australian Health Care Agreement (AHCA)

At the Council of Australian Governments (COAG) meeting held on 26 March 2008, the Commonwealth agreed to commit an immediate allocation of \$1 billion nationally in 2008-09 to relieve pressure on public hospitals, comprising \$500 million of continuing indexation from the 2003-08 AHCA and \$500 million in additional funds. COAG also:

- ◆ agreed to review the health care agreement indexation formula from 2009-10 onwards
- ◆ agreed that the new health care agreement should move to a proper long term share of Commonwealth funding for the public hospital system
- ◆ agreed to sign the new health care agreement in December 2008 for commencement from 1 July 2009 and
- ◆ agreed with jurisdictions to move to a more nationally consistent approach to activity based funding for public hospital services, which will also reflect the Community Service Obligations required for the maintenance of small and regional hospital services.

The NSW Government regards these decisions as a significant and very positive change in Commonwealth policy. For the four year period to June 2007, due to inadequate growth in Commonwealth funding under the 2003-08 AHCA, the State exceeded its matching commitment by \$2.8 billion.

2008-09 BUDGET INITIATIVES

Total Expenses

In 2008-09 the NSW Government will continue to deliver first class health care to the people of New South Wales through the provision of a comprehensive range of services and innovative models of care.

The 2008-09 NSW Health recurrent expenditure budget will be \$13.2 billion, an increase of \$632 million or 5 per cent over the 2007-08 Budget. Health spending represents around 27 per cent of the total NSW State Budget, up from 24 per cent in 1996-97. In per capita terms, health expenditure in the 2008-09 Budget equates to approximately \$1,850 for every person in the State.

Better Integrated Healthcare

After-Hours General Practice Services

To meet the NSW Government's 2007 election commitment, an additional \$1.2 million will be spent in 2008-09 to continue the expansion of after hours GP clinics to further locations including Mona Vale and Canterbury hospitals.

HealthOne

The 2008-09 Budget will provide \$3.3 million to further develop the HealthOne program. HealthOne services involve the integration of public and private sector general practices and other health care services. HealthOne also focuses on health promotion and protection to ease the burden of ill health, especially that of chronic disease.

Council of Australian Governments – Health Reform

In March 2008, COAG agreed to roll over the existing 2003-08 Australian Health Care Agreement for one year (2008-09), with the Commonwealth committing \$500 million additional funding above normal indexation. New South Wales is expecting to receive \$167 million as its population share of the \$500 million additional funding.

In addition, New South Wales is expecting approximately \$75 million in Commonwealth funding in 2008-09 to implement the Australian Government's election commitments in relation to the Commonwealth Dental Health Program, the Elective Surgery Waiting List Reduction Plan, and the Transition Care Initiative.

New South Wales also continues to roll out health reform initiatives agreed by COAG in February 2006, including expansion of health prevention programs, development of services supporting early detection of lifestyle risks and chronic disease, enhancement of aged care services particularly targeting older people in public hospitals, and rollout of the National Health Call Centre Network.

Increased Capacity

Mental Health Improvements

The 2008-09 Budget is the third year of the Government's five year plan to provide earlier and better access to a greater range of mental health services to the people of NSW through the A New Direction in Mental Health plan. The 2008-09 budget provides an additional \$29 million to expand the following services:

- ◆ \$2.1 million to enhance specialist mental health services for older people including recruiting specialist staff such as old age psychiatrists, psycho-geriatric nurses and allied health professionals
- ◆ \$3.9 million to expand 24-hour community mental health emergency care by recruiting additional mental health professionals at over 20 locations across the State
- ◆ \$3.1 million to fund increasing mental health rehabilitation in the community through recruitment of an additional 16 clinicians for the Mental Health Community Rehabilitation Program and
- ◆ \$19 million to fully fund the operational costs of the new Forensic Hospital at Long Bay.

In addition to the A New Direction in Mental Health plan a further \$2.6 million has been provided in 2008-09 for the expansion of the child and adolescent mental health program.

Increased Access

Emergency Department Services

Demand for emergency services is increasing at a rate greater than population growth and community ageing. In addition to the 456 beds and bed equivalents announced in the 2007-08 Budget, an additional 180 acute beds were added in 2007-08 to ease the pressure on the busiest emergency departments. The annual expenditure budget for the additional 180 beds will be \$48.9 million.

As part of this initiative, 35 full-time equivalent staff specialist positions have been allocated across the eight Area Health Services. The annual expenditure budget for these positions is \$9.84 million.

The combination of more beds and senior medical staff will help relieve pressure and ensure that patients requiring hospital admission are moved out of the emergency department to hospital beds in a timely manner.

New models of care have also been developed and implemented in our emergency departments to ensure that patients receive the best quality care available. These include fast track zones to provide access to timely care for those with minor injury or illness.

Elective Surgery Funding

The \$18.5 million funding provided by the NSW Government in the 2007-08 budget for elective surgery will continue in 2008-09 and thereafter.

The Commonwealth has provided NSW Health with \$28.9 million in 2008-09 under the Elective Surgery Waiting Times Reduction Plan (Stage 1). This Plan aims to provide surgery for waiting list patients within their recommended urgency timeframe. In New South Wales, the majority of patients not meeting their recommended timeframe are in category 2 (admission desirable within 90 days) and dental patients. The Commonwealth funding will target these patients to ensure that no elective surgery patients are over their recommended timeframe by the end of December 2008.

The Commonwealth has proposed that if this target is met and sustained through to 2011, additional funding will be available to New South Wales from the Commonwealth's \$300 million funding pool. The Elective Surgery Waiting List Reduction Plan has commenced in New South Wales and the trajectory to the zero target for overdue patient numbers is being continuously monitored.

Investing in Oral Health.

Provision of public oral health services and the prevention of dental diseases is a key focus for the Government.

Water fluoridation is a well proven strategy for reducing dental disease. From 2008-09, the Government will provide \$7.5 million over three years in capital subsidies for local councils and water supply authorities to expand water fluoridation in NSW communities. This is a key disease prevention strategy of the State Plan.

In addition, a further \$4 million will be invested in the recruitment and retention of public oral health practitioners state-wide. This will be achieved via a package of related initiatives including rural dental scholarships, a NSW Dental Therapist Reconnect Program, state-wide clinical conferences, upgraded clinical facilities and an expansion of the NSW International Dental Graduate Program.

Expanded Renal Services

Demand for renal services continues to increase across New South Wales. To meet this demand growth, the NSW Government is spending an additional \$5.1 million in 2008-09.

Better Ambulance Services

NSW Government strategies to enhance ambulance operative numbers have already seen the number of frontline on-road staff rise to 2,843 by March 2008, an increase of 13 per cent on July 2004.

The 2008-09 Budget includes a further \$7.2 million to recruit approximately 75 additional full-time equivalent staff in the Sydney area.

Sustainable Workforce

Investment in Nurses

In 2008-09, the NSW Government will spend \$3 million as part of its \$14 million commitment over four years to create a further 80 clinical nurse educator positions across the State to increase nursing workforce skills and enhance patient safety.

The roll out of the 10-hour night shift continues to be an important initiative for the NSW Government. In 2008-09, an additional \$3.5 million will be provided to fund 10-hour night shifts in John Hunter, Blacktown, Mt Druitt, Gladesville/Macquarie, Dubbo and Macksville hospitals.

Addressing Changing Demand and Priorities

Aboriginal Health

In 2008-09 the NSW Government will redirect health funding to address changes in demand and emerging priorities in health care delivery. The NSW Health budget will provide specific funding for Aboriginal communities through:

- ◆ providing \$19.1 million over four years (commencing with \$2.7 million in 2008-09) for the Building strong foundations for Aboriginal children, families and communities strategy. This strategy will extend services already provided under the Aboriginal Maternal and Infant Health Strategy to ensure that all Aboriginal families in New South Wales with young children have quality access to early childhood health services and
- ◆ enhancing the existing Housing and Accommodation Support Initiative (HASI) to include a more culturally appropriate HASI program for Aboriginal people. The NSW Government will spend \$15.2 million over four years (commencing with \$1 million in 2008-09).

This commitment to the health of Aboriginal communities in New South Wales is in addition to existing initiatives approved by the Minister for Health which will be expanded in 2008-09 to include an additional \$1.5 million for chronic renal care.

CAPITAL EXPENDITURE

The NSW Government is committed to a capital works program for NSW Health of \$2.3 billion over the next four years. The approved 2008-09 capital program totals \$839.5 million. This includes \$60 million capital expensing, and recognition of \$85.8 million for the Mater Hospital redevelopment and \$81.6 million for the Forensic Hospital at Long Bay Correctional Facility as Privately Financed Projects.

- ◆ Major new works include commencement of the Lismore Hospital Stage 2 Integrated Cancer Care Centre and redevelopment of Narrabri Hospital. New works will also include investment in major medical equipment throughout the State.

- ◆ Mental health remains a NSW Government priority and accordingly the Mental Health Capital Program continues in 2008-09. The 2008-09 Budget will allow construction to commence for the redevelopment of the Mandala Mental Health Unit at Gosford Hospital, forensic and tertiary mental health units at Bloomfield Hospital, and non-acute mental health units at St George and James Fletcher Hospitals. In addition, 2008-09 funds will support ongoing planning for child and adolescent units at the Sydney Children's Hospital and at Shellharbour, as well as a psychiatric emergency care centre at Prince of Wales Hospital.
- ◆ Large scale projects progressed in 2007-08 will continue, including Auburn Health Services redevelopment, Liverpool Hospital redevelopment stage 2 and the Royal North Shore Hospital redevelopment.
- ◆ Major projects in regional New South Wales will also continue, including the Orange Campus redevelopment (as a privately financed project) and Queanbeyan Hospital redevelopment.
- ◆ The Rural Hospital and Health Service Program Phase 4 will continue in 2008-09 with Coonamble and Manilla multi-purpose services commencing construction and the planning process commencing for Stage 4b.
- ◆ The Radiotherapy Services Strategy will continue with development of services at Orange Base Hospital.
- ◆ A cyclic maintenance program will be implemented to meet NSW Health's contractual obligations for privately financed projects (PFPs).
- ◆ The Ambulance Service capital enhancement program will provide for construction of new ambulance stations at Batemans Bay and Byron Bay. There are also funds for the Electronic Health Record and Government Radio Network and private mobile radio networks. There is an ongoing commitment in 2008-09 to progress:
 - construction of new ambulance stations at Auburn, Deniliquin, Liverpool, Nelson Bay and Ryde
 - replacement of the ambulance fleet and
 - acquisition of new medical equipment and maintenance.
- ◆ The following PFPs will be completed in 2008-09: the Newcastle Mater Hospital redevelopment and the Forensic Hospital at Long Bay Correctional Facility.

AGENCY RESULT INDICATORS

Make prevention everybody's business

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Adult immunisation– People aged 65 yrs and over immunised against:					
- Influenza	%	75	75	73	76
- Pneumococcal	%	54	61	59	60
ii) Fall injuries – Hospitalisations for people aged 65 yrs and over (age adjusted hospital separation rate per 100,000 population)					
- Males	no.	2,226	2,334	2,334	2,334
- Females	no.	3,007	3,173	3,173	3,173
iii) Children fully immunised – At 1 year	%	90	91	> 90	>90
iv) Chronic Disease Risk Factors (16+ yrs):					
- Alcohol (risk drinking behaviour)	%	32	33	31	30
- Smoking (daily or occasionally)	%	20	18	18	17
- Overweight or obese (%)	%	50	50	52	50
v) Potentially avoidable deaths – People aged <75 yrs (age adjusted rate per 100,000 population)					
- Aboriginal persons	no.	381	380	377	377
- Non-Aboriginal persons	no.	156	155	150	146

Notes: The desired outcomes for the above indicators are:

- i) Reduced illness and death from vaccine-preventable diseases in adults by targeting 80 per cent immunisation rate for people aged 65 yrs and over against influenza and 60 per cent against pneumococcal.
- ii) Reduced injuries and hospitalisations from fall-related injury in people aged 65 years and over.
- iii) Reduced illness and death from vaccine preventable diseases in children by targeting over 90 per cent rate of full immunisation.
- iv) Reduced prevalence of chronic diseases in adults by reducing the rate of risk drinking behaviour to 25 per cent by 2012, smoking by 1 per cent annually to 2010, and preventing any increase in the percentage of adults who are classified as overweight or obese.
- v) Achievement of the State Plan target of 150 per 100,000 population for all persons aged under 75 years by 2016.

Create better experiences for people using health services

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Ambulance response time - Potentially life threatening cases					
- 50th percentile Response Times - NSW	mins	9.5	9.8	9.8	9.9
ii) Off-Stretcher time < 30 minutes	%	76	78	81	80
iii) Emergency department cases treated within benchmark times					
- Triage 1 (within 2 mins)	%	100	100	100	100
- Triage 2 (within 10 mins)	%	80	87	86	84
- Triage 3 (within 30 mins)	%	61	71	76	75
- Triage 4 (within 60 mins)	%	66	74	74	73
- Triage 5 (within 120 mins)	%	86	89	89	89
iv) Emergency admission performance – patients transferred to an inpatient bed within 8 hours	%	75	78	79	78
v) Booked surgical patients seen within recommended waiting time					
- Urgent (within 30 days)	%	77	87	100	100
- Non-urgent (within 12 months)	%	84	96	100	100
vi) Unplanned and unexpected hospital readmissions within 28 days of separation – all admissions	%	7.1	7.0	7.1	7.0
Notes: The desired outcomes for the above indicators are:					
i) Reduced response times for cases requiring urgent pre-hospital treatment and transport, resulting in improved survival, quality of life and patient satisfaction.					
ii) Transfer of 90 per cent of patients from ambulance to hospital emergency departments within 30 minutes, resulting in improved survival, quality of life and patient satisfaction, as well as improved Ambulance operational efficiency.					
iii) - iv) Treatment of emergency department patients within timeframes appropriate to their clinical urgency, resulting in improved survival, quality of life and patient satisfaction. National triage performance benchmarks are 100 per cent for Category 1, 80 for Category 2, 75 per cent for Category 3, and 70 per cent for Categories 4 and 5. Target for emergency admission performance is 80 per cent transferred to an inpatient bed within 8 hours.					
v) Treatment of all booked surgical patients within recommended timeframes, resulting in improved clinical outcomes, quality of life and convenience for patients.					
vi) Minimal rate reflecting improved clinical outcomes, quality of life, convenience and patient satisfaction.					

Strengthen primary health and continuing care in the community

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Antenatal visits – Percentage of confinements where first antenatal visit was before 20 weeks gestation:					
- Aboriginal women	%	70	70	73	75
- Non-Aboriginal women	%	88	89	89	89
ii) Low birth weight babies - Weighing less than 2,500g :					
- Aboriginal babies	%	12.5	12.3	12.0	11.8
- Non-Aboriginal babies	%	6.0	6.0	6.0	6.0
iii) Postnatal home visits - Families offered and receiving a Families NSW visit within 2 weeks of the birth:	%	44	42	45	50
iv) Avoidable hospital admissions relating to the 8 conditions identified in the State Plan					
- Aboriginal persons	no.	2,104	2,452	2,459	2,216
- Non-Aboriginal persons	no.	47,768	53,727	51,809	48,520
v) Mental health acute adult readmission within 28 days to same facility	%	11.2	11.1	11.0	11.0
Notes: The desired outcomes for the above indicators are:					
i) Improved health of mothers and babies through increased antenatal visits.					
ii) Reduced rates of low weight births and subsequent health problems.					
iii) To solve problems that might arise with children before they become entrenched, resulting in the best possible start in life.					
iv) Reduced avoidable hospital admissions through early intervention and prevention and better access to community based services for conditions that can be appropriately treated in the community. The State Plan target is 15 per cent reduction by 2012 on the 2005-06 baseline.					
v) Minimal rate, reflecting improved clinical outcomes, quality of life and patient satisfaction, as well as reduced unplanned demand on services.					

Ensure a fair and sustainable health system

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Resources distribution formula – average variation from target for all Area Health Services	%	2.5	1.6	<2.0	<2.0
Note: The desired outcomes for the above indicators are:					
i) Meet the health needs of populations in the various geographic areas of the State on an equitable basis by ensuring the average variation from target for all AHS is less than 2 per cent.					

Build a sustainable health workforce

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Staff Turnover – Permanent staff separation rate	%	14.2	14.9	14.5	14.0
ii) Workplace injuries	%	6.7	6.0	5.9	5.5
iii) Clinical staff –i.e. medical, nursing, allied health and Ambulance clinicians as a proportion of total	%	65.1	65.5	65.6	65.9
iv) Aboriginal staff –as a proportion of total	%	1.6	1.6	1.7	1.8
Notes: The desired outcomes for the above indicators are:					
i) Increase staff stability and minimise unnecessary staff turnover.					
ii) Minimise workplace injuries as far as possible. Workplace injuries data for 2006-07 is for the period July to December 2006 only.					
iii) Increase proportion of total salaried staff employed that provide direct services or support the provision of direct care.					
iv) Increase the number of Aboriginal staff in the NSW Health workforce and create an environment that respects Aboriginal heritage and cultural values.					

HEALTH CARE COMPLAINTS COMMISSION

The Health Care Complaints Commission is an independent statutory body reporting directly to the Minister for Health and to the Joint Parliamentary Committee on the Health Care Commission. The Commission is responsible for dealing with complaints against all health practitioners, hospitals, institutions and health programs in New South Wales to protect the health and safety of the public. The Commission's governing legislation is the *Health Care Complaints Act 1993*.

RESULTS AND SERVICES

The Commission contributes to the protection of the health and safety of the public by working towards the following results:

- ◆ The community has confidence that health care complaints reported are being properly investigated and effectively prosecuted.
- ◆ Consumers and health providers have a positive and active role in health care complaint outcomes.
- ◆ Systemic health care issues are addressed through recommendations to health care organisations.

Key services provided by the Commission which contribute to these results include:

- ◆ assessing and resolving health care complaints
- ◆ providing community based complaint resolution services including facilitated conciliation processes and
- ◆ investigating and prosecuting serious cases of inappropriate health care.

The key services provided by the Commission and the way in which they are expected to contribute to these results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Confidence that health care complaints are being properly investigated and serious cases effectively prosecuted	Consumers and health providers have an active role in health care complaint outcomes	Systemic health care issues are addressed through recommendations to health care organisations
Complaints Assessment and Resolution	4.3	✓	✓	
Investigation and Prosecution of Serious Cases	6.5	✓		✓
Total Expenses Excluding Losses	10.8			

RECENT ACHIEVEMENTS

The Commission continued to improve its assessment and resolution functions and investigate serious complaints about health service providers. It has substantially improved the handling and investigation of complaints.

The Commission has also expanded its promotion and education activities to promote improvement in the quality of health care through provision of information about the nature of complaints and the use of complaint data as a quality improvement mechanism.

STRATEGIC DIRECTIONS

In 2008-09, the Commission will focus on:

- ◆ continuing to improve and develop its complaint resolution, investigative and prosecution services
- ◆ further developing its capacity to make effective recommendations to improve the delivery of health services
- ◆ developing effective processes to manage complaints about unregistered health practitioners
- ◆ improving the Commission's business processes, particularly in the area of case management and performance tracking through enhancements to its Casemate computer system and
- ◆ developing a promotion strategy to encourage lodgement of complaints and their use by health service providers as a quality improvement mechanism.

2008-09 BUDGET INITIATIVES

Total Expenses

Estimated total expenses of the Commission in 2008-09 are \$10.8 million. The Commission will continue to maintain and improve its current level of activities.

Capital Expenditure

Total capital expenditure in 2008-09 is estimated at \$191,000 for the upgrade and replacement of computer equipment.

AGENCY RESULT INDICATORS

The community has confidence that health care complaints reported are being properly investigated and serious cases prosecuted

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Complaints assessed that are subject to a request for review	%	11.5	10.5	8.0	8.0
ii) Investigations completed within 12 months	%	63	69	75	80
iii) Prosecutions proved/upheld	%	95	91	90	90
Notes:					
iii) This indicator is a benchmark for the effectiveness of the HCCC in handling complaints. The percentage should reduce over time.					
iv) This indicator is a proxy for investigations being conducted in a proper and timely manner.					
v) This indicator is a benchmark for the effectiveness of the HCCC in prosecuting serious complaints.					

Consumers and health providers have a positive and active role in health care complaint outcomes

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Complaint resolution clients satisfied with resolution service	%	75	75	80	80
Note:					
i) This indicator shows the effectiveness of the HCCC in assisting the complainant and health provider to actively participate in the resolution process to achieve a satisfactory complaint resolution outcome.					

Systemic health care issues are addressed through recommendations to health care organisations

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Recommendations implemented to improve health care services arising from investigation cases in the previous year	%	42	80	80	80
Note:					
i) This indicator shows the effectiveness of the HCCC in providing sound and practical recommendations that improve long term health care services. Measurement of this indicator commenced in 2005-06 and results for 2005-06 only show recommendations made and implemented in that year.					

CANCER INSTITUTE NSW

The Cancer Institute NSW was established in July 2003 by the *Cancer Institute NSW Act 2003* as a response to the need to further decrease the devastating impact of cancer on our society. The lifetime risk of cancer is one in two for men and one in three for women. Under this legislation, the Cancer Institute NSW is charged with substantially improving cancer control in New South Wales.

As a general government non-budget dependent agency, funding for the Cancer Institute NSW is predominantly derived from a grant from the Department of Health.

RESULTS AND SERVICES

The Cancer Institute NSW contributes to decreasing the impact of cancer on our society by working towards the following results:

- ◆ The incidence of cancer in the community is reduced.
- ◆ The likelihood of cure and longer survival is increased.
- ◆ Quality of life for cancer patients and their carers is improved.
- ◆ Research discoveries are translated into effective clinical practice, preventative and early detection measures.

Key services provided by the Cancer Institute NSW to contribute to these results include:

- ◆ preventative campaigns targeting reductions in risky behaviours, and funding of programs to support smokers seeking to quit smoking
- ◆ managing screening services to detect breast, cervical and bowel cancers early to enable early intervention and treatment
- ◆ promoting improvements in clinical practice by developing, coordinating and funding strategic programs to redesign clinical care
- ◆ funding research programs to enable translation of research discoveries into more effective clinical practice and
- ◆ collecting and analysing of cancer information to support improvements in clinical practice.

The key services provided by the Institute and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results			
		Increased likelihood of cure and longer survival	Improved quality of life for cancer patients and their carers	Reduced incidence of cancer in the community	Improved health outcomes from the translation of research discoveries into practice
Cancer Services and Education	31.9	✓	✓		✓
Cancer Information and Registries	10.9	✓	✓	✓	
Prevention	20.2			✓	
Research	31.1	✓			✓
Screening	58.9	✓	✓	✓	
Total Expenses Excluding Losses	153.0				

RECENT ACHIEVEMENTS

Additional funding and effective management of screening programs have resulted in:

- ◆ an increase of 8 per cent since July 2005 in the proportion of women aged 50-69 who have had a mammogram using the BreastScreen NSW facility. This is an increase of over 55,000 NSW women aged 50-69 participating in biennial screening
- ◆ a reduction of 18 per cent in breast cancer and 47 per cent in cervical cancer mortality rates over the last 10 years, mainly due to screening and advances in treatments and
- ◆ development of web-based modules on cancer incidence, mortality and treatment (containing more than 350 cancer treatment programs) which are currently receiving over 300,000 hits per month by patients, doctors, nurses and carers.

The Cancer Prevention Division's Tobacco Program continues to contribute to tobacco control in New South Wales and deliver significant results.

- ◆ Smoking rates in New South Wales have fallen to the lowest levels on record. The New South Wales Population Health Survey estimated that in 2006 around 18 per cent of NSW adults smoked. Only 13.9 per cent of people smoked daily, including 12.9 per cent of women and 15 per cent of men.
- ◆ Since 2003 more than 155,000 smokers have quit.
- ◆ Since 2005, social marketing campaigns have contributed to an increased demand by smokers for the NSW Quitline. In 2007, over 40,000 calls were received, up 47 per cent on 2005.
- ◆ The proportion of NSW secondary school students who reported being current smokers declined significantly from 14.6 per cent in 2002 to 10.3 per cent in 2005.
- ◆ The 4.6 per cent decline in smoking rates between 2003 and 2006 is estimated to save the community between \$2.2 billion and \$5.3 billion over the next 20 years.

STRATEGIC DIRECTIONS

A NSW Cancer Plan for 2007-10 has been developed by the Cancer Institute NSW following a consultative process with relevant stakeholders. The initiatives from this plan will enable the Cancer Institute NSW to achieve the planned results in cancer services and outcomes. Key initiatives include:

- ◆ a continued strong focus on proven tobacco control programs with savings in health cost
- ◆ expansion of other cancer prevention programs with an increased focus on melanoma awareness and lifestyle cancers, caused by alcohol, obesity and lack of physical activity
- ◆ a continued focus on increasing participation rates through the promotion of the benefits of screening for breast and cervical cancers and a new focus on the Commonwealth Government's bowel cancer screening program to detect small curable cancers
- ◆ a State-wide rollout of digital mammography technology and the implementation of a BreastScreen business information system that will improve coordination of the program and provide a framework for a central repository of breast screen data
- ◆ development of smarter care models and a Cancer Services Accreditation Program to improve the depth, quality and efficiency of cancer services
- ◆ establishment of the NSW Cancer Trials Network to apply new research discoveries directly to more effective treatment as quickly as possible
- ◆ expansion of cancer information databases and reports to enable the capture of cancer screening and hereditary cancer data, and improved dissemination of information to researchers, government and practitioners and
- ◆ increased partnering with private sector organisations to leverage their skills and expertise and use their capacity to provide high quality care and to reduce health costs.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for the Cancer Institute NSW in the 2008-09 Budget are \$153 million. Of these expenses, \$136.2 million or 89 per cent will fund clinical initiatives in the Area Health Services and hospitals. Significant areas of expenditure in 2008-09 will include:

- ◆ \$20.2 million for prevention programs developed and coordinated by the Cancer Institute NSW
- ◆ \$58.8 million for screening programs
- ◆ \$31.9 million for cancer services and education, including approximately \$11 million for approved ongoing funding for positions such as lead clinicians, care coordinators and cancer service development managers in the Area Health Services for improved cancer treatments, and \$500,000 for rural patient transport subsidies
- ◆ \$31.1 million for translation of new cancer research discoveries into more effective clinical practice and
- ◆ \$10.9 million allocated to cancer information and registries, including the Central Cancer Registry, the Pap Test Registry, Clinical Cancer Registry and the Hereditary Cancer Registry.

The 2008-09 Budget will see the continued roll-out of the Government's commitment to expand BreastScreen services. The introduction of digital mammography imaging technology will provide faster results and improve breast cancer detection. The new technology will enable an x-ray or mammogram to be electronically sent across the state or elsewhere to ensure the doctor or patient can get the images and subsequent results of high quality as quickly as possible.

Capital Expenditure

The proposed capital expenditure for the Cancer Institute NSW in 2008-09 is \$3 million including:

- ◆ \$2.2 million for the redesign of the Cancer Registry, enabling electronic transmission and recording of case details to provide quicker, accurate and more enhanced information
- ◆ \$360,000 for an enhanced Cancer Institute NSW website
- ◆ \$200,000 for Cancer Institute NSW Standard Cancer Treatments upgrade which will provide an updated enhanced website for clinicians use in accessing treatment protocols and
- ◆ \$200,000 for other various proposed minor works.

MINISTER FOR HEALTH
31 DEPARTMENT OF HEALTH

31.1 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.

Linkage to Results: This service group contributes to making prevention everybody's business by working towards a range of intermediate results that include the following:

- ◆ reduced incidence of preventable disease and disability and
- ◆ improved access to opportunities and prerequisites for good health.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Adult male smokers (daily or occasional)	%	22.6	19.2	19.0	21.9	19.5
Adult female smokers (daily or occasional)	%	17.6	16.2	16.0	15.4	14.5
Age standardised mortality rate in females aged 50-69 for breast cancer per 100,000	no.	48.0	46.6	45.1	44.7	43.2
Two-yearly participation rate of women within breast cancer screening target group (50-69)	%	53.0	56.5	58.0	56.5	57.0
Two-yearly participation rate of women within cervical cancer screening target group (20-69)	%	58.6	58.5	59.7	59.7	60.5
<u>Employees:</u>	EFT	2,962	2,972	3,012	3,012	3,025

MINISTER FOR HEALTH
31 DEPARTMENT OF HEALTH

31.1 Population Health Services (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	438,699	439,405	391,057
Total expenses include the following:			
Employee related expenses	214,874	218,305	230,214
Other operating expenses	198,693	193,800	133,647
NET COST OF SERVICES	402,734	396,839	377,751
CAPITAL EXPENDITURE	9,304

MINISTER FOR HEALTH
31 DEPARTMENT OF HEALTH

31.2 Primary and Community Based Services

Service Description: This service group covers the provision of health services to 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.

Linkage to Results: This service group contributes to making prevention everybody's business and strengthening primary health and continuing care in the community by working towards a range of intermediate results that include the following:

- ◆ improved access to early intervention, assessment, therapy and treatment services for claims in a home or community setting
- ◆ reduced rate of avoidable hospital admissions for conditions identified in the State Plan that can be appropriately treated in the community and
- ◆ reduced rate of hospitalisation from fall-related injury for people aged 65 years and over.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Dental health non-inpatient occasions of service	thous	1,248	1,400	1,486	1,337	1,486
Home nursing occasions of service	thous	288	288	290	290	292
Methadone treatment places	no.	16,320	16,320	16,370	16,370	16,370
Withdrawal management (detoxification) people treated	no.	12,126	12,853	12,853	12,853	12,853
Hospital in the Home episodes	no.	9,000	12,000	15,000	15,000	20,000
<u>Employees:</u>	EFT	8,085	8,113	8,221	8,221	8,513

MINISTER FOR HEALTH
31 DEPARTMENT OF HEALTH

31.2 Primary and Community Based Services (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	952,155	962,307	1,024,120
Total expenses include the following:			
Employee related expenses	610,907	613,797	662,074
Grants to voluntary organisations and agencies	90,836	116,765	119,027
NET COST OF SERVICES	886,620	882,363	954,756
CAPITAL EXPENDITURE	3,625	2,361	5,632

MINISTER FOR HEALTH
31 DEPARTMENT OF HEALTH

31.3 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. (Note: This Service Group excludes most services for Aboriginal people provided directly by Area Health Services and other general health services which are used by all members of the community).

Linkage to Results: This service group contributes to ensuring a fair and sustainable health system by working towards a range of intermediate results that include the following:

- ◆ the building of regional partnerships for the provision of health services
- ◆ raising the health status of Aboriginal people and
- ◆ promoting a healthy lifestyle.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Antenatal visits - confinements for Aboriginal women where first antenatal visit was before 20 weeks gestation	%	70	70	73	73	75
<u>Employees:</u>	EFT	400	402	407	407	393

———2007-08———		2008-09
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	60,408	63,378	63,824
Total expenses include the following:			
Employee related expenses	28,396	28,451	28,372
Other operating expenses	17,752	18,303	18,802
NET COST OF SERVICES	57,496	60,117	61,689
<hr/>			
CAPITAL EXPENDITURE	...	2,007	2,105

MINISTER FOR HEALTH
31 DEPARTMENT OF HEALTH

31.4 Outpatient Services

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

Linkage to Results: This service group contributes to creating better experiences for people using health services and ensuring a fair and sustainable health system by working towards a range of intermediate results including improving, maintaining or restoring the health of ambulant patients in a hospital setting through diagnosis, therapy, education and treatment services.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
Outpatient clinics occasions of service	thous	7,096	7,170	7,250	7,300	7,450
Diagnostics occasions of service	thous	1,949	2,041	2,112	2,120	2,160
<u>Employees:</u>	EFT	11,418	11,458	11,611	11,611	11,801

2007-08		2008-09
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	1,287,235	1,329,209	1,373,433
Total expenses include the following:			
Employee related expenses	786,731	815,199	850,121
Other operating expenses	362,051	371,876	378,682
Grants to third schedule hospitals	74,473	75,236	80,198
NET COST OF SERVICES	1,166,683	1,215,583	1,265,781
<hr/>			
CAPITAL EXPENDITURE	8,250	8,250	7,800

MINISTER FOR HEALTH
31 DEPARTMENT OF HEALTH

31.5 Emergency Services

Service Description: This service group covers the provision of emergency ambulance services and treatment of patients in designated emergency departments of public hospitals.

Linkage to Results: This service group contributes to creating better experiences for people using the health system by working towards a range of intermediate results including reduced risk of premature death or disability by providing timely emergency diagnostic treatment and transport services.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Patient separations	thous	173	181	185	185	189
Number of attendances in emergency departments	thous	2,180	2,300	2,380	2,440	2,560
Attendances admitted	thous	465	495	512	512	530
Emergency road transport cases	thous	445	468	480	506	520
Ambulance response time - potentially life threatening cases 50th percentile response time, NSW	mins	9.5	9.8	9.8	9.8	9.9
<u>Employees:</u>	EFT	9,553	9,591	9,716	9,716	9,765

-----2007-08-----		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	1,294,174	1,320,433	1,401,628
Total expenses include the following:			
Employee related expenses	868,930	894,021	944,187
Other operating expenses	352,257	351,223	378,879
NET COST OF SERVICES	1,162,893	1,178,199	1,228,992
<hr/>			
CAPITAL EXPENDITURE	20,139	16,100	13,940

MINISTER FOR HEALTH
31 DEPARTMENT OF HEALTH

31.6 Overnight Acute Inpatient Services

Service Description: This service group covers the provision of health care to patients admitted to public hospitals with the intention that their stay will be overnight, including elective surgery and maternity services.

Linkage to Results: This service group contributes to creating better experiences for people using the health system by working towards a range of intermediate results that include the following:

- ◆ timely treatment of booked surgical patients, resulting in improved clinical outcomes, quality of life and patient satisfaction and
- ◆ reduced rate of unplanned and unexpected hospital readmissions.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Acute weighted separations	thous	725	760	770	770	788
Patients charged for admission	%	14.1	14.2	14.2	14.2	14.2
<u>Employees:</u>	EFT	34,595	34,712	35,177	35,177	35,206

—————2007-08—————	2008-09
Budget	Revised
\$000	\$000
Budget	Budget
\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	5,115,755	5,157,493	5,353,004
Total expenses include the following:			
Employee related expenses	2,865,270	2,857,696	3,021,810
Other operating expenses	1,585,812	1,609,634	1,629,436
Grants to third schedule hospitals	168,860	170,583	171,692
Cross border payments	97,057	97,057	97,988
NET COST OF SERVICES	4,353,207	4,331,180	4,486,354
<hr/>			
CAPITAL EXPENDITURE	483,585	525,347	576,620
<hr/>			

MINISTER FOR HEALTH
31 DEPARTMENT OF HEALTH

31.7 Same Day Acute Inpatient Services

Service Description: This service group covers the provision of health care to patients who are admitted to public hospitals with the intention that they will be admitted, treated and discharged on the same day.

Linkage to Results: This service group contributes to creating better experiences for people using the health system by working towards a range of intermediate results that include the following:

- ◆ timely treatment of booked surgical patients resulting in improved clinical outcomes, quality of life and patient satisfaction and
- ◆ reduced rate of unplanned and unexpected hospital readmissions.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast									
Acute weighted separations	thous	491	515	530	530	542									
<u>Employees:</u>	EFT	4,276	4,291	4,625	4,625	4,625									
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———2007-08———	2008-09														
Budget	Revised														
\$000	\$000														
Budget	Budget														
\$000	\$000														

FINANCIAL INDICATORS

Total Expenses Excluding Losses	745,364	761,332	783,951
Total expenses include the following:			
Employee related expenses	405,646	411,604	432,939
Other operating expenses	282,108	291,004	289,678
Cross border payments	15,408	15,408	17,292
NET COST OF SERVICES	670,812	685,258	716,609
<hr/>			
CAPITAL EXPENDITURE	4,950	4,950	4,680

MINISTER FOR HEALTH
31 DEPARTMENT OF HEALTH

31.8 Mental Health Services

Service Description: This service group covers the provision of an integrated and comprehensive network of services by Area Health Services and community based organisations for people seriously affected by mental illness and mental health problems. It also includes the development of preventative programs which meet the needs of specific client groups.

Linkage to Results: This service group contributes to strengthening primary health and continuing care in the community by working towards a range of intermediate results that include the following:

- ◆ improving the health, wellbeing and social functioning of people with disabling mental disorders and
- ◆ reducing the incidence of suicide, mental health problems and mental disorders in the community.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Acute mental health service overnight separations	no.	27,815	28,480	29,400	32,962	36,212
Non-acute mental health inpatient days	no.	253	253	267	258	279
<u>Employees:</u>	EFT	9,587	9,621	9,749	9,749	9,969

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	1,050,700	1,036,391	1,092,351
Total expenses include the following:			
Employee related expenses	738,077	750,360	789,900
Other operating expenses	226,019	193,996	208,058
NET COST OF SERVICES	986,017	966,176	1,024,470
<hr/>			
CAPITAL EXPENDITURE	84,903	69,475	162,674

MINISTER FOR HEALTH
31 DEPARTMENT OF HEALTH

31.9 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 Department's services for the aged and disabled, with those provided by other agencies and individuals.

Linkage to Results: This service group contributes to strengthening primary health and continuing care in the community and creating better experiences for people using the health system by working towards a range of intermediate results including improving or maintaining the wellbeing and independent functioning of people with disabilities or chronic conditions, the frail and terminally ill.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Admitted patients discharged to home/hostel care	%	58.7	58.7	59.0	59.0	59.0
Admitted patients discharged to a nursing home	%	10.2	10.2	10.0	10.0	10.0
Total non-inpatient occasions of service	thous	3,182	3,182	3,200	3,200	3,220
<u>Employees:</u>	EFT	9,956	9,991	10,124	10,124	10,124

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	1,029,344	1,069,350	1,100,763
Total expenses include the following:			
Employee related expenses	665,158	693,157	718,421
Other operating expenses	182,587	189,939	189,317
Grants to third schedule hospitals	136,218	137,609	141,008
NET COST OF SERVICES	819,499	849,805	881,493
<hr/>			
CAPITAL EXPENDITURE	14,750	11,772	6,012

MINISTER FOR HEALTH
31 DEPARTMENT OF HEALTH

31.10 Teaching and Research

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

Linkage to Results: This service group contributes to ensuring a fair and sustainable health system by working towards a range of intermediate results that include the following:

- ◆ developing the skills and knowledge of the health workforce to support patient care and population health and
- ◆ extending knowledge through scientific enquiry and applied research aimed at improving the health and wellbeing of the people of New South Wales.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Interns	no.	605	562	729	672	712
First year Resident Medical Officers	no.	504	548	424	507	613
Graduates from the Public Health Officer Training Program in the past five years currently employed in NSW health system	%	78	80	82	82	80
<u>Employees:</u>	EFT	4,910	4,927	4,993	4,993	5,008

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	544,904	580,094	566,566
Total expenses include the following:			
Employee related expenses	393,513	407,099	412,612
Other operating expenses	94,143	94,981	95,282
NET COST OF SERVICES	371,020	379,277	373,798
<hr/>			
CAPITAL EXPENDITURE	24,800	8,020	...

MINISTER FOR HEALTH
31 DEPARTMENT OF HEALTH

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	7,577,502	7,689,774	8,090,650
Other operating expenses	3,504,850	3,506,744	3,524,780
Depreciation and amortisation	434,474	449,137	459,894
Grants and subsidies	886,836	954,861	944,892
Finance costs	2,611	6,411	15,201
Other expenses	112,465	112,465	115,280
Total Expenses Excluding Losses	12,518,738	12,719,392	13,150,697
Less:			
Retained Revenue -			
Sales of goods and services	1,205,298	1,239,083	1,299,867
Investment income	77,193	77,405	75,040
Grants and contributions	286,334	352,591	348,389
Other revenue	93,474	134,133	87,244
Total Retained Revenue	1,662,299	1,803,212	1,810,540
Other gains/(losses)	(20,542)	(28,617)	(31,536)
NET COST OF SERVICES	10,876,981	10,944,797	11,371,693
RECURRENT FUNDING STATEMENT			
Net Cost of Services	10,876,981	10,944,797	11,371,693
Recurrent Services Appropriation	10,350,496	10,355,195	10,826,608
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	654,306	648,282	779,463
Capital Works and Services Appropriation	385,439	382,315	436,061

MINISTER FOR HEALTH
31 DEPARTMENT OF HEALTH

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	621,294	855,436	853,093
Receivables	276,908	264,349	253,355
Other financial assets	184,450	131,173	131,173
Inventories	77,052	114,357	115,361
Assets held for sale	41,880	48,280	26,450
Total Current Assets	1,201,584	1,413,595	1,379,432
Non Current Assets -			
Receivables	6,064	6,132	6,132
Other financial assets	35,269	39,233	39,233
Property, plant and equipment -			
Land and building	7,850,899	7,966,158	8,201,044
Plant and equipment	787,494	766,132	771,365
Infrastructure systems	322,072	381,424	381,424
Intangibles	55,286	64,578	65,578
Other	11,350	13,210	13,210
Total Non Current Assets	9,068,434	9,236,867	9,477,986
Total Assets	10,270,018	10,650,462	10,857,418
LIABILITIES -			
Current Liabilities -			
Payables	554,202	675,810	647,610
Borrowings at amortised cost	2,113	3,102	5,044
Provisions	2,036,259	2,314,703	2,341,703
Other	57,462	10,522	10,522
Total Current Liabilities	2,650,036	3,004,137	3,004,879
Non Current Liabilities -			
Borrowings at amortised cost	102,746	103,180	271,669
Provisions	116,613	124,769	124,769
Other	32,021	31,698	31,698
Total Non Current Liabilities	251,380	259,647	428,136
Total Liabilities	2,901,416	3,263,784	3,433,015
NET ASSETS	7,368,602	7,386,678	7,424,403

MINISTER FOR HEALTH
31 DEPARTMENT OF HEALTH

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
<hr/>			
<i>BALANCE SHEET (cont)</i>			
EQUITY			
Reserves	1,388,172	1,633,098	1,633,098
Accumulated funds	5,980,430	5,753,580	5,791,305
TOTAL EQUITY	7,368,602	7,386,678	7,424,403

MINISTER FOR HEALTH
31 DEPARTMENT OF HEALTH

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	7,376,539	7,293,264	7,931,101
Grants and subsidies	808,836	876,861	869,892
Finance costs	2,611	6,411	15,201
Other	4,235,214	4,270,708	4,253,731
Total Payments	12,423,200	12,447,244	13,069,925
Receipts			
Sale of goods and services	1,199,408	1,251,715	1,291,794
Interest	77,193	77,405	75,040
Other	947,788	1,062,974	998,831
Total Receipts	2,224,389	2,392,094	2,365,665
NET CASH FLOWS FROM OPERATING ACTIVITIES	10,198,811	10,055,150	10,704,260
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	51,444	14,600	48,280
Purchases of property, plant and equipment	(562,976)	(556,952)	(588,621)
Other	(20,000)	(20,000)	(20,000)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(531,532)	(562,352)	(560,341)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings and advances	1,157	1,157	3,171
Repayment of borrowings and advances	(2,648)	(2,648)	(3,582)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(1,491)	(1,491)	(411)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	10,350,496	10,355,195	10,826,608
Capital appropriation	385,439	382,315	436,061
NET CASH FLOWS FROM GOVERNMENT	10,735,935	10,737,510	11,262,669
NET INCREASE/(DECREASE) IN CASH	4,101	118,517	(2,343)
Opening Cash and Cash Equivalents	617,193	736,919	855,436
CLOSING CASH AND CASH EQUIVALENTS	621,294	855,436	853,093

MINISTER FOR HEALTH
31 DEPARTMENT OF HEALTH

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

CASH FLOW STATEMENT (cont)

CASH FLOW RECONCILIATION

Net cost of services	10,876,981	10,944,797	11,371,693
Non cash items added back	643,922	657,473	658,643
Change in operating assets and liabilities	34,248	232,174	8,790
Net cash flow from operating activities	10,198,811	10,055,150	10,704,260

MINISTER FOR HEALTH
32 HEALTH CARE COMPLAINTS COMMISSION

32.1 Complaints Assessment and Resolution

Service Description: This service group covers processing, assessment and resolution of complaints about health care which are dealt with by assisted resolution, facilitated conciliation or referral for investigation.

Linkage to Results: This service group contributes towards the improved protection of the health and safety of the public by working towards a range of intermediate results that include the following:

- ◆ confidence that health care complaints are being properly investigated and
- ◆ consumers have an active role in health care complaint outcomes.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Complaints received	no.	3,023	2,722	2,650	2,870	2,750
Complaints assessed within 60 days	%	56	84	85	84	85
Complaints resolved through assisted resolution	%	74	71	75	80	80
Conciliations held where agreement or partial agreement reached	%	90	78	80	77	80
<u>Employees:</u>	EFT	32	34	36	34	35

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	4,248	4,338	4,330
NET COST OF SERVICES	4,142	4,261	4,271

CAPITAL EXPENDITURE	...	66	76
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MINISTER FOR HEALTH
32 HEALTH CARE COMPLAINTS COMMISSION

32.2 Investigation and Prosecution of Serious Cases

Service Description: This service group covers investigation and prosecution of serious cases of inappropriate health care, including recommendations to health organisations to address systemic health care issues.

Linkage to Results: This service group contributes to the improved protection of the health and safety of the public by working towards a range of intermediate results that include the following:

- ◆ Systemic health care issues are addressed through recommendations to health care organisations.
- ◆ The community regards the Commission as the most effective means to prosecute serious health care cases.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Complaint investigations completed	no.	438	381	370	375	260
Referrals for disciplinary action or prosecution	no.	130	150	120	155	110
Disciplinary or appeal cases run	no.	103	86	80	85	80
<u>Employees:</u>	EFT	43	43	41	40	40

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	6,371	6,506	6,488
NET COST OF SERVICES	6,214	6,099	6,175
<hr/>			
CAPITAL EXPENDITURE	...	99	115

MINISTER FOR HEALTH
32 HEALTH CARE COMPLAINTS COMMISSION

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	7,330	7,359	7,487
Other operating expenses	2,969	3,120	3,038
Depreciation and amortisation	320	365	293
Total Expenses Excluding Losses	10,619	10,844	10,818
Less:			
Retained Revenue -			
Sales of goods and services	2	1	2
Investment income	75	105	80
Other revenue	186	378	290
Total Retained Revenue	263	484	372
NET COST OF SERVICES	10,356	10,360	10,446
RECURRENT FUNDING STATEMENT			
Net Cost of Services	10,356	10,360	10,446
Recurrent Services Appropriation	9,594	9,594	9,743
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	...	165	191
Capital Works and Services Appropriation	191

MINISTER FOR HEALTH
32 HEALTH CARE COMPLAINTS COMMISSION

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	1,891	1,942	1,862
Receivables	198	396	396
Total Current Assets	2,089	2,338	2,258
Non Current Assets -			
Property, plant and equipment -			
Land and building	100	129	74
Plant and equipment	272	215	245
Intangibles	330	364	287
Total Non Current Assets	702	708	606
Total Assets	2,791	3,046	2,864
LIABILITIES -			
Current Liabilities -			
Payables	351	436	457
Provisions	738	807	807
Total Current Liabilities	1,089	1,243	1,264
Non Current Liabilities -			
Provisions	4	4	4
Total Non Current Liabilities	4	4	4
Total Liabilities	1,093	1,247	1,268
NET ASSETS	1,698	1,799	1,596
EQUITY			
Accumulated funds	1,698	1,799	1,596
TOTAL EQUITY	1,698	1,799	1,596

MINISTER FOR HEALTH
32 HEALTH CARE COMPLAINTS COMMISSION

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	6,865	6,936	7,143
Other	3,299	3,449	3,355
Total Payments	10,164	10,385	10,498
Receipts			
Sale of goods and services	2	1	2
Interest	75	105	80
Other	475	667	593
Total Receipts	552	773	675
NET CASH FLOWS FROM OPERATING ACTIVITIES	(9,612)	(9,612)	(9,823)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	...	(25)	(140)
Other	...	(140)	(51)
NET CASH FLOWS FROM INVESTING ACTIVITIES	...	(165)	(191)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	9,594	9,594	9,743
Capital appropriation	191
NET CASH FLOWS FROM GOVERNMENT	9,594	9,594	9,934
NET INCREASE/(DECREASE) IN CASH	(18)	(183)	(80)
Opening Cash and Cash Equivalents	1,909	2,125	1,942
CLOSING CASH AND CASH EQUIVALENTS	1,891	1,942	1,862
CASH FLOW RECONCILIATION			
Net cost of services	(10,356)	(10,360)	(10,446)
Non cash items added back	645	649	602
Change in operating assets and liabilities	99	99	21
Net cash flow from operating activities	(9,612)	(9,612)	(9,823)

**MINISTER FOR HEALTH
CANCER INSTITUTE NSW**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Investment income	520	1,610	1,270
Grants and contributions	134,501	133,877	148,365
Other revenue	350	350	350
Total Retained Revenue	135,371	135,837	149,985
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	14,731	16,705	16,378
Other operating expenses	28,051	31,285	30,905
Depreciation and amortisation	836	836	877
Grants and subsidies	90,700	88,090	104,850
Total Expenses Excluding Losses	134,318	136,916	153,010
SURPLUS/(DEFICIT)	1,053	(1,079)	(3,025)

**MINISTER FOR HEALTH
CANCER INSTITUTE NSW**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	19,311	25,245	20,097
Receivables	1,811	5,365	5,365
Total Current Assets	21,122	30,610	25,462
Non Current Assets -			
Property, plant and equipment - Plant and equipment	4,455	2,156	4,286
Intangibles	7	7	...
Total Non Current Assets	4,462	2,163	4,286
Total Assets	25,584	32,773	29,748
LIABILITIES -			
Current Liabilities -			
Payables	9,890	6,043	6,043
Provisions	1,312	1,954	1,954
Total Current Liabilities	11,202	7,997	7,997
Non Current Liabilities -			
Provisions	39	43	43
Other	229	229	229
Total Non Current Liabilities	268	272	272
Total Liabilities	11,470	8,269	8,269
NET ASSETS	14,114	24,504	21,479
EQUITY			
Accumulated funds	14,114	24,504	21,479
TOTAL EQUITY	14,114	24,504	21,479

**MINISTER FOR HEALTH
CANCER INSTITUTE NSW**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Interest	520	1,610	1,270
Other	149,334	148,685	163,015
Total Receipts	149,854	150,295	164,285
Payments			
Employee related	15,040	16,583	16,378
Grants and subsidies	90,700	88,090	104,850
Other	41,855	52,736	45,205
Total Payments	147,595	157,409	166,433
NET CASH FLOWS FROM OPERATING ACTIVITIES	2,259	(7,114)	(2,148)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(2,000)	(800)	(3,000)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(2,000)	(800)	(3,000)
NET INCREASE/(DECREASE) IN CASH	259	(7,914)	(5,148)
Opening Cash and Cash Equivalents	19,052	33,159	25,245
CLOSING CASH AND CASH EQUIVALENTS	19,311	25,245	20,097
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	1,053	(1,079)	(3,025)
Non cash items added back	836	836	877
Change in operating assets and liabilities	370	(6,871)	...
Net cash flow from operating activities	2,259	(7,114)	(2,148)

MINISTER FOR HOUSING, AND MINISTER FOR TOURISM

OVERVIEW

Agency	2007-08 Budget \$m	2008-09 Budget \$m	Variation %
Payments to Other Government Bodies Under the Control of the Minister			
Total Expenses	529.3	582.7	10.1
Capital Expenditure
Aboriginal Housing Office			
Total Expenses	74.3	79.4	6.8
Capital Expenditure	13.5	13.5	...
Home Purchase Assistance Fund			
Total Expenses	17.5	17.0	-2.7
Capital Expenditure
Total, Minister for Housing, and Minister for Tourism*			
Total Expenses	583.3	639.5	9.6
Capital Expenditure	13.5	13.5	...

* *The Ministerial total has been reduced to exclude recurrent amounts paid from Payments to Other Government Bodies Under the Control of the Minister to the Aboriginal Housing Office.*

In addition to the agencies listed above, the Minister is also supported by the Department of State and Regional Development (section 19) for the Tourism portfolio area.

PAYMENTS TO OTHER GOVERNMENT BODIES UNDER THE CONTROL OF THE MINISTER

Payments through the Housing Policy and Assistance Program will assist almost 428,000 people in housing need. The Department of Housing, which operates under the auspices of the *Housing Act 2001*, and the Aboriginal Housing Office, which operates under the auspices of the *Aboriginal Housing Act 1998*, will use these payments and internal funding sources to provide support to:

- ◆ Government-subsidised housing managed by public, community and Aboriginal housing providers to approximately 321,000 people
- ◆ approximately 4,500 crisis accommodation places for nearly 29,000 people and
- ◆ financial assistance to approximately 78,000 private renters and homebuyers.

RESULTS AND SERVICES

The Department of Housing is one of the largest providers of social housing in Australia, delivering a range of housing options to people in need in the community. The work of the Department of Housing is driven by its purpose to help build a stronger community. The Aboriginal Housing Office works with Aboriginal communities to meet the housing needs of Aboriginal people. The Department of Housing and the Aboriginal Housing Office focus on achieving the four major results outlined below:

- ◆ Homeless people have access to housing and support services to sustain a tenancy.
- ◆ Social housing is appropriate for client needs, including the needs of Aboriginal people.
- ◆ Social housing is integrated into communities.
- ◆ Access to affordable housing is improved.

Key services provided by The Department of Housing to contribute to these results include:

- ◆ working with other departments, agencies and other organisations to address homelessness in New South Wales
- ◆ managing the NSW public housing portfolio
- ◆ funding and regulating community housing and crisis accommodation
- ◆ managing Aboriginal public housing for the Aboriginal Housing Office
- ◆ developing policy and supporting relationships to increase access to affordable housing across New South Wales
- ◆ providing policy advice to government and managing the *Housing Act 2001* and associated legislation and

- ◆ providing a range of products and services to assist people to move into private rental and home ownership.

Funding provided through the Housing Policy and Assistance Program facilitates sub-programs delivered by the Department of Housing and the Aboriginal Housing Office, such as housing supply, asset management and other assistance programs.

The key services provided by the Program, and the way in which they are expected to contribute to these results, are set out in the following table:

Service Group	2008-09 Budget Expenses \$m	Results			
		Homeless people have access to housing and support services to sustain a tenancy	Social Housing is appropriate for client needs, including the needs of Aboriginal people	Social housing is integrated into communities	Access to affordable housing is improved
Housing Policy and Assistance	582.7	✓	✓	✓	✓
Total Expenses Excluding Losses	582.7				

RECENT ACHIEVEMENTS

Reshaping Public Housing

The Department of Housing is focused on increasing efficiency while maintaining core client services and programs. In 2007-08, the Department of Housing continued to progress the Reshaping Public Housing reforms announced in 2005. These reforms are designed to ensure a fair, more efficient and effective public housing system capable of meeting current and future demands. Key aspects of these reforms include:

- ◆ a focus on the allocation of public housing based on need
- ◆ changes to public housing leases to match duration of need
- ◆ introduction of a standard water charge which has significantly reduced water consumption
- ◆ the Housing and Human Services Accord to ensure appropriate support services for tenants

- ◆ realignment of the asset portfolio to better meet the needs of clients and
- ◆ a more planned approach to asset maintenance

Living Communities Program: Bonnyrigg

One of the Department's innovative approaches to community renewal is the Living Communities Program, which harnesses community, government and private sector participation to renew large public housing sites.

Effective from 20 October 2007, the Department's first Public Private Partnership project was handed over to Bonnyrigg Partnerships and the management transferred to St George Community Housing, to undertake the redevelopment of Bonnyrigg. Bonnyrigg Partnerships comprises Becton Property Group Limited, Westpac Banking Corporation Limited, St George Community Housing Association and the Spotless Group.

Bonnyrigg Partnerships is responsible for the finance, design and construction of all the new homes, together with tenancy and facilities management services for social housing. The construction of public and private housing, as well as parks and community facilities, is expected to take around 15 years.

STRATEGIC DIRECTIONS

NSW Planning for the Future - New Directions for Community Housing

NSW Planning for the Future: New Directions for Community Housing in NSW 2007-2012, sets a new vision for community housing in New South Wales. It provides the opportunity for an expanded community housing sector that offers responsive housing services to more people in need, delivers more affordable housing and contributes to the development of stronger communities.

Growth is central to this vision, with an aim to increase the supply of community housing from 13,000 to 30,000 dwellings over ten years. Initiatives to support this growth strategy include:

- ◆ piloting long term leases with a number of community housing providers to give them greater income security to raise private finance to build or buy more homes and
- ◆ establishment of a \$50 million Affordable Housing Innovations Fund to be released by competitive tender to the sector.

Social Housing for Older People

In line with directions in the delivery of social housing for older people announced by the Premier in April 2006, the Department of Housing's 2008-09 capital budget includes \$114.8 million for provision of new homes for the elderly. This investment is part of the Department's commitment to reconfigure its social housing stock to ensure it meets future demand. This new direction will also reduce social isolation by frail older people and see an increase in partnerships with other agencies to deliver housing combined with support for older tenants.

The Department of Housing is also allocating \$4 million over four years for the Care Call program announced by the Government in March 2007. Care Call is a program to regularly contact frail and aged tenants living alone in public housing.

Homelessness Initiative

The Department of Housing will invest \$38.8 million over five years to build 155 new dwellings under the Commonwealth Government's A Place to Call Home strategy to address homelessness. This strategy will see homeless families and individuals move directly into these homes instead of going to refuges.

Other Initiatives

The Department of Housing is also implementing or continuing the following major strategic redevelopments:

- ◆ West Dubbo Transformation: this is a staged re-development of public housing in West Dubbo to break down concentration and offer home ownership to first home buyers. It will also provide better and more appropriate housing for clients who are relocating to other parts of Dubbo.
- ◆ Living Communities Program Minto: this involves the staged redevelopment of approximately 1,000 properties in the Minto public housing area in Sydney's South West. The aim of the project is to renew the suburb of Minto with a mix of public and private housing.
- ◆ Building Stronger Communities Program: \$66 million will be spent over four years to deliver stronger, more vibrant and supportive communities for social housing tenants in six major locations covering 18 public housing areas.
- ◆ Inner West Redevelopment Strategy: this will result in 228 new homes in Sydney's inner west.

2008-09 BUDGET INITIATIVES

Total Expenses

In 2008-09, \$582.7 million will be provided for the Housing Policy and Assistance Program. This comprises \$311 million from the Commonwealth Government and \$271.7 million from the NSW Government. These figures may vary depending on the level of Commonwealth funding that will be received under the next housing agreement.

A further \$221.2 million will be contributed from the Department of Housing and the Aboriginal Housing Office's internal sources. The total budget of \$803.9 million for the Department of Housing and the Aboriginal Housing Office will be applied across the areas of housing supply, asset management for existing dwellings and other housing programs for people in housing need.

Housing Supply Program

The housing supply program of \$415.1 million will fund new capital works, works in progress, and existing and new leased housing in the public, community and Aboriginal housing sectors. This includes:

- ◆ \$268.5 million for public housing which will fund the commencement of 893 new dwellings, the completion of 813 dwellings, continuation of 2,990 existing leases and the addition of 76 new leases from the private market
- ◆ \$122.7 million for community housing (excluding crisis accommodation) which will fund the commencement of 374 new dwellings, the completion of 333 dwellings and subsidies for 5,737 existing leases and 45 new leases
- ◆ \$8.7 million for crisis accommodation which will fund the commencement of 24 new dwellings, the completion of 14 dwellings and 250 existing leases and
- ◆ \$15.2 million for the Aboriginal Housing Office (AHO) which will fund the commencement of 29 new dwellings and the completion of 29 more to be managed by the AHO, and two additional new dwellings to be managed by the Aboriginal community housing sector

The initiatives under the program facilitate a staged reconfiguration of the social housing portfolio to more accurately meet the tenant profile. In total, 1,312 better configured dwellings will be added to the social housing portfolio through capital completions or purchases (1,191 units) and leasing from the private market (121 units). This will be offset by a number of demolitions, sales and conversions during the year.

Asset Management Program

To improve the standard of housing stock, allocations of \$195.8 million, \$8.9 million and \$23.6 million will be made to public, community (including crisis) and Aboriginal housing respectively, for improvements to dwellings. Improvements range from minor repairs to major upgrade works. Asset management improvements also contribute to community regeneration of public housing sites.

The asset management program includes a sizeable investment in the removal of the maintenance backlog. Maintenance backlog removal is being implemented in phases over a number of years.

Other Programs

The Government assists disadvantaged and lower income people renting in the private rental market. In 2008-09, \$25.8 million will be available to fund Rentstart, a program that provides financial assistance in the form of a rental bond and in some cases upfront rent. Under the Special Assistance Subsidy program, \$10.1 million will assist eligible people with disabilities and people living with HIV/AIDS to access the private rental market.

Through the Mortgage Assistance Scheme, the Government provides short-term help eligible homeowners experiencing temporary difficulties with home loan repayments due to unemployment, having suffered an accident, illness, or some other crisis.

The Aboriginal Housing Office will allocate \$7.9 million to fund non-asset related programs, such as resourcing of Aboriginal community organisations and providing sector support. A further \$10 million will be provided for the Aboriginal Communities Development Program.

ABORIGINAL HOUSING OFFICE

The Aboriginal Housing Office (AHO) is a statutory authority with an all Aboriginal board, established in 1998 pursuant to the *Aboriginal Housing Act 1998*. The AHO plans and administers the policies, programs and asset base for the delivery of Aboriginal housing in New South Wales. This includes resource allocation, sector-wide policy, strategic planning and monitoring outcomes and performance in the Aboriginal housing sector.

The AHO manages and delivers an annual Aboriginal housing program, and develops and implements a range of financial and resourcing strategies. In addition, the AHO has an important role in facilitating and improving training and employment opportunities for Aboriginal people.

RECENT ACHIEVEMENTS

Recent policy developments that will impact the AHO's activities include:

- ◆ the AHO's Sector Strengthening Strategy, which includes the development of policies and initiatives to reform the Aboriginal community housing sector, the introduction of a regulatory framework for Aboriginal community housing providers, and better targeting of existing resources and funding and
- ◆ the re-negotiation of the Commonwealth-State Housing Agreement and the Indigenous Housing and Infrastructure Agreement.

Total expenditure in 2007-08 is forecast at \$75.6 million.

STRATEGIC DIRECTIONS

The three key strategies that underpin the AHO's activities are Sustainable Services, Sustainable Growth and Sustainable Assets. The AHO's annual Aboriginal Housing Program, which allocates resources and funding within the Aboriginal housing sector, is developed in consultation with key stakeholders, including Aboriginal communities and Aboriginal community housing providers.

Program funding is directed towards long-term sustainable housing outcomes in Aboriginal communities, as well as immediate housing need, repairs and maintenance, and asset management. Specific strategies include assisting Aboriginal community housing providers to become viable and sustainable. This is achieved through a range of capacity building programs for providers and their staff; assisting them to develop asset management plans for acquisitions and repairs and maintenance; and the roll out of effective models of management.

The AHO's strategic directions are set out in its Strategic Plan for 2005-06 to 2007-08, and are closely linked to:

- ◆ the State Plan
- ◆ the *Aboriginal Housing Act 1998*
- ◆ the national indigenous housing policy *Building a Better Future: Indigenous Housing to 2010* and

- ◆ the Commonwealth-State Indigenous Housing and Infrastructure Agreement, 2005-06 to 2007-08.

2008-09 BUDGET INITIATIVES

Total Expenses

In 2008-09, the AHO's total expenses are budgeted to be \$79.4 million. This includes:

- ◆ \$17.6 million for repairs and maintenance works to AHO-owned dwellings
- ◆ \$15.5 million in grants for repairs and maintenance works to community-owned dwellings
- ◆ \$10 million for the housing component of the Aboriginal Communities Development Program
- ◆ \$7.9 million for resourcing community organisations, sector support and training and
- ◆ \$2.2 million in grants to Aboriginal communities for dwelling construction and acquisitions.

Capital Expenditure

In 2008-09, the AHO's capital expenditure will be \$13.5 million, comprising:

- ◆ \$13 million to complete 29 works in progress and to commence 27 new dwellings and
- ◆ \$500,000 for office plant and equipment.

HOME PURCHASE ASSISTANCE FUND

The Home Purchase Assistance Fund was established by Trust Deed in 1989 to support and administer government home purchase assistance programs. Income earned by the Fund's investments is used to meet shortfalls in the HomeFund Scheme and other programs supporting home purchase. The Department of Housing oversees the management of the Fund.

RECENT ACHIEVEMENTS

Rationalisation of the HomeFund scheme structure is now well advanced with consolidation of 29 FANMAC mortgage trusts into a Master Trust that currently holds 732 mortgages.

STRATEGIC DIRECTIONS

The management of the Fund continues to be focused on risk containment, prudent asset investment, cost minimisation and the careful administration of borrowings. Within this structure, the Fund's key objective is to maintain sufficient levels of capital to meet its HomeFund support obligations. These HomeFund support obligations have reduced significantly in recent years, and the financial structure of the Fund will be reviewed in line with the Fund's future obligations. The matured long term investments are currently reinvested in short term investments.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses are budgeted at \$17 million in 2008-09. This includes \$15.8 million for interest expense on borrowings and \$700,000 for funding of Master Trust shortfalls on HomeFund mortgages guaranteed by the NSW Government.

MINISTER FOR HOUSING, AND MINISTER FOR TOURISM
33 PAYMENTS TO OTHER GOVERNMENT BODIES UNDER THE
CONTROL OF THE MINISTER

33.1 Housing Policy and Assistance

Service Description: This service group ensures that housing assistance is planned and provided in accordance with the broader Government objectives of achieving secure and affordable accommodation for people on low incomes or otherwise unable to access or maintain appropriate housing. The Housing Policy and Assistance program facilitates the development of Government subsidised housing through public, community and Aboriginal housing agencies to achieve desired outcomes for target groups.

Linkage to Results: This service group contributes to a stronger community by working towards a range of intermediate results that include:

- ◆ homeless people have access to housing and support services to sustain a tenancy
- ◆ social housing is appropriate for client needs, including the needs of Aboriginal people
- ◆ social housing is integrated into communities and
- ◆ access to affordable housing is improved.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Households receiving special rent subsidies	no.	1,299	1,315	1,275	1,350	1,350
New households assisted with public, community and Aboriginal housing (excluding crisis)	no.	12,472	12,788	13,281	13,403	13,166
Total households receiving ongoing housing assistance	no.	140,706	140,854	143,142	143,850	143,690
Units of accommodation managed by public housing	no.	127,627	126,325	125,274	125,064	123,837
Units of accommodation managed by community housing	no.	14,331	15,662	17,085	16,951	17,945
Units of accommodation managed by Aboriginal housing	no.	5,910	5,968	6,009	6,082	6,098
Units of public and community housing completed	no.	779	883	1,193	1,137	1,160
Net increase in accommodation leased for public and community housing	no.	54	241	494	393	121
Crisis accommodation places available	no.	4,300	4,400	4,500	4,500	4,550
Units of accommodation (completions) for other housing programs	no.	9	1	14	12	26

MINISTER FOR HOUSING, AND MINISTER FOR TOURISM
33 PAYMENTS TO OTHER GOVERNMENT BODIES UNDER THE
CONTROL OF THE MINISTER

33.1 Housing Policy and Assistance (cont)

Public housing tenants receiving subsidies	%	90	90	89	89	89
Total units of accommodation managed by public, community and Aboriginal housing	no.	147,868	147,915	148,368	148,097	147,880
Provision of rent assistance	no.	56,804	55,535	60,000	55,000	55,000
New clients provided with mortgage assistance	no.	145	229	270	207	250
				————— 2007-08 —————		
				Budget	Revised	2008-09
				\$000	\$000	Budget
						\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	529,310	527,083	582,718
NET COST OF SERVICES	529,310	527,083	582,718

MINISTER FOR HOUSING, AND MINISTER FOR TOURISM
33 PAYMENTS TO OTHER GOVERNMENT BODIES UNDER THE
CONTROL OF THE MINISTER

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
<i>OPERATING STATEMENT</i>			
Expenses Excluding Losses -			
Operating expenses -			
Grants and subsidies	529,310	527,083	582,718
Total Expenses Excluding Losses	529,310	527,083	582,718
NET COST OF SERVICES	529,310	527,083	582,718
<i>RECURRENT FUNDING STATEMENT</i>			
Net Cost of Services	529,310	527,083	582,718
Recurrent Services Appropriation	529,310	527,083	582,718

MINISTER FOR HOUSING, AND MINISTER FOR TOURISM
33 PAYMENTS TO OTHER GOVERNMENT BODIES UNDER THE
CONTROL OF THE MINISTER

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Grants and subsidies	529,310	527,083	582,718
Total Payments	529,310	527,083	582,718
NET CASH FLOWS FROM OPERATING ACTIVITIES	(529,310)	(527,083)	(582,718)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	529,310	527,083	582,718
NET CASH FLOWS FROM GOVERNMENT	529,310	527,083	582,718
NET INCREASE/(DECREASE) IN CASH
CASH FLOW RECONCILIATION			
Net cost of services	(529,310)	(527,083)	(582,718)
Net cash flow from operating activities	(529,310)	(527,083)	(582,718)

MINISTER FOR HOUSING, AND MINISTER FOR TOURISM
ABORIGINAL HOUSING OFFICE

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	24,806	24,806	25,508
Investment income	1,500	3,000	2,500
Grants and contributions	53,508	55,039	55,249
Other revenue	...	100	1,000
Total Retained Revenue	79,814	82,945	84,257
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	7,682	6,962	6,994
Other operating expenses	24,274	25,922	33,468
Depreciation and amortisation	6,178	6,498	6,228
Grants and subsidies	36,190	36,190	32,661
Total Expenses Excluding Losses	74,324	75,572	79,351
Gain/(loss) on disposal of non current assets	100	(6,000)	(1,801)
Other gains/(losses)	(500)	(500)	(500)
SURPLUS/(DEFICIT)	5,090	873	2,605

MINISTER FOR HOUSING, AND MINISTER FOR TOURISM
ABORIGINAL HOUSING OFFICE

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	40,530	42,888	42,473
Receivables	2,211	1,448	1,652
Other	1,206	54	108
Total Current Assets	43,947	44,390	44,233
Non Current Assets -			
Property, plant and equipment -			
Land and building	825,127	880,397	886,490
Plant and equipment	1,308	1,782	1,495
Infrastructure systems	12,968	9,162	6,500
Intangibles	359	283	260
Other	123	943	951
Total Non Current Assets	839,885	892,567	895,696
Total Assets	883,832	936,957	939,929
LIABILITIES -			
Current Liabilities -			
Payables	4,288	4,705	5,007
Provisions	3,949	2,284	2,381
Other	...	7,713	7,613
Total Current Liabilities	8,237	14,702	15,001
Non Current Liabilities -			
Provisions	1,652	1,045	1,113
Other	210
Total Non Current Liabilities	1,862	1,045	1,113
Total Liabilities	10,099	15,747	16,114
NET ASSETS	873,733	921,210	923,815
EQUITY			
Reserves	342,485	376,050	376,050
Accumulated funds	531,248	545,160	547,765
TOTAL EQUITY	873,733	921,210	923,815

MINISTER FOR HOUSING, AND MINISTER FOR TOURISM
ABORIGINAL HOUSING OFFICE

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	24,306	24,306	25,008
Interest	1,500	3,000	2,500
Other	54,851	54,951	57,595
Total Receipts	80,657	82,257	85,103
Payments			
Employee related	7,530	5,836	6,878
Grants and subsidies	36,190	36,190	32,661
Other	25,534	28,277	34,829
Total Payments	69,254	70,303	74,368
NET CASH FLOWS FROM OPERATING ACTIVITIES	11,403	11,954	10,735
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	3,000	2,000	2,350
Purchases of property, plant and equipment	(13,500)	(14,262)	(13,500)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(10,500)	(12,262)	(11,150)
NET INCREASE/(DECREASE) IN CASH	903	(308)	(415)
Opening Cash and Cash Equivalents	39,627	43,196	42,888
CLOSING CASH AND CASH EQUIVALENTS	40,530	42,888	42,473
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	5,090	873	2,605
Non cash items added back	6,178	4,967	6,228
Change in operating assets and liabilities	135	6,114	1,902
Net cash flow from operating activities	11,403	11,954	10,735

MINISTER FOR HOUSING, AND MINISTER FOR TOURISM
HOME PURCHASE ASSISTANCE FUND

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	22	22	22
Investment income	26,802	27,136	24,186
Total Retained Revenue	26,824	27,158	24,208
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Other operating expenses	419	305	310
Grants and subsidies	264	264	...
Finance costs	16,159	16,159	15,763
Other expenses	660	960	960
Total Expenses Excluding Losses	17,502	17,688	17,033
SURPLUS/(DEFICIT)	9,322	9,470	7,175

MINISTER FOR HOUSING, AND MINISTER FOR TOURISM
HOME PURCHASE ASSISTANCE FUND

	2007-08	
	Budget	Revised
	\$000	\$000
	2008-09	
	Budget	
	\$000	
BALANCE SHEET		
ASSETS -		
Current Assets -		
Cash assets	2	35
Receivables	3,297	4,201
Other financial assets	246,153	244,678
Total Current Assets	249,452	248,914
Non Current Assets -		
Other financial assets	111,651	113,288
Property, plant and equipment -		
Total Non Current Assets	111,651	113,288
Total Assets	361,103	362,202
LIABILITIES -		
Current Liabilities -		
Payables	165	245
Borrowings at amortised cost	5,763	5,763
Total Current Liabilities	5,928	6,008
Non Current Liabilities -		
Borrowings at amortised cost	167,358	167,358
Total Non Current Liabilities	167,358	167,358
Total Liabilities	173,286	173,366
NET ASSETS	187,817	188,836
EQUITY		
Accumulated funds	187,817	188,836
TOTAL EQUITY	187,817	188,836

MINISTER FOR HOUSING, AND MINISTER FOR TOURISM
HOME PURCHASE ASSISTANCE FUND

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	22	22	22
Interest	28,914	27,296	24,875
Other	17	...	17
Total Receipts	28,953	27,318	24,914
Payments			
Grants and subsidies	264	264	...
Finance costs	12,071	12,071	11,655
Other	1,096	1,267	1,287
Total Payments	13,431	13,602	12,942
NET CASH FLOWS FROM OPERATING ACTIVITIES	15,522	13,716	11,972
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of investments	74,481	80,567	29,486
Advance repayments received	417	389	267
Purchases of investments	(2,981)	(7,230)	(11,854)
Other	(77,983)	(77,983)	(20,000)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(6,066)	(4,257)	(2,101)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings and advances	(9,456)	(9,455)	(9,871)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(9,456)	(9,455)	(9,871)
NET INCREASE/(DECREASE) IN CASH	...	4	...
Opening Cash and Cash Equivalents	2	31	35
CLOSING CASH AND CASH EQUIVALENTS	2	35	35
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	9,322	9,470	7,175
Non cash items added back	5,073	4,088	4,108
Change in operating assets and liabilities	1,127	158	689
Net cash flow from operating activities	15,522	13,716	11,972

**MINISTER FOR JUVENILE JUSTICE,
MINISTER FOR WESTERN SYDNEY,
AND MINISTER ASSISTING THE
PREMIER ON CITIZENSHIP**

OVERVIEW

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
Department of Juvenile Justice			
Total Expenses	156.1	169.2	8.4
Capital Expenditure	8.9	16.4	83.5
Total, Minister for Juvenile Justice, Minister for Western Sydney, and Minister Assisting the Premier on Citizenship			
Total Expenses	156.1	169.2	8.4
Capital Expenditure	8.9	16.4	83.5

In addition to the agencies listed above, the Minister is also supported by the Department of Premier and Cabinet (Section 2) for the Western Sydney portfolio area.

DEPARTMENT OF JUVENILE JUSTICE

The Department of Juvenile Justice deals with young offenders who have been charged with, or found guilty of an offence committed between the ages 10 and 17. The Department administers youth justice conferences and supervises juvenile offenders when mandated by an order of the court. Court-ordered supervision is conducted in the community or in juvenile justice centres if the young person has been given a custodial order. Police may also remand young people to custodial supervision.

The principal legislation governing the activities of the Department includes the *Young Offenders Act 1997 (Part 5 and Schedule 1)*, the *Children (Community Service Orders) Act 1987*, the *Children (Detention Centres) Act 1987*, the *Children (Criminal Proceedings) Act 1987* and the *Children (Interstate Transfer of Offenders) Act 1988*.

RESULTS AND SERVICES

The Department contributes to safer communities by working towards the following high level results:

- ◆ Where appropriate, young offenders have an effective community-based alternative to formal court orders through Youth Justice Conferencing.
- ◆ Young offenders reduce their re-offending.
- ◆ Young offenders are effectively managed and supervised in custody and in the community to complete their sentences.

Key services provided by the Department that contribute to these results include:

- ◆ administering youth justice conferences for juvenile offenders referred by the police and courts
- ◆ administering community-based services for young offenders including providing reports to the courts, assisting young people in meeting bail requirements, supervising young offenders on community-based sentences, undertaking court-ordered supervision of juvenile offenders on bail and providing counselling and other interventions to young people to address their risk of re-offending and
- ◆ supervising juvenile offenders sentenced by the courts to detention and/or ordered by the courts to remain in custody pending the outcome of their court cases.

The key services provided by the Department and the way which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Youth Justice Conferences are an effective community-based alternative to formal court orders	Reduction in juvenile re-offending	Young offenders are effectively managed and complete their sentences
Youth Justice Conferencing	6.7	✓	✓	
Community Based Services	51.6		✓	✓
Custodial Services	110.9		✓	✓
Total Expenses Excluding Losses	169.2			

RECENT ACHIEVEMENTS

The Department's total budget increased by 27.1 per cent to \$156.1 million over the five-year period from 2003-04 to 2007-08. This increased expenditure primarily reflects the takeover of the transport of juveniles from the NSW Police Force, additional initiatives to reduce re-offending and additional costs associated with custodial accommodation to manage the increasing numbers of young people placed in custody.

Since 2005-06, there has been a growth in demand for custodial services and for juvenile justice services generally.

The Department has continued to maintain a high level of service to young offenders and has achieved positive results in managing offenders effectively in completing their sentences. The percentage of community based orders completed remains high at approximately 90 per cent and the percentage of all young offenders showing a reduction in their assessed risk of re-offending levels has increased from 56 per cent in 2005-06 to 63 per cent in 2007-08.

The Department has also provided an effective community based alternative to court orders through Youth Justice Conferencing. The number of conferences held with community and other agency participation increased by 11 per cent between 2005-06 and 2007-08. All conferences held in 2007-08 resulted in an agreed outcome plan.

Additional funding provided for the Community Intervention Program has also allowed the Department to target reduced re-offending, resulting in a 56 per cent increase in the number of remand interventions and 93 per cent increase in the number of bail supervisions.

STRATEGIC DIRECTIONS

The Department is implementing several key initiatives to support the Government's priority of reducing re-offending, particularly the Intensive Supervision Program (ISP) and the Community Intervention Project (CIP).

The ISP is a family-focused treatment approach that has been independently evaluated as one of the most successful and cost-effective treatment models for serious, repeat young offenders across gender, age and social and cultural backgrounds. The Department is conducting a four year pilot of the ISP in Newcastle and Western Sydney.

The CIP focuses on the most effective methods of managing young offenders in the community and in diverting juveniles from custody. This multi-faceted project includes the restructure of community based offender services, further development of an evidence-based model of practice, staff training strategies, the development of a quality assurance framework and other major initiatives such as the Intensive Bail Supervision Program.

The establishment of a centralised Programs Unit will also assist the Department in implementing programs based on global research that demonstrate a positive impact on reducing re-offending.

2008-09 BUDGET INITIATIVES

Total Expenses

The Department's total expenses for 2008-09 are estimated at \$169.2 million, an increase of 8.4 per cent compared to 2007-08. This increase is mainly due to an additional \$8.5 million for increased juvenile custodial accommodation and other initiatives targeted at reducing re-offending.

The 2008-09 allocation also includes:

- ◆ \$1.6 million to increase the Department's capacity to work with young offenders who are required to undertake a community service order and
- ◆ \$4.5 million for initiatives included in the Government's Plan of Action on Drugs.

Capital Expenditure

The Department's capital expenditure for 2008-09 is estimated at \$16.4 million.

The major works program of \$13.3 million includes:

- ◆ \$3.4 million to commence redevelopment of the Riverina and Acmena Juvenile Justice Centres to provide an additional 42 beds to accommodate the increasing numbers of juveniles being placed in custody in western and northern rural areas
- ◆ \$6.6 million to complete the construction of an additional 15-bed custodial accommodation unit to ease the overcrowding at the Orana Juvenile Centre and
- ◆ \$3.3 million for the continued development of the Department's information management systems.

A further \$3.1 million has been provided for minor capital works.

AGENCY RESULT INDICATORS

Youth Justice Conferences are an effective community-based alternative to formal court orders

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Conferences held that include victim participation	%	62	61	56	62
ii) Conferences held that include community or other government agency participation	%	74	81	85	87

Note:

These indicators show the level of victim or community participation in conferences. Although participation by victims is not mandatory it is encouraged when appropriate.

Reduction in juvenile re-offending

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Juvenile re-offending	%	32.2	31.2 (est)	29.2 (est)	28.2
ii) Juvenile re-offending by service group:					
- Custody	%	63.9	63.0(est)	63.0 (est)	63.0
- Community	%	53.6	52.6 (est)	51.6 (est)	50.6
- Youth Justice Conferencing	%	38.9	37.9 (est)	36.9 (est)	35.9

Notes:

i) The rate of juvenile re-offending indicator shows re-offending rates for all juveniles, including young people not supervised by the Department.

ii) The rate of juvenile re-offending by service group measures re-offending rates for young people supervised by the Department and identifies areas requiring further attention for intervention and resources.

Estimates are only available for 2006-07 and 2007-08 as re-offending is monitored in the 12-month period after an initial offence.

Young offenders are effectively managed and complete their sentences

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Safety/security breaches per 1,000 admissions:					
- Deaths in custody	no.	0	0	0	0
- Self-harm incidents	no.	26	20	22	≤07-08
- Escapes from secure perimeter	no.	1.6	0.0	0.0	0.0
ii) Community based orders completed	%	81	82	90	90

Notes:

- i) These indicators measure the effectiveness of the Department in managing detainees in a safe and secure environment.
- ii) This indicator measures the Department's effectiveness in supervising and managing young offenders to complete their community based orders.

**MINISTER FOR JUVENILE JUSTICE,
AND MINISTER FOR WESTERN SYDNEY,
AND MINISTER ASSISTING THE PREMIER ON CITIZENSHIP**

34 DEPARTMENT OF JUVENILE JUSTICE

34.1 Youth Justice Conferencing

Service Description: This service group covers the administration of Youth Justice Conferences. These deal with offenders in a way that enables a community-based negotiated response to offences with an emphasis on individual responsibility and restitution by the offender.

Linkage to Results: This service group contributes to a reduction in juvenile re-offending and provides an effective community-based alternative to formal court orders by working towards a range of intermediate results that include the following:

- ◆ eligible young offenders are referred to conferences and
- ◆ young offenders complete their conference outcome plans.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Referrals processed	no.	1,555	1,590	1,625	1,684	1,720
Conferences facilitated	no.	1,111	1,185	1,140	1,153	1,220
Outcome plans agreed	no.	1,189	1,264	1,220	1,248	1,270
People participating in conferences	no.	6,265	4,939	4,610	4,563	4,840
<u>Employees:</u>	EFT	40	43	47	43	43

—————2007-08—————		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	6,030	6,282	6,689
NET COST OF SERVICES	5,905	6,148	6,557
<hr/>			
CAPITAL EXPENDITURE	300	281	284

**MINISTER FOR JUVENILE JUSTICE,
AND MINISTER FOR WESTERN SYDNEY,
AND MINISTER ASSISTING THE PREMIER ON CITIZENSHIP**

34 DEPARTMENT OF JUVENILE JUSTICE

34.2 Community Based Services

Service Description: This service group covers 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.

Linkage to Results: This service group contributes to a reduction in juvenile re-offending and effective management of young offenders to complete their sentences by working towards a range of intermediate results that include the following:

- ◆ young offenders in the community and those sentenced to custody have a reduced risk of re-offending
- ◆ young offenders in the community are effectively supervised and complete their orders and
- ◆ detainees and community-based young offenders are assessed and receive the most appropriate interventions and programs.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Supervision orders	no.	2,692	3,121	2,730	3,365	3,550
Remand interventions	no.	4,154	5,303	4,930	6,486	6,580
Bail supervisions	no.	548	988	990	1,058	1,200
<u>Employees:</u>	EFT	298	300	311	288	298

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	50,140	49,950	51,593
NET COST OF SERVICES	49,170	48,966	50,623
<hr/>			
CAPITAL EXPENDITURE	2,049	1,912	1,794

**MINISTER FOR JUVENILE JUSTICE,
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AND MINISTER ASSISTING THE PREMIER ON CITIZENSHIP**

34 DEPARTMENT OF JUVENILE JUSTICE

34.3 Custodial Services

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

Linkage to Results: This service group contributes to a reduction in juvenile re-offending and effective management of young offenders to complete their sentences by working towards a range of intermediate results that include the following:

- ◆ detainees are supervised in a safe, humane and secure environment and
- ◆ detainees and community-based young offenders are assessed and receive the most appropriate interventions and programs.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Average daily number in custody	no.	309	331	345	383	400
Control admissions	no.	468	514	520	500	495
Remand admissions	no.	3,623	4,263	4,220	5,075	5,450
Total admissions	no.	3,755	4,403	4,540	5,610	6,030
Average length of time in custody or remand	days	10.5	11.9	10.8	14	14
<u>Employees:</u>	EFT	1,142	1,162	1,217	1,229	1,245

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	99,915	103,206	110,939
NET COST OF SERVICES	97,905	100,897	108,664
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CAPITAL EXPENDITURE	6,587	6,161	14,316

**MINISTER FOR JUVENILE JUSTICE,
AND MINISTER FOR WESTERN SYDNEY,
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34 DEPARTMENT OF JUVENILE JUSTICE

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	116,285	118,782	125,360
Other operating expenses	21,471	20,990	23,210
Depreciation and amortisation	8,061	9,729	9,820
Grants and subsidies	6,952	6,543	7,186
Other expenses	3,316	3,394	3,645
Total Expenses Excluding Losses	156,085	159,438	169,221
Less:			
Retained Revenue -			
Sales of goods and services	6	5	...
Investment income	495	661	630
Grants and contributions	2,243	2,288	2,288
Other revenue	361	561	459
Total Retained Revenue	3,105	3,515	3,377
Gain/(loss) on disposal of non current assets	...	(88)	...
NET COST OF SERVICES	152,980	156,011	165,844
RECURRENT FUNDING STATEMENT			
Net Cost of Services	152,980	156,011	165,844
Recurrent Services Appropriation	140,308	141,671	150,954
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	8,936	8,354	16,394
Capital Works and Services Appropriation	8,936	8,354	16,394

**MINISTER FOR JUVENILE JUSTICE,
AND MINISTER FOR WESTERN SYDNEY,
AND MINISTER ASSISTING THE PREMIER ON CITIZENSHIP
34 DEPARTMENT OF JUVENILE JUSTICE**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	10,729	11,281	10,456
Receivables	2,296	1,940	2,140
Total Current Assets	13,025	13,221	12,596
Non Current Assets -			
Property, plant and equipment -			
Land and building	185,476	177,197	181,067
Plant and equipment	7,980	8,652	7,034
Infrastructure systems	29,748	38,510	37,179
Intangibles	5,642	6,203	8,166
Total Non Current Assets	228,846	230,562	233,446
Total Assets	241,871	243,783	246,042
LIABILITIES -			
Current Liabilities -			
Payables	4,547	5,120	5,390
Provisions	9,782	10,031	10,315
Total Current Liabilities	14,329	15,151	15,705
Non Current Liabilities -			
Provisions	650	635	636
Total Non Current Liabilities	650	635	636
Total Liabilities	14,979	15,786	16,341
NET ASSETS	226,892	227,997	229,701
EQUITY			
Reserves	60,573	64,313	64,313
Accumulated funds	166,319	163,684	165,389
TOTAL EQUITY	226,892	227,997	229,701

**MINISTER FOR JUVENILE JUSTICE,
AND MINISTER FOR WESTERN SYDNEY,
AND MINISTER ASSISTING THE PREMIER ON CITIZENSHIP**

34 DEPARTMENT OF JUVENILE JUSTICE

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	111,706	114,304	120,915
Grants and subsidies	6,952	6,543	7,186
Other	28,872	28,290	30,709
Total Payments	147,530	149,137	158,810
Receipts			
Sale of goods and services	6	5	(431)
Interest	605	659	630
Other	6,689	6,838	6,832
Total Receipts	7,300	7,502	7,031
NET CASH FLOWS FROM OPERATING ACTIVITIES	(140,230)	(141,635)	(151,779)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	376	352	...
Purchases of property, plant and equipment	(7,265)	(6,245)	(13,050)
Other	(1,671)	(2,109)	(3,344)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(8,560)	(8,002)	(16,394)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	140,308	141,671	150,954
Capital appropriation	8,936	8,354	16,394
Asset sale proceeds transferred to the Consolidated Fund Entity	...	(162)	...
Cash transfers to Consolidated Fund	...	(19)	...
NET CASH FLOWS FROM GOVERNMENT	149,244	149,844	167,348
NET INCREASE/(DECREASE) IN CASH	454	207	(825)
Opening Cash and Cash Equivalents	10,275	11,074	11,281
CLOSING CASH AND CASH EQUIVALENTS	10,729	11,281	10,456

**MINISTER FOR JUVENILE JUSTICE,
AND MINISTER FOR WESTERN SYDNEY,
AND MINISTER ASSISTING THE PREMIER ON CITIZENSHIP**

34 DEPARTMENT OF JUVENILE JUSTICE

	2007-08	
	Budget	Revised
	\$000	\$000

	2008-09
	Budget
	\$000

CASH FLOW STATEMENT (cont)

CASH FLOW RECONCILIATION

Net cost of services	(152,980)	(156,011)	(165,844)
Non cash items added back	11,801	13,469	13,710
Change in operating assets and liabilities	949	907	355
Net cash flow from operating activities	(140,230)	(141,635)	(151,779)

MINISTER FOR LANDS, MINISTER FOR RURAL AFFAIRS, AND MINISTER FOR REGIONAL DEVELOPMENT

OVERVIEW

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
Department of Lands			
Total Expenses	92.2	97.8	6.1
Capital Expenditure	1.7	0.9	-47.8
Land and Property Information New South Wales			
Total Expenses	164.6	167.8	2.0
Capital Expenditure	19.0	19.0	...
Total, Minister for Lands, Minister for Rural Affairs, and Minister for Regional Development			
Total Expenses	256.8	265.6	3.4
Capital Expenditure	20.7	19.9	-3.9

In addition to the agencies listed above, the Minister is also supported by the Department of State and Regional Development (Section 19) for the Regional Development portfolio area.

DEPARTMENT OF LANDS

The Department administers Crown land within New South Wales and manages environmental soil conservation earthworks and consulting services. Land and Property Information New South Wales (a division within the Department), also undertakes property valuations and provides guarantee of title to land on a fee for service basis.

The Department operates from 68 rural and regional locations with its major governing legislation being the *Crown Lands Act 1989*, the *Soil Conservation Act 1938*, the *Valuation of Land Act 1916* and the *Real Property Act 1900*.

RESULTS AND SERVICES

The Department contributes to the State's natural resource infrastructure management and economic activity levels by working towards the following results:

- ◆ State land infrastructure assets provide an economic return to the Crown.
- ◆ Crown land estate administration and management is continually enhanced.
- ◆ The economic and community needs for property are met.
- ◆ The environmental condition of land is improved.

Key services provided by the Department which contribute to these results include:

- ◆ collecting revenue and undertaking other Crown land administrative activities
- ◆ marketing and disposing of Crown land for residential, commercial, industrial and rural use
- ◆ managing Crown reserves and walking tracks, in partnership with local councils and community trusts, for the benefit and use of the public
- ◆ environmental management of Crown land for conservation and sustainability in public use and industry
- ◆ managing indigenous land rights issues under Aboriginal Land Rights and Native Title legislation
- ◆ delivering soil and water conservation solutions by managing and implementing soil conservation earthworks and consultancy services and
- ◆ engagement of rural communities throughout New South Wales to develop solutions to address issues affecting their sustainability.

The key services provided by Department of Lands and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Improved management of the Crown Estate	Economic and community needs are met	Environmental condition of land is improved
Crown Lands	64.9	✓	✓	✓
Soil Conservation and Rural Services	32.9		✓	✓
Total Expenses Excluding Losses	97.8			

RECENT ACHIEVEMENTS

The transfer of administration of the Western Lands Commission to the Department in late 2006-07 provides a number of ongoing synergies in effective Crown land management and administration.

STRATEGIC DIRECTIONS

In 2004, Parliament approved changes to the *Crown Lands Act 1989* to simplify Crown land lease and licence administration. These changes continue to result in the divestment of some lands to its users while other land will be sold.

Work is continuing to refocus the Soil Conservation Service to make it commercially viable whilst providing value added services to its rural and regional customers.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for 2008-09 are \$97.8 million, including \$64.9 million for the maintenance and management of Crown lands (including \$5.5 million to meet the Government's commitments under the Tweed River Sand Bypassing Act), \$19.7 million for soil conservation activity and \$13.2 million paid to Land and Property Information New South Wales.

Capital Expenditure

The total capital program for the Department for 2008-09 is \$878,000, including funding of \$393,000 for plant and equipment and \$235,000 for replacement of computer equipment and related systems. It is also planned that \$250,000 for equipment acquisition will be spent within the Soil Conservation Service.

AGENCY RESULT INDICATORS

Improved management of the Crown estate

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Gross revenue collected from leases and licenses	\$000	52,429	63,822	63,734	74,869
ii) Lots sold	no.	223	231	200	200

Notes:

- i) This indicator shows the effectiveness for improving the economic return on Crown land infrastructure assets.
- ii) This indicator shows the number of Crown land lots required for other purposes that are sold.

Economic and community needs for Crown land are met

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Crown reserves managed through trust arrangements	%	48	48	48	48
ii) Days Tweed River entrance is navigable	no.	365	365	366	365
iii) Aboriginal Land Claims granted	no.	43	12	10	10
iv) Community forums	no.	29	25	30	30

Notes:

- i) This indicator shows the effectiveness (by area) of land under community management.
- ii) This indicator shows the effectiveness of sand dredging at the river mouth in ensuring the river remains navigable for commercial & recreational purposes.
- iii) Effectiveness of land processing function in settlement of Aboriginal land claims.
- iv) Gather information from rural communities for input into Government decision making.

Environmental condition of lands is improved

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Soil treated by conservation works	ha.	23,375	24,151	20,000	20,000
ii) Environmental projects undertaken	no.	296	370	389	408

Notes:

- i) This provides a guide as to the area of land that was treated by conservation earthworks.
- ii) This indicates the number of environmental soil conservation projects undertaken each year by the Soil Conservation Service.

LAND AND PROPERTY INFORMATION NEW SOUTH WALES

Through the Surveyor General, Registrar General and Valuer General statutory positions, Land and Property Information (LPI) manages the State's land and property registration system, mapping, survey and land valuation services. LPI is a commercial business division within the Department of Lands.

RECENT ACHIEVEMENTS

LPI's overall business grows in line with the increasing number of properties in New South Wales. LPI launched the Spatial Information eXchange (SIX) portal during the year, which provides fast and easy access to Government information including: the latest land and property information, emergency services assets, maps, digital data and imagery across the whole of New South Wales.

STRATEGIC DIRECTIONS

LPI continues to invest in integrating its data sets and in electronic delivery of its information to improve efficiency and convenience for its customers. LPI will also work with other jurisdictions to develop a National Electronic Conveyancing System. When fully implemented this system will further enhance the way conveyancing is undertaken across Australia.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for 2008-09 are estimated at \$167.8 million. The majority of this expenditure is for statutory land valuations, land title creation and registration services, spatial information, survey and mapping services and technical support.

Capital Expenditure

The 2008-09 Budget for capital expenditure is \$19 million. The program for LPI includes improving land information systems, enhancing and developing electronic service delivery capabilities and the renewal of plant and equipment.

New projects include:

- ◆ introduction of SAP Human Resources for internal efficiency and support
- ◆ conversion of manual titles – Stage 2 and
- ◆ New South Wales surface model improvement project.

Ongoing projects include:

- ◆ development of systems for National Electronic Conveyancing and electronic lodgement of plans
- ◆ conservation and digitisation of historical plans and historical aerial photography
- ◆ improving Government Property Holding information systems
- ◆ improving spatial data infrastructure including geographical coding of addresses, topographical and cadastral data systems, and survey and spatial data services and
- ◆ converting the Old Form Register to digital format and conversion of Crown parcels to the Integrated Titling System.

**MINISTER FOR LANDS, MINISTER FOR RURAL AFFAIRS, AND
MINISTER FOR REGIONAL DEVELOPMENT**

35 DEPARTMENT OF LANDS

35.1 Crown Lands

Service Description: This service group covers management of the Crown land estate. Services include land administration in relation to leaseholds, licences, permits, Crown roads, acquisitions, sales, non commercial tenures, the Land Board, processing Aboriginal and Native Title land claims. They also include Crown reserves administration including recreational areas, walking tracks, showgrounds and caravan parks.

Linkage to Results: This service group contributes to improving economic returns on Crown land assets whilst achieving sustainable land management by working towards a range of intermediate results that include the following:

- ◆ improve revenue to the State from Crown land leases (tenures)
- ◆ sustainable land management of Crown land leases (tenures) and Crown reserves
- ◆ Crown land available for community use and
- ◆ improved access to Crown land for business, tourism and recreational purposes from tenure management.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Lease, licence and permit accounts administered	thous	36	34	73	73	73
Revenue from the Public Reserves Management Fund	\$000	7,567	7,299	7,400	7,400	7,400
Tweed River - quantity of sand pumped by contractor	kg	680,000	781,000	795,000	795,000	695,000
Minor ports maintenance program	\$000	2,060	2,060	2,060	2,060	2,060
<u>Employees:</u>	EFT	351	358	378	404	408

**MINISTER FOR LANDS, MINISTER FOR RURAL AFFAIRS, AND
MINISTER FOR REGIONAL DEVELOPMENT**

35 DEPARTMENT OF LANDS

35.1 Crown Lands (cont)

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	59,630	71,796	64,878
Total expenses include the following:			
Grants to State Parks	1,191	1,291	1,221
Wild Dog Destruction Board	200	1,570	200
Fishing ports maintenance	2,880	2,880	2,880
Tweed River sand bypass	5,500	5,500	5,500
NET COST OF SERVICES	48,709	54,392	50,156
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CAPITAL EXPENDITURE	1,431	581	628

**MINISTER FOR LANDS, MINISTER FOR RURAL AFFAIRS, AND
MINISTER FOR REGIONAL DEVELOPMENT**

35 DEPARTMENT OF LANDS

35.2 Soil Conservation and Rural Services

Service Description: This service group covers provision of a specialist consulting service and a soil and water conservation earthworks team. It also supports the operations of the Rural Communities Consultative Council (RCCC) and implements programs to assist rural communities.

Linkage to Results: This service group contributes to meeting customer and community needs by working towards a range of intermediate results that include the following:

- ◆ conserving public and private land
- ◆ preventing soil erosions
- ◆ rehabilitate eroded areas and
- ◆ engaging with stakeholders and communities across the State.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Requests made through RCCC free call and email links	no.	450	400	400	400	400
Client service index	%	...	93	93	93	94
<u>Employees:</u>	EFT	141	148	147	147	144

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	32,571	35,088	32,911
NET COST OF SERVICES	14,973	14,255	15,352
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CAPITAL EXPENDITURE	250	250	250

**MINISTER FOR LANDS, MINISTER FOR RURAL AFFAIRS, AND
MINISTER FOR REGIONAL DEVELOPMENT**

35 DEPARTMENT OF LANDS

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	44,995	51,522	49,467
Other operating expenses	18,342	23,950	18,782
Depreciation and amortisation	1,795	2,117	1,776
Grants and subsidies	25,126	21,852	20,163
Finance costs	863	50	50
Other expenses	1,080	7,393	7,551
Total Expenses Excluding Losses	92,201	106,884	97,789
Less:			
Retained Revenue -			
Sales of goods and services	18,748	26,901	21,697
Investment income	892	1,523	1,502
Retained taxes, fees and fines	3,507	3,507	3,600
Grants and contributions	3,851	5,351	4,045
Other revenue	1,666	1,100	1,582
Total Retained Revenue	28,664	38,382	32,426
Other gains/(losses)	(145)	(145)	(145)
NET COST OF SERVICES	63,682	68,647	65,508
RECURRENT FUNDING STATEMENT			
Net Cost of Services	63,682	68,647	65,508
Recurrent Services Appropriation	60,680	68,645	62,971
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	1,681	831	878
Capital Works and Services Appropriation	1,431	581	628

**MINISTER FOR LANDS, MINISTER FOR RURAL AFFAIRS, AND
MINISTER FOR REGIONAL DEVELOPMENT**

35 DEPARTMENT OF LANDS

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	11,661	14,198	16,893
Receivables	11,777	11,277	11,477
Other financial assets	5,710	5,805	5,805
Inventories	137	130	130
Other	...	1,100	1,100
Total Current Assets	29,285	32,510	35,405
Non Current Assets -			
Receivables	3,100
Other financial assets	13,300	15,304	15,699
Property, plant and equipment -			
Land and building	16,413	16,474	19,465
Plant and equipment	7,962	7,244	5,072
Infrastructure systems	15,335	28,987	27,803
Intangibles	1,560	1,229	696
Other	...	3,100	3,100
Total Non Current Assets	57,670	72,338	71,835
Total Assets	86,955	104,848	107,240
LIABILITIES -			
Current Liabilities -			
Payables	3,253	3,092	3,576
Borrowings at amortised cost	1,200	935	935
Provisions	6,460	6,210	6,897
Other	2,401	2,901	3,520
Total Current Liabilities	13,314	13,138	14,928

**MINISTER FOR LANDS, MINISTER FOR RURAL AFFAIRS, AND
MINISTER FOR REGIONAL DEVELOPMENT**

35 DEPARTMENT OF LANDS

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
<i>BALANCE SHEET (cont)</i>			
Non Current Liabilities -			
Borrowings at amortised cost	12,015	12,354	11,575
Provisions	7,916	8,066	8,026
Total Non Current Liabilities	19,931	20,420	19,601
Total Liabilities	33,245	33,558	34,529
NET ASSETS	53,710	71,290	72,711
EQUITY			
Reserves	7,425	21,130	21,130
Accumulated funds	46,285	50,160	51,581
TOTAL EQUITY	53,710	71,290	72,711

**MINISTER FOR LANDS, MINISTER FOR RURAL AFFAIRS, AND
MINISTER FOR REGIONAL DEVELOPMENT**

35 DEPARTMENT OF LANDS

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	42,046	45,414	45,681
Grants and subsidies	25,126	21,852	20,163
Finance costs	863	50	50
Other	23,457	37,231	30,253
Total Payments	91,492	104,547	96,147
Receipts			
Sale of goods and services	19,938	29,858	23,347
Interest	892	1,500	1,502
Other	11,324	10,080	12,446
Total Receipts	32,154	41,438	37,295
NET CASH FLOWS FROM OPERATING ACTIVITIES	(59,338)	(63,109)	(58,852)
CASH FLOWS FROM INVESTING ACTIVITIES			
Advance repayments received	2,595	2,595	2,105
Purchases of property, plant and equipment	(1,681)	(868)	(878)
Advances made	(2,500)	(2,500)	(2,500)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(1,586)	(773)	(1,273)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings and advances	(945)	(645)	(779)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(945)	(645)	(779)
Recurrent appropriation	60,680	68,645	62,971
Capital appropriation	1,431	581	628
Cash transfers to Consolidated Fund	...	(301)	...
NET CASH FLOWS FROM GOVERNMENT	62,111	68,925	63,599
NET INCREASE/(DECREASE) IN CASH	242	4,398	2,695

**MINISTER FOR LANDS, MINISTER FOR RURAL AFFAIRS, AND
MINISTER FOR REGIONAL DEVELOPMENT**

35 DEPARTMENT OF LANDS

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT (cont)			
Opening Cash and Cash Equivalents	11,419	9,800	14,198
CLOSING CASH AND CASH EQUIVALENTS	11,661	14,198	16,893
CASH FLOW RECONCILIATION			
Net cost of services	(63,682)	(68,647)	(65,508)
Non cash items added back	5,044	5,366	5,106
Change in operating assets and liabilities	(700)	172	1,550
Net cash flow from operating activities	(59,338)	(63,109)	(58,852)

**MINISTER FOR LANDS, MINISTER FOR RURAL AFFAIRS, AND
MINISTER FOR REGIONAL DEVELOPMENT**

LAND AND PROPERTY INFORMATION NEW SOUTH WALES

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	165,847	167,247	170,774
Investment income	2,300	2,300	2,588
Grants and contributions	13,168	14,159	13,168
Total Retained Revenue	181,315	183,706	186,530
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	103,540	133,740	102,218
Other operating expenses	45,567	49,880	51,270
Depreciation and amortisation	15,121	12,999	13,968
Grants and subsidies	350	350	350
Total Expenses Excluding Losses	164,578	196,969	167,806
SURPLUS/(DEFICIT) BEFORE DISTRIBUTIONS	16,737	(13,263)	18,724
Distributions -			
Dividends and capital repatriations	9,958	9,958	11,161
Tax equivalents	5,021	5,021	5,617
SURPLUS/(DEFICIT) AFTER DISTRIBUTIONS	1,758	(28,242)	1,946

**MINISTER FOR LANDS, MINISTER FOR RURAL AFFAIRS, AND
MINISTER FOR REGIONAL DEVELOPMENT**

LAND AND PROPERTY INFORMATION NEW SOUTH WALES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	19,010	19,586	21,011
Receivables	14,440	10,365	10,631
Inventories	378	378	387
Other	...	2,900	...
Total Current Assets	33,828	33,229	32,029
Non Current Assets -			
Inventories	1,511	1,595	1,549
Property, plant and equipment -			
Land and building	65,727	67,790	69,134
Plant and equipment	10,871	12,439	10,150
Intangibles	34,071	34,799	40,776
Total Non Current Assets	112,180	116,623	121,609
Total Assets	146,008	149,852	153,638
LIABILITIES -			
Current Liabilities -			
Payables	4,111	4,206	5,236
Tax	1,255	1,255	1,390
Provisions	22,267	23,242	25,646
Total Current Liabilities	27,633	28,703	32,272
Non Current Liabilities -			
Provisions	45,735	29,351	27,622
Total Non Current Liabilities	45,735	29,351	27,622
Total Liabilities	73,368	58,054	59,894
NET ASSETS	72,640	91,798	93,744
EQUITY			
Reserves	14,125	14,119	14,119
Accumulated funds	58,515	77,679	79,625
TOTAL EQUITY	72,640	91,798	93,744

**MINISTER FOR LANDS, MINISTER FOR RURAL AFFAIRS, AND
MINISTER FOR REGIONAL DEVELOPMENT**

LAND AND PROPERTY INFORMATION NEW SOUTH WALES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	166,837	169,006	172,514
Interest	3,000	2,504	2,538
Other	19,076	20,312	19,220
Total Receipts	188,913	191,822	194,272
Payments			
Employee related	105,663	104,662	99,689
Grants and subsidies	350	350	350
Equivalent Income Tax	4,532	9,795	5,482
Other	53,962	60,858	58,236
Total Payments	164,507	175,665	163,757
NET CASH FLOWS FROM OPERATING ACTIVITIES	24,406	16,157	30,515
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(4,500)	(4,540)	(3,007)
Other	(14,500)	(14,460)	(15,993)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(19,000)	(19,000)	(19,000)
CASH FLOWS FROM FINANCING ACTIVITIES			
Dividends paid	(6,073)	(16,512)	(10,090)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(6,073)	(16,512)	(10,090)
NET INCREASE/(DECREASE) IN CASH	(667)	(19,355)	1,425
Opening Cash and Cash Equivalents	19,677	38,941	19,586
CLOSING CASH AND CASH EQUIVALENTS	19,010	19,586	21,011
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year before distributions	11,716	(18,284)	13,107
Non cash items added back	15,121	12,999	13,968
Change in operating assets and liabilities	(2,431)	21,442	3,440
Net cash flow from operating activities	24,406	16,157	30,515

MINISTER FOR LOCAL GOVERNMENT, MINISTER FOR ABORIGINAL AFFAIRS, AND MINISTER ASSISTING THE MINISTER FOR HEALTH (MENTAL HEALTH)

OVERVIEW

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
Department of Local Government			
Total Expenses	91.3	92.0	0.9
Capital Expenditure	0.2	0.2	...
Department of Aboriginal Affairs			
Total Expenses	29.2	35.2	20.3
Capital Expenditure	0.1	n.a.
Total, Minister for Local Government, Minister for Aboriginal Affairs, and Minister Assisting the Minister for Health (Mental Health)			
Total Expenses	120.5	127.2	5.6
Capital Expenditure	0.2	0.3	50.0

DEPARTMENT OF LOCAL GOVERNMENT

The Department of Local Government provides the policy and legislative framework to local government in New South Wales. The Department aims to ensure local councils are sustainable and deliver quality services to their communities. The key legislation administered by the Department is the *Local Government Act 1993* and the *Companion Animals Act 1998*.

RESULTS AND SERVICES

The Department contributes to the following results:

- ◆ A strong and sustainable local government sector that works together to meet community needs is developed.
- ◆ Pensioner concessions for council rates.
- ◆ There is responsible dog and cat ownership in the community.

Key services provided by the Department to contribute to these results include:

- ◆ facilitating capacity building between councils, oversight of council practice and finances, and provision of advice for local government
- ◆ administering the pensioner rebate scheme and
- ◆ managing the companion animals register and associated programs.

The key services provided by the Department and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Strong and sustainable local government sector that works together to meet community needs	Pensioners obtain relief from council rates	Responsible dog and cat ownership in the community
Capacity Building, Oversight and Provision of Advice for Local Government	10.5	✓		
Pensioner Rebate Scheme	76.0		✓	
Companion Animals Program	5.6			✓
Total Expenses Excluding Losses	92.1			

RECENT ACHIEVEMENTS

The Department has continued implementing Promoting Better Practice Reviews across local government to identify poor performing councils and to promote examples of good practice.

STRATEGIC DIRECTIONS

Cooperation between councils continues to be encouraged through the reforms in *A New Direction for Local Government* with a focus on: capacity building programs; monitoring and reviewing councils to identify areas for improvement; promoting collaboration with and between stakeholders to promote the most efficient and effective use of resources; and providing quality advice and information to facilitate effective decision making for the sector.

The Department is undertaking an integrated planning and reporting and asset management project to meet increased community expectations of local councils.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses in 2008-09 are estimated at \$92 million. Included in this amount is \$76 million for the pensioner council rates rebate scheme.

Capital Expenditure

In 2008-09 the Department will spend \$150,000 on the replacement of office and computer equipment.

AGENCY RESULT INDICATORS

Strong sustainable local government sector that works together to meet community needs

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Councils whose financial position is assessed as satisfactory	%	80	80	80	80
ii) Public inquiries into councils to investigate maladministration or corruption	no.	4	1	2	≤ 2
iii) Investigations where alleged council conduct seriously impacts the community	no.	1	2	2	≤ 2

Notes:

i) This indicator shows the financial viability of council.

ii) - iii) These indicators show the effectiveness of council governance arrangements (s740 and s430 investigations respectively).

Pensioners obtain relief from council rates

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Pensioner claims processed:					
- General	thous	570	472	492	492
- Water	thous	290	334	348	348
- Sewerage	thous	215	221	219	219
ii) Pensioner rebates paid by councils:					
- General	\$m	59	59	62	62
- Water	\$m	7	7	7	7
- Sewerage	\$m	7	7	7	7

Notes:

i) This indicator shows the number and level of rebates processed by rating category.

ii) This indicator shows the number and level of rebates paid across the rating categories.

Responsible dog and cat ownership in the community

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Reported dog attacks	no.	652	1,507	1,600	1,700
ii) Seized pets reunited with owners	%	46	47	48	49

Notes:

i) This indicator shows the effectiveness of the legislative provisions in relation to companion animals. The increase anticipated in 2008-09 reflects more accurate statistics due to changed arrangements for collecting data.

ii) This indicator shows the effectiveness of the companion animals legislation.

DEPARTMENT OF ABORIGINAL AFFAIRS

The Department of Aboriginal Affairs, through the partnership between the Government and the Aboriginal people of New South Wales, is the lead agency supporting Aboriginal communities.

The Department is also responsible for the administration of the *Aboriginal Land Rights Act 1983* and provides funding and in-kind support to the New South Wales Reconciliation Council.

RESULTS AND SERVICES

The Department has lead agency responsibility for coordinating with partner agencies to ensure delivery of State Plan Priority

- ◆ F1: Improved health, education and social outcomes for Aboriginal people.

The Department works towards the following results:

- ◆ Strong Aboriginal communities that engage with government and manage their own affairs.
- ◆ Government resources are responsive to need and services are culturally competent and accessed by Aboriginal people.

Key services provided by the Department to contribute towards these results include:

- ◆ Services that support and promote culture and community resilience, which include administration of the *Aboriginal Land Rights Act 1983* and community engagement and language services.
- ◆ Services that support and build prosperous and safe communities and lead government policy, which include coordinating the Aboriginal Communities Development Program and the Government's Indigenous policy objectives through *Two Ways Together*.

The key services provided by the Department and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results	
		Strong Aboriginal communities that engage with government and manage their own affairs	Government resources are responsive to need and services are culturally competent and accessed by Aboriginal people
Support and Promote Culture and Community Resilience	12.6	✓	
Support and Build Prosperous and Safe Communities and Lead Government Policy	22.6		✓
Total Expenses Excluding Losses	35.2		

RECENT ACHIEVEMENTS

In 2007-08, the Department continued its focus on the delivery of services and programs under *Two Ways Together* and utilised its regional capacity to enhance the delivery of services and programs to Aboriginal communities across New South Wales.

The Department played a lead role in developing targets for State Plan Priority F1 and developing Action Plans to strengthen Aboriginal communities. The Department also continued to develop a strategic policy for Aboriginal community engagement, including supporting local community governance groups and implementing local community action plans.

STRATEGIC DIRECTIONS

The Department is committed to increasing the social, economic and cultural strength of Aboriginal people in New South Wales. This is carried out by way of the Department's lead agency role for State Plan Priority F1. This includes:

- ◆ continuing to rationalise and evaluate *Two Ways Together* to enhance its strategic focus and align it to the national *Overcoming Indigenous Disadvantage* framework
- ◆ conducting annual Chief Executive Officer forums on *Two Ways Together*, with the intention of developing agency commitment to the overall process and to provide information on current issues and plans
- ◆ evaluating the Aboriginal Communities Development Program
- ◆ continuing work associated with the *New South Wales Interagency Plan to Tackle Child Sexual Assault in Aboriginal Communities*, which includes monitoring and evaluating the plan's implementation and coordinating and supporting the Ministerial Advisory Panel established to advise on issues of child sexual assault in Aboriginal communities and
- ◆ implementing Stage 2 of the amendments to the *Aboriginal Land Rights Act 1983*.

2008-09 BUDGET INITIATIVES

In 2008-09, the Department's major responsibilities will be to continue monitoring and reporting *Two Ways Together*, the Aboriginal Communities Development Program and State Plan Priority F1.

New initiatives in 2008-09 include:

- ◆ providing a Community Officer and community activities in nine Focus Communities to raise awareness and prevention of child sexual assault in Aboriginal communities
- ◆ providing Community Officers in 40 Partnership Communities, who will work with government and non-government agencies to connect services to needs in Aboriginal communities and
- ◆ establish an ongoing evaluation and strategic planning unit within the Department to evaluate the effectiveness of Aboriginal programs and build-up an evidence base of what works.

Total Expenses

In 2008-09, total expenses are estimated to be \$35.2 million. This includes:

- ◆ \$19.6 million for the Aboriginal Communities Development Program
- ◆ \$1.9 million for the Partnership Communities program
- ◆ \$750,000 to support the work of the Registrar's Office for the *Aboriginal Land Rights Act 1983*
- ◆ \$793,000 for the Focus Communities program
- ◆ \$280,000 for an evaluation and strategic planning unit and
- ◆ \$130,000 for the NSW Reconciliation Council to promote the way Indigenous and non-Indigenous people live together.

Capital Expenditure

Capital expenditure of \$80,000 in 2008-09 is for minor improvements and upgrading of computer and office equipment.

AGENCY RESULT INDICATORS

Strong Aboriginal communities that engage with government and manage their own affairs

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Revitalisation of Aboriginal languages	no.	n.a.	15	10	12
ii) Partnership Communities with action plans	no.	24	40	40	40
Notes:					
i) A program supporting Aboriginal community language assistance.					
ii) Partnership Communities with endorsed local action plans to address identified community issues.					

Government resources are responsive to need and services are culturally competent and accessed by Aboriginal people

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) <i>Overcoming Indigenous Disadvantage</i> headline indicators in the biennial <i>Two Ways Together</i> report showing reduced disadvantage in New South Wales	no.	n.a.	n.a.	10	n.a.
ii) Relevant Government agencies with Aboriginal service delivery plans	%	n.a.	n.a.	50	60
Notes:					
i) The headline indicators are from the national <i>Overcoming Indigenous Disadvantage</i> report and are reported bi-annually in the State report, <i>Two Ways Together</i> . The result indicator represents the number of headline indicators showing an improvement in New South Wales.					
ii) Agencies with specific plans developed to address service delivery to Aboriginal people.					

**MINISTER FOR LOCAL GOVERNMENT, MINISTER FOR
ABORIGINAL AFFAIRS, AND MINISTER ASSISTING THE MINISTER
FOR HEALTH (MENTAL HEALTH)**

36 DEPARTMENT OF LOCAL GOVERNMENT

36.1 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.

Linkage to Results: This service group contributes to a strong and sustainable local government sector that works together to meet community needs by working towards a range of intermediate results that include the following:

- ◆ increased capacity of local government to facilitate good governance and sustainability
- ◆ strengthened and collaborative relationships fostered between stakeholders and
- ◆ effective decision making within local government.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Promoting Better Practice Program Reviews undertaken	no.	19	14	12	12	12
Councils assessed as having appropriate community consultation mechanisms in place	%	80
<u>Employees:</u>	EFT	61	61	61	61	61

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	9,657	9,679	10,448
NET COST OF SERVICES	9,357	9,379	10,137
<hr/>			
CAPITAL EXPENDITURE	150	150	150

**MINISTER FOR LOCAL GOVERNMENT, MINISTER FOR
ABORIGINAL AFFAIRS, AND MINISTER ASSISTING THE MINISTER
FOR HEALTH (MENTAL HEALTH)**

36 DEPARTMENT OF LOCAL GOVERNMENT

36.2 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.

Linkage to Results: This service group contributes to providing pensioners with relief from council rates.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
Rebate claims processed	no.	370	314	332	332	332
<u>Employees:</u>						
	EFT	1	1	1	1	1

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	76,000	76,000	76,000
NET COST OF SERVICES	76,000	76,000	76,000

**MINISTER FOR LOCAL GOVERNMENT, MINISTER FOR
ABORIGINAL AFFAIRS, AND MINISTER ASSISTING THE MINISTER
FOR HEALTH (MENTAL HEALTH)**

36 DEPARTMENT OF LOCAL GOVERNMENT

36.3 Companion Animals Program

Service Description: This service group covers the Companion Animals Program. The program regulates the ownership, care and management of companion animals, maintains a record of registered cats and dogs, and promotes appropriate care and management of companion animals.

Linkage to Results: This service group contributes to responsible dog and cat ownership in the community.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
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Service Measures:

Companion Animal Registrations	no.	95,256	97,605	98,500	98,500	100,000
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<u>Employees:</u>	EFT	4	4	4	4	4
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2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses		5,600	5,570	5,600
NET COST OF SERVICES		...	(30)	...

**MINISTER FOR LOCAL GOVERNMENT, MINISTER FOR
ABORIGINAL AFFAIRS, AND MINISTER ASSISTING THE MINISTER
FOR HEALTH (MENTAL HEALTH)**

36 DEPARTMENT OF LOCAL GOVERNMENT

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	6,889	6,787	7,005
Other operating expenses	7,583	7,677	7,258
Depreciation and amortisation	285	285	285
Grants and subsidies	76,500	76,500	77,500
Total Expenses Excluding Losses	91,257	91,249	92,048
Less:			
Retained Revenue -			
Sales of goods and services	20	20	21
Investment income	350	350	360
Retained taxes, fees and fines	5,500	5,500	5,500
Other revenue	30	30	30
Total Retained Revenue	5,900	5,900	5,911
NET COST OF SERVICES	85,357	85,349	86,137
RECURRENT FUNDING STATEMENT			
Net Cost of Services	85,357	85,349	86,137
Recurrent Services Appropriation	84,545	84,545	85,667
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	150	150	150
Capital Works and Services Appropriation	150	150	150

**MINISTER FOR LOCAL GOVERNMENT, MINISTER FOR
ABORIGINAL AFFAIRS, AND MINISTER ASSISTING THE MINISTER
FOR HEALTH (MENTAL HEALTH)**

36 DEPARTMENT OF LOCAL GOVERNMENT

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	6,402	6,259	6,395
Receivables	1,132	1,247	1,246
Total Current Assets	7,534	7,506	7,641
Non Current Assets -			
Property, plant and equipment - Plant and equipment	539	401	381
Intangibles	57	193	78
Total Non Current Assets	596	594	459
Total Assets	8,130	8,100	8,100
LIABILITIES -			
Current Liabilities -			
Payables	1,504	1,841	1,821
Provisions	942	980	980
Total Current Liabilities	2,446	2,821	2,801
Non Current Liabilities -			
Provisions	5	8	8
Total Non Current Liabilities	5	8	8
Total Liabilities	2,451	2,829	2,809
NET ASSETS	5,679	5,271	5,291
EQUITY			
Accumulated funds	5,679	5,271	5,291
TOTAL EQUITY	5,679	5,271	5,291

**MINISTER FOR LOCAL GOVERNMENT, MINISTER FOR
ABORIGINAL AFFAIRS, AND MINISTER ASSISTING THE MINISTER
FOR HEALTH (MENTAL HEALTH)**

36 DEPARTMENT OF LOCAL GOVERNMENT

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	6,557	6,455	6,665
Grants and subsidies	76,500	76,500	77,500
Other	7,813	7,909	7,518
Total Payments	90,870	90,864	91,683
Receipts			
Sale of goods and services	20	20	21
Interest	350	350	360
Other	5,751	5,745	5,771
Total Receipts	6,121	6,115	6,152
NET CASH FLOWS FROM OPERATING ACTIVITIES	(84,749)	(84,749)	(85,531)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(150)	(150)	(150)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(150)	(150)	(150)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	84,545	84,545	85,667
Capital appropriation	150	150	150
NET CASH FLOWS FROM GOVERNMENT	84,695	84,695	85,817
NET INCREASE/(DECREASE) IN CASH	(204)	(204)	136
Opening Cash and Cash Equivalents	6,606	6,463	6,259
CLOSING CASH AND CASH EQUIVALENTS	6,402	6,259	6,395
CASH FLOW RECONCILIATION			
Net cost of services	(85,357)	(85,349)	(86,137)
Non cash items added back	617	617	625
Change in operating assets and liabilities	(9)	(17)	(19)
Net cash flow from operating activities	(84,749)	(84,749)	(85,531)

**MINISTER FOR LOCAL GOVERNMENT, MINISTER FOR
ABORIGINAL AFFAIRS, AND MINISTER ASSISTING THE MINISTER
FOR HEALTH (MENTAL HEALTH)**

37 DEPARTMENT OF ABORIGINAL AFFAIRS

37.1 Support and Promote Culture and Community Resilience

Service Description: This service group covers strategies to build communities and strengthen Aboriginal culture and heritage. This comprises regional support programs, administration of the Aboriginal Land Rights Act 1983, community engagement strategies and language services.

Linkage to Results: This service group contributes to the result strong Aboriginal communities that engage with government and manage their own affairs, by strengthening and promoting Aboriginal culture and by building community governance and resilience.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Aboriginal communities with governance structures	no.	35	37	37	37	37
Reference Groups established in Aboriginal communities	no.	4	4
<u>Employees:</u>	EFT	n.a.	39	42	42	61

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	8,931	9,384	12,557
NET COST OF SERVICES	8,729	9,034	12,375
<hr/>			
CAPITAL EXPENDITURE	39	39	80

**MINISTER FOR LOCAL GOVERNMENT, MINISTER FOR
ABORIGINAL AFFAIRS, AND MINISTER ASSISTING THE MINISTER
FOR HEALTH (MENTAL HEALTH)**

37 DEPARTMENT OF ABORIGINAL AFFAIRS

**37.2 Support and Build Prosperous and Safe Communities and Lead
Government Policy**

Service Description: This service group covers coordinating and monitoring the government's indigenous policy objectives through Two Ways Together and delivering the Aboriginal Communities Development program (ACDP).

Linkage to Results: This service group contributes to the result Government resources are responsive to need and services are culturally competent and accessed by Aboriginal people, by building healthy and prosperous and communities and coordinating government policy and service delivery.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
ACDP projects completed within revised budget	%	100	100	100	100	98
Aboriginal job compacts	no.	...	1	12	12	15
Two Ways Together Regional Action Plans implemented	no.	...	7	9	9	9
<u>Employees:</u>	EFT	n.a.	26	26	26	26

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	20,308	20,003	22,632
NET COST OF SERVICES	13,308	13,003	12,632

**MINISTER FOR LOCAL GOVERNMENT, MINISTER FOR
ABORIGINAL AFFAIRS, AND MINISTER ASSISTING THE MINISTER
FOR HEALTH (MENTAL HEALTH)**

37 DEPARTMENT OF ABORIGINAL AFFAIRS

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	6,767	7,163	9,165
Other operating expenses	4,095	3,947	4,523
Depreciation and amortisation	266	266	266
Grants and subsidies	18,111	18,011	21,235
Total Expenses Excluding Losses	29,239	29,387	35,189
Less:			
Retained Revenue -			
Investment income	52	200	32
Grants and contributions	7,150	7,150	10,150
Total Retained Revenue	7,202	7,350	10,182
NET COST OF SERVICES	22,037	22,037	25,007
RECURRENT FUNDING STATEMENT			
Net Cost of Services	22,037	22,037	25,007
Recurrent Services Appropriation	21,319	21,319	24,282
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	39	39	80
Capital Works and Services Appropriation	39	39	80

**MINISTER FOR LOCAL GOVERNMENT, MINISTER FOR
ABORIGINAL AFFAIRS, AND MINISTER ASSISTING THE MINISTER
FOR HEALTH (MENTAL HEALTH)**

37 DEPARTMENT OF ABORIGINAL AFFAIRS

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	4,606	2,390	2,548
Receivables	1,311	1,190	827
Other	38
Total Current Assets	5,955	3,580	3,375
Non Current Assets -			
Receivables	87
Property, plant and equipment - Plant and equipment	803	809	634
Intangibles	19	20	9
Total Non Current Assets	909	829	643
Total Assets	6,864	4,409	4,018
LIABILITIES -			
Current Liabilities -			
Payables	560	1,423	1,428
Provisions	890	976	977
Other	38	38	38
Total Current Liabilities	1,488	2,437	2,443
Non Current Liabilities -			
Provisions	11	3	3
Other	87	87	49
Total Non Current Liabilities	98	90	52
Total Liabilities	1,586	2,527	2,495
NET ASSETS	5,278	1,882	1,523
EQUITY			
Accumulated funds	5,278	1,882	1,523
TOTAL EQUITY	5,278	1,882	1,523

**MINISTER FOR LOCAL GOVERNMENT, MINISTER FOR
ABORIGINAL AFFAIRS, AND MINISTER ASSISTING THE MINISTER
FOR HEALTH (MENTAL HEALTH)**

37 DEPARTMENT OF ABORIGINAL AFFAIRS

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	6,485	6,811	8,877
Grants and subsidies	18,111	18,011	21,235
Other	8,641	8,433	9,036
Total Payments	33,237	33,255	39,148
Receipts			
Interest	52	200	32
Other	11,607	11,569	14,992
Total Receipts	11,659	11,769	15,024
NET CASH FLOWS FROM OPERATING ACTIVITIES	(21,578)	(21,486)	(24,124)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(39)	(39)	(70)
Other	(10)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(39)	(39)	(80)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	21,319	21,319	24,282
Capital appropriation	39	39	80
NET CASH FLOWS FROM GOVERNMENT	21,358	21,358	24,362
NET INCREASE/(DECREASE) IN CASH	(259)	(167)	158
Opening Cash and Cash Equivalents	4,865	2,557	2,390
CLOSING CASH AND CASH EQUIVALENTS	4,606	2,390	2,548
CASH FLOW RECONCILIATION			
Net cost of services	(22,037)	(22,037)	(25,007)
Non cash items added back	545	545	552
Change in operating assets and liabilities	(86)	6	331
Net cash flow from operating activities	(21,578)	(21,486)	(24,124)

**MINISTER FOR PLANNING,
MINISTER FOR REDFERN WATERLOO,
AND MINISTER FOR THE ARTS**

OVERVIEW

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
Department of Planning			
Total Expenses	118.2	116.0	-1.9
Capital Expenditure	3.8	3.8	...
Department of the Arts, Sport and Recreation			
Total Expenses	574.8	611.7	6.4
Capital Expenditure	19.9	25.3	27.2
Sydney Olympic Park Authority			
Total Expenses	110.3	108.2	-1.9
Capital Expenditure	28.9	17.9	-38.2
Minister Administering the Environmental Planning and Assessment Act			
Total Expenses	47.2	199.2	322.0
Capital Expenditure	308.5	232.7	-24.6
Growth Centres Commission			
Total Expenses	14.7	17.4	18.3
Capital Expenditure
Hunter Development Corporation			
Total Expenses	8.3	23.2	178.9
Capital Expenditure
Luna Park Reserve Trust			
Total Expenses	1.9	2.0	1.6
Capital Expenditure
State Sports Centre Trust			
Total Expenses	5.1	5.4	6.4
Capital Expenditure	0.1	0.1	...
Western Sydney Parklands Trust			
Total Expenses	4.3	5.4	23.9
Capital Expenditure	2.7	4.2	57.5
Redfern-Waterloo Authority			
Total Expenses	19.8	20.8	5.1
Capital Expenditure	13.8	3.7	-72.9

<i>Agency</i>	<i>Budget 2007-08 \$m</i>	<i>Budget 2008-09 \$m</i>	<i>Variation %</i>
State Library of New South Wales			
Total Expenses	83.0	81.9	-1.3
Capital Expenditure	11.3	10.4	-7.3
Australian Museum			
Total Expenses	34.7	36.3	4.9
Capital Expenditure	28.7	7.0	-75.8
Museum of Applied Arts and Sciences			
Total Expenses	42.4	44.2	4.3
Capital Expenditure	2.1	2.9	42.3
Historic Houses Trust of New South Wales			
Total Expenses	27.6	28.1	1.7
Capital Expenditure	1.4	3.6	162.3
Art Gallery of New South Wales			
Total Expenses.....	36.7	39.6	8.1
Capital Expenditure	5.2	18.4	251.7
New South Wales Film and Television Office			
Total Expenses	10.8	10.2	-5.5
Capital Expenditure
Total, Minister for Planning, Minister for Redfern Waterloo, and Minister for the Arts			
Total Expenses	1,139.8	1,349.6	18.4
Capital Expenditure	426.4	330.0	-22.6

DEPARTMENT OF PLANNING

The Department of Planning leads, oversees and implements the Government's policies on land use planning and development, ensuring the ongoing sustainability of NSW communities, managing growth and supporting local government planning functions.

It plays a key role as lead agency advising the Minister and Government on the approval of major development and infrastructure projects of significance to New South Wales' economy and employment.

The Department leads and coordinates State-wide planning strategies to guide growth, including major land release and development in New South Wales and informs infrastructure planning, staging and delivery.

The Department's governing legislation is set out in the *Environmental Planning and Assessment Act 1979*, the *Heritage Act 1977* and the *Coastal Protection Act 1979*.

RESULTS AND SERVICES

The Department has lead agency responsibility for coordinating with partner agencies to ensure the delivery of the following State Plan priorities:

- ◆ E5: Jobs closer to home.
- ◆ E6: Housing affordability.

In delivering the priorities and objectives of its Acts, the Department works towards a number of results for the community, including:

- ◆ Aligning residential and employment growth with infrastructure investment, while at the same time protecting high value natural resources.
- ◆ Land supply and a mix of housing that provides choice, meets demand and promotes affordability.
- ◆ Facilitating capital investment in sustainable critical infrastructure. Increasing certainty and reducing transaction costs for developers and the broader community.
- ◆ Ensuring that the community knows, values, and cares for the State's heritage.

Key services provided by the Department to contribute to these results include:

- ◆ developing and implementing State strategic and statutory plans, policies and planning objectives to facilitate investment and land release for housing and employment; assessing local government statutory plans; and coordinating major projects
- ◆ reviewing legislation, developing and implementing planning reforms that ensure up-to-date and efficient plan-making and development assessment; developing and managing planning and building systems; managing sections of the building profession; and administering funding programs
- ◆ assessing and advising the Minister on the approval of major development and infrastructure projects of State importance. Oversighting the performance of local councils in the area of land use planning and development decisions so as to secure ongoing reform to practice and policy and
- ◆ managing the listing of heritage items; promoting local government and community partnerships for heritage management; and monitoring and assisting heritage conservation.

The key services provided by the Department of Planning and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Effective land use planning and development controls	Land uses are sustainable and aligned with infrastructure investment	Growth and Development aligned with conserving Heritage assets
Strategy and Policy Development	17.1	✓	✓	
Major Development Assessment and Strategy Implementation	80.1	✓	✓	
Heritage Planning and Policy	6.8	✓	✓	✓
Personnel Services	12.0		✓	
Total Expenses Excluding Losses	116.0			

RECENT ACHIEVEMENTS

In 2007-08 the Department introduced a planning reform package that focused on the legislative and administrative changes necessary to improve the plan making system at the state, regional and local levels, improve the development assessment approval and review system, particularly for local development, and to improve the building and subdivision certification system.

Highlights included a “New Ideas for Planning” forum and 11 extensive regional consultation workshops that led to the release of the key discussion paper “Improving the NSW Planning System” and the independent report on the submissions received from Councils, community and professional bodies.

The Land Supply team managed the Metropolitan Development Program and the Employment Lands Development Program. These programs ensure an adequate supply of residential and employment land. The team also services the Land Supply Chief Executive Officers Group and the Senior Officers Group that resolves interagency issues affecting land supply and manages the gateway process for the release of new areas.

In 2007-08, the Department has:

- ◆ released the 2006-07 Local Development Performance Monitoring Report which provides an overview of development trends in NSW in assessing the performance of the 152 councils in assessing local development, and general indications of the performance of the NSW planning system
- ◆ commenced a new initiative to support the rapid release of 11,000 hectares of employment land known as the Western Sydney Employment Lands Investigation Area that has the potential for \$2 billion in employment land development
- ◆ released eight of the 10 subregional strategies and all seven regional plans in draft form which provide the detailed strategic framework guiding public sector and Government investment to achieve State Plan priorities for jobs closer to home and housing affordability
- ◆ continued operation of the Local Environmental Plan (LEP) Review Panel, which streamlines the LEP making process by providing early advice and directions to councils in regard to the State-wide planning strategy: the Panel processed 192 LEPs and has been able to cut waste, save time and costs by eliminating non complying LEP proposals
- ◆ delivered 12 major State Environmental Planning Policies (SEPP) and
- ◆ assessed and recommended 348 major development projects with a capital investment in excess of \$19 billion and employment potential of 47,000 jobs.

STRATEGIC DIRECTIONS

The focus of the Department of Planning will be:

- ◆ implementing planning reforms and improving the timing and efficiency of service delivery, particularly plan making and major projects assessments and
- ◆ moving to address housing affordability and employment land supply initiatives to ensure a best practice planning system.

The following priorities and activities will achieve planned results:

- ◆ land release and subregional plans for housing and employment capacity
- ◆ appropriate infrastructure contribution
- ◆ streamlining rezoning and development assessment approval processes and
- ◆ strengthening urban renewal initiatives.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses in 2008-09 are estimated at \$116 million which includes grants and other payments of \$20 million for the South West Rail Link, \$5 million for the Redfern Waterloo Authority, \$5 million for the Minister Administering the Environmental Planning and Assessment Act, \$4.3 million for the Growth Centres Commission and \$3 million for the Building Professionals Board.

Capital Expenditure

The capital expenditure program for 2008-09 is estimated at \$3.8 million including \$3 million for coastal land acquisitions under the Coastal Land Protection Scheme.

AGENCY RESULT INDICATORS

Effective land use planning and development controls

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Annual capital investment from major projects	\$ billion	5.8	14.5	7.8	8.5
ii) Jobs associated with major project applications	no. population	16,000	35,000	39,000	41,000
iii) Timely major project assessments	% within 6 months	95	95	95	95

Notes:

- i) Major Development proposals are assessed under a single Planning Instrument. This indicator shows the effectiveness for Government's initiative to encourage new proposals.
- ii) This indicator is linked to the number of jobs associated with major project applications.
- iii) This indicator shows the effectiveness of the legislative changes under Part 3A and Parts 4 and 5 of the *Environmental Planning and Assessment Act 1979*.

Land uses are sustainable and aligned with infrastructure investment

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Total area of employment lands in the Sydney and Central Coast regions	ha	15,000	16,000	16,500	17,500
ii) Land for rail surface corridors acquired for North West and South West rail links	% of total acquired	5	12	32	72
iii) Comprehensive Local Environmental plans adopt Metro and Regional strategies	no.	32	72	120	150
Notes:					
i) Commercial and industrial land supply is an indicator of readiness to promote productivity, economic and employment growth.					
ii) This indicator is linked to the Department's capacity to expedite Planning approvals, SEPPs for major transport corridors.					
iii) This indicator shows the transition of strategic planning to local plans.					

Growth and development aligned with conserving heritage assets

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Heritage integrated and managed into Local Environmental Plans	no.	80	85	90	92
ii) Projects completed under Heritage Incentives program	no.	230	224	252	210
Notes:					
i) This is a check on the effectiveness of integrating heritage planning into local Government planning.					
ii) The intention of the Heritage Incentives program is to conserve heritage assets.					

DEPARTMENT OF THE ARTS, SPORT AND RECREATION

The Department of the Arts, Sport and Recreation (DASR) supports the Minister for the Arts, and the Minister for Gaming and Racing and the Minister for Sport and Recreation (Section 11).

DASR works to improve the wellbeing of both individuals and the community through fostering arts, sport and recreation and by ensuring the proper conduct and balanced development of the liquor, gaming, racing and charity industries.

DASR consists of three divisions, Arts New South Wales, New South Wales Office of Liquor, Gaming and Racing, and New South Wales Sport and Recreation. The Department also has administrative relationships with Centennial Park and Moore Park Trust; the Parramatta Park Trust, sport and recreation venue trusts, as well as the State's cultural institutions: Art Gallery of New South Wales, Australian Museum, Historic Houses Trust of New South Wales, Museum of Applied Arts and Sciences, New South Wales Film and Television Office, State Library of New South Wales and Sydney Opera House.

RESULTS AND SERVICES

The Department has lead agency responsibility for the following State Plan priority:

- ◆ E8: More people using parks, sporting and recreational facilities and participating in the arts and cultural activity.

The Department also contributes to other government priorities including volunteering, reducing levels of anti-social behaviour, improving access for people with disabilities, enhancing health through reduced obesity and contributing to the economy through the creative industries.

The Department contributes to harmonious and healthy communities and stronger economies by working towards the following results:

- ◆ Community cohesion and capacity is strengthened.
- ◆ Health and wellbeing is improved.
- ◆ Arts, hospitality, and sport and recreation industries are strong, sustainable and responsible.
- ◆ Arts and sport achievement and performance is at world-class standards.

Key services provided by the Department to contribute to these results include:

- ◆ developing the arts industry, primarily through providing grants to cultural institutions
- ◆ developing arts accommodation, including maintenance of properties managed by Arts NSW
- ◆ implementing the regulatory framework for the liquor, gaming and racing and charity industries
- ◆ providing liquor, gaming and racing funding and information services to support industry self-compliance, best practice and harm minimisation
- ◆ developing the sport and recreation sector through grants to peak sporting bodies and delivering sport and recreation and education programs and
- ◆ developing sports facilities and venues through providing grants to assist in the development of community based facilities.

The key services provided by the Department and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results			
		Stronger community cohesion and capacity	Improved health and wellbeing	Strong, sustainable and responsible arts, hospitality, sport and recreation industries	World-class standards of achievement and performance in arts and sport
Arts Industry Development	274.3	✓	✓	✓	✓
Arts Accommodation Development	4.6	✓	✓		✓
Regulatory Framework for the Liquor, Gaming, Racing and Charity Industries	23.8	✓	✓	✓	
Liquor, Gaming and Racing Funding and Information Services	26.3		✓	✓	
Sport and Recreation Sector Development	64.6	✓	✓	✓	✓
Sports Facility Development	45.5	✓	✓	✓	✓
Personnel Services	172.6				
Total Expenses Excluding Losses	611.7				

RECENT ACHIEVEMENTS

There have been a number of recent achievements for the Department.

- ◆ Sydney Festival 2008 new opening event, *Festival First Night*, attracted over 200,000 people, with 60 per cent of these attending their first Festival.
- ◆ Conducted major reviews of the Cultural Grants program and Public Libraries funding to ensure ongoing effectiveness.
- ◆ Negotiated legislative changes to liquor laws with the Department of Planning to encourage live music.
- ◆ Launched the Alcohol Response Taskforce in alcohol related crime hotspots in partnership with the NSW Police Force, liquor accords and local agencies.
- ◆ Commenced implementation of the liquor law reforms.
- ◆ Implemented the final recommendations from the Brown Review into the thoroughbred racing industry.
- ◆ Implemented service delivery improvements through the Government Licensing Service enabling increased online applications.
- ◆ Commenced negotiations with Clubs NSW and the Local Government Shires Association to develop a State level Sport and Recreation Accord.
- ◆ Initiated a research project with Griffith University to design an innovative model for recruiting and retaining volunteers in sport and recreation.
- ◆ Finalised a five-year plan for the sport and recreation industry and commenced a specific plan on sport and physical activity for people with a disability.
- ◆ Increased training courses and education programs for the sport and recreation industry with an emphasis on coach education, sports rage, harassment-free sport and drugs in sport.

STRATEGIC DIRECTIONS

The focus of the Department over the next four years will be:

- ◆ developing a strategy to increase the number and quality of arts and sport and recreation facilities through closer collaboration with stakeholders
- ◆ enhancing the role of the arts in lifelong learning through extending the ConnectEd Arts partnership with the Department of Education and Training
- ◆ implementing a Creative Industries Strategy in partnership with the Department of State and Regional Development and an Indigenous Arts and Cultural Expression strategy to improve services to indigenous communities
- ◆ continuing the roll-out of the Alcohol Response Taskforce and Crime Prevention Partnership program and implementing the recommendations of the Responsible Service of Alcohol training program review
- ◆ implementing liquor and gaming machine law reforms and recommendations from the IPART review of club industry sustainability
- ◆ integrating the activities of the Casino, Liquor and Gaming Control Authority with the Department to support an efficient regulatory function
- ◆ continuing the development of sport and recreation accords with the club industry and local government and
- ◆ developing initiatives to increase volunteering and participation of women in organised sport.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses in 2008-09 are estimated at \$611.7 million. This includes:

- ◆ grants totalling \$228 million to assist in the operation of the State's cultural institutions
- ◆ \$74.2 million for sport and recreation programs coordinated by the Department's Regional Offices and provided at its Centres and Academies
- ◆ \$27.9 million for the Cultural Grants Program

- ◆ \$18.8 million in payments from the Sport and Recreation Fund for the operation of sporting associations, sports development grants and sporting facility capital grants
- ◆ grants totalling \$17.1 million to assist in the operation of the NSW Institute of Sport, Centennial Park and Moore Park Trust, Sydney 2009 World Masters Games Organising Committee and the Parramatta Park Trust and
- ◆ provision of a central monitoring fee assistance package for small clubs of \$1.3 million.

Capital Expenditure

The Department's 2008-09 capital program is \$25.3 million. The major components of the program are:

- ◆ \$9.9 million to upgrade infrastructure at the Sydney Academy of Sport and the Jindabyne, Broken Bay and Milson Island Sport and Recreation Centres
- ◆ \$6.5 million for information technology projects including a new regulatory information system and an electronic document and records management system
- ◆ \$5.3 million for upgrading at Sport and Recreation Centres and
- ◆ \$2.1 million for upgrading Wharf 4/5 at Walsh Bay, the Gunnery and the Lilyfield arts facility.

AGENCY RESULT INDICATORS

Stronger community cohesion and capacity

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Rate of volunteering in arts and coaching, officiating and committee membership in sports	%	24.9	25.2	25.4	25.7
ii) Reduction of alcohol-related crime in hotspot locations	%	1.3	7.4	2.0	2.0
Notes:					
i) This indicator shows the effectiveness of education, training and other strategies to attract and retain volunteers (Arts represents 2.7 per cent of the total number).					
ii) This indicator is a proxy for improved industry and consumer responsibility in the consumption of alcohol (result is impacted by the number of hotspot areas targeted).					

Improved health and wellbeing

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Adults participating in cultural activities	no.	800,000	808,000	816,000	824,000
ii) Adults attending cultural venues	million	4.4	4.4	4.5	4.5
iii) Adults participating in sport and active recreation three or more times a week	%	45.0	41.4	41.8	42.2
iv) Women participating in organised sport	%	40.0	35.0	35.4	35.8

Note:

These indicators are influenced by population trends and environmental factors such as disposable income and demographics.

Strong, sustainable and responsible arts, hospitality, sport and recreation industries

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Sport Rage prevention kits distributed	no.	19,500	149,000	202,400	282,700
ii) Reduction in assaults on licensed premises in hotspot areas	%	n.a.	3.4	2.5	2.5

Notes:

i) This indicator reflects the increase in promoting reduced anti-social behaviour in sport and recreation.

ii) This indicator reflects responsible management of alcohol consumption on licensed premises.

World-class standards of achievement and performance in arts and sport

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Ratio of talented athletes at sporting academies achieving representative status:					
- Regional level	%	80	80	80	80
- State level	%	15	15	15	15
- National level	%	3	3	3	3
Note:					
i) This indicator shows the continuing high level of success of NSW trained elite athletes.					

SYDNEY OLYMPIC PARK AUTHORITY

The Sydney Olympic Park Authority operates under the *Sydney Olympic Park Authority Act 2001* to manage the long-term future of Sydney Olympic Park.

In this role the Authority is responsible for the management, economic development and use of Sydney Olympic Park and for the promotion and coordination of recreational, educational, commercial and tourist activities.

RESULTS AND SERVICES

The Authority contributes to the following results:

- ◆ Growing prosperity across New South Wales.
- ◆ Environment for living.

Key services provided by the Authority to contribute to these results include:

- ◆ supplying operations and sustainability, to develop and manage the Sydney Olympic Park precinct
- ◆ marketing and communications activities, including servicing visitors and promoting the Park and
- ◆ commercial activities, including improving the Government's financial return on investment within the Park.

The key services provided by the Sydney Olympic Park Authority and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results	
		Growing prosperity across NSW	Environment for living
Operations and Sustainability	61.3	✓	✓
Marketing and Communications	7.2	✓	✓
Commercial	39.7	✓	✓
Total Expenses Excluding Losses	108.2		

RECENT ACHIEVEMENTS

Recent achievements include:

- ◆ Sydney Olympic Park attracted 8.2 million visitors in calendar year 2007 in line with its target of 10 million visitors by 2010.
- ◆ The Authority continues to achieve successful commercial, residential and recreational development outcomes with the private sector investing \$1.1 billion since the Olympic Games.
- ◆ Completion of the first of three new office buildings to house a total of 3,500 Commonwealth Bank of Australia staff relocating to the Park.
- ◆ Construction of a new \$2.1 million town square and a \$1.5 million new adventure playground on Wentworth Common.
- ◆ Announcement of commercial office development agreements of \$32.5 million with Watpac Ltd and \$60 million with A.V. Jennings and Ashe Morgan Winthrop.
- ◆ Development of a 99 bed Sports and Specialist Private Hospital.
- ◆ Commencement of construction of a five star and two star hotel providing an additional 350 rooms of short stay accommodation within the Park.

STRATEGIC DIRECTIONS

The Authority's vision for Sydney Olympic Park is to become an internationally admired example of sustainable urban renewal and development that integrates world class venue infrastructure, parklands and a new community within a township that offers a healthy, creative urban environment.

The Authority's goal is to enhance the Park's capacity as a major events precinct by improving events infrastructure and securing new events.

Under a new Master Plan to be finalised in 2008, over one million square metres of new commercial, educational, residential and retail development will occur by 2030. The Plan promotes innovative approaches to energy management, high-quality urban and architectural design and innovative applications of technology to improve place management practices, and all new buildings will be connected to the Park's world-class recycling scheme.

2008-09 BUDGET INITIATIVES

Total Expenses

Operating expenses in 2008-09 are estimated at \$108.2 million, with depreciation accounting for \$40.9 million of this amount. The majority of expenses relate to maintaining the parklands and common areas within the Park. Government funding of the operating budget is \$36.6 million.

Capital Expenditure

The Authority's 2008-09 capital program is \$17.9 million. The major component of the program is \$9.1 million of developer funded works. These initiatives are critical to the Park's new town centre.

AGENCY RESULT INDICATORS

Growing prosperity across New South Wales

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Proceeds from land sales	\$m	19.0	23.0	32.8	19.8
ii) Major events held with daily attendance of more than 50,000 people	no.	8	10	9	11
iii) Visitors attending Sydney Olympic Park	million	7.7	8.2	8.6	9.0
iv) Development applications approved	\$m	5.3	224	338	89

Notes:

ii) This indicator shows the number of major events held which contributes significantly to car parking revenue.

Environment for living

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Patrons satisfied with event day operations	%	n.a.	81	>85	>85
ii) Major Public Domain built assets meeting user demand	%	99	99	>98	>98
iii) Visitors satisfied with presentation of Public Domain areas	%	82	83	>80	>80
iv) People working at Sydney Olympic Park	no.	3,350	4,500	6,500	8,000
v) Recycled water produced	mega litres	850	766	850	900

MINISTER ADMINISTERING THE ENVIRONMENTAL PLANNING AND ASSESSMENT ACT

The Minister Administering the Environmental Planning and Assessment Act was established to acquire land for planning purposes within the Sydney region. This includes land suitable for regional open space, public transport corridors, and land for projects such as the Rouse Hill Regional Centre.

Most of the activities of the agency are managed through separate funds established under the *Environmental Planning and Assessment Act 1979*, including the Sydney Region Development Fund (the Fund).

RESULTS AND SERVICES

In delivering its priorities and objectives, the Agency works towards a number of results for the community, including:

- ◆ Land for infrastructure is acquired to allow expansion of the rail system.
- ◆ Appropriate levels and types of regional open space, including recreational lands, are provided for and accessible by the community.
- ◆ There is sound financial management of the Fund, with land acquisitions financed through sales of surplus land.

Key services provided by the Agency to contribute to these results include:

- ◆ improving and enhancing regional open space by restoring and maintaining natural ecosystems, habitats and vegetation corridors to encourage more active use of open space
- ◆ maintaining land in caretaker mode until the intended use of the land is determined and initiated, for example community use
- ◆ acquiring land for the North West and South West rail corridors, and land identified for use as regional open space and
- ◆ developing and investing in land to maximise sale value of surplus property assets and generate income for re-investment in new strategic lands for public infrastructure.

The key services provided by the agency and the way in which they are expected to contribute to these results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Community has appropriate levels and types of regional open space	Land for infrastructure is provided for	Cost of land acquisition is no extra burden to the community
Improvements to Regional Open Space	15.5	✓		
Land for Community Use	6.9	✓		
Acquisition of Regional Open Space and Corridors	118.3	✓	✓	
Land Investment and Development	58.5			✓
Total Expenses Excluding Losses	199.2			

RECENT ACHIEVEMENTS

Expenditure is mainly incurred for land acquisition, sale of surplus land, administration and borrowing costs. Grants to improve open space are also provided in partnership with local councils and community organisations.

The Fund's land acquisition program includes the purchase of regional open space in the Sydney metropolitan area. The Fund purchases land within the Western Sydney Parklands to be developed for long term recreation and conservation purposes. Other recent open space purchases include land in the Ropes Creek and South Creek corridors of Western Sydney and sites on the Central Coast.

The other major component of the Fund's acquisition program is the purchase of rail corridors in the north west and south west of Sydney. This program is being undertaken to meet commitments set out in the Urban Transport Statement to complete the South West Rail Link to Leppington and the North West Rail Link to Rouse Hill.

The Fund facilitates development of significant metropolitan open space precincts and contributes to initiatives such as the Greenspace program, Cooks River Foreshore program and the Sydney Harbour Access program to improve liveability in areas of Sydney. The Fund also manages a heritage asset management program under the *Heritage Act 1977*.

The Fund holds land that is no longer needed for planning purposes as well as fragments that can be aggregated and sold. The proceeds from the sale of such properties are the main source of funding for the Fund's ongoing acquisition program.

The Fund is currently selling surplus sites for major employment lands in Western Sydney. Surplus lands have been identified at Doonside for residential development and Huntingwood West for employment lands. Disposal of surplus lands is also occurring in partnership with Landcom at Hoxton Park and Minto, as well as land sales at Seaforth and South Turramurra.

The Rouse Hill Regional Centre continues to be developed on land purchased by the Fund. This regional centre will include retail, commercial, community, education, recreational, transport and residential uses, developed in partnership with Landcom and the private sector.

STRATEGIC DIRECTIONS

The agency has a range of strategies for the future including:

- ◆ prudent financial management to ensure adequate capital funding and to achieve an optimal return on surplus assets
- ◆ the ongoing purchase of rail corridors for the North West and South West rail links
- ◆ ongoing review and disposal of surplus land and land to be acquired within the Sydney region with the objective of maintaining the self-funding model of the Fund and
- ◆ a focus on implementing the intended outcomes for open space land strategies and lands purchased for other planning purposes.

2008-09 BUDGET INITIATIVES

Total Expenses

The agency's total recurrent expenses for 2008-09 are estimated at \$199.2 million, which includes \$5.4 million for grants to improve open space land, \$5 million for lands transferred to local councils, \$33.1 million for borrowing costs, and \$84 million for lands transferred to the Transport Infrastructure Development Corporation for the rail corridor expansion program.

Total Revenue

Total revenue for 2008-09 is estimated at \$50.8 million, including contributions from local councils and a grant from the Government of \$20 million for the acquisition of the South West rail corridor.

Capital Expenditure

The agency buys land for planning purposes such as regional open space through its capital program. The capital expenditure program now also includes buying land for the South West and North West Rail Links. Associated expenses, such as planning studies for redevelopment, are also capitalised.

In 2008-09, acquisition costs are estimated at \$232.7 million, which includes \$20.2 million to buy open space and other land for planning purposes, \$80 million (including grants) for South West rail corridor land acquisitions and \$132.5 million for the North West rail corridor land. Asset disposal is estimated at \$127.7 million.

GROWTH CENTRES COMMISSION

The Growth Centres Commission was established in July 2005, under the *Growth Centres (Development Corporations) Act 1974* to coordinate land release in the North West and South West Growth Centres of Sydney. Up to 181,000 homes will be built in the Growth Centres over the next 25 to 30 years.

The Commission's role is to ensure that Sydney's growth occurs in a sustainable way and that new infrastructure is appropriately planned, funded and linked to a properly sequenced program of land release.

The Commission reports to the Minister for Planning and works in partnership with infrastructure agencies, local government, industry, landowners and the community to implement plans for the Growth Centres.

RECENT ACHIEVEMENTS

Since 2006-07, the Commission has completed precinct planning in the Oran Park, Turner Road and Edmondson Park precincts in the South West Growth Centre; and commenced precinct planning in Alex Avenue, North Kellyville, Riverstone, Riverstone West and Area 20 precincts in the North West Growth Centre. The Colebee precinct, which represents 500 lots, has already been rezoned and development has now commenced. These precincts have a total capacity of approximately 39,500 lots.

Major achievements in the past 12 months include:

- ◆ the rezoning of the Oran Park and Turner Road precincts, representing 11,500 lots
- ◆ working with proponents during stage 2 of the Precinct Acceleration Protocol
- ◆ following exhibition of the Draft Conservation Plan in early February 2007, Biodiversity Certification of the *State Environmental Planning Policy (Sydney Region Growth Centres) 2006* was achieved in December 2007 under Section 126G of the *NSW Threatened Species Conservation Act 1995*. Biodiversity Certification delivers a framework to deal with planning provisions at a strategic level, rather than meeting these provisions in site-specific development applications and
- ◆ developing agreed protocols for dealing with significant planning and environmental issues at precinct level rather than development application level, removing the need for agencies to resource individual assessments.

In October 2007, the Premier announced a comprehensive overhaul of the way that contributions from development in New South Wales are administered for State and local infrastructure.

This involved an expansion of infrastructure directly funded by the State Government including schools and hospitals. The Special Infrastructure Contribution will continue to fund the regional infrastructure outlined in the Commission's Practice Note. The average per lot contribution decreased from approximately \$33,000 to approximately \$23,000.

The changes ensure a more consistent approach to setting infrastructure contributions, and will provide certainty and transparency in the release of land for development.

STRATEGIC DIRECTIONS

The Growth Centres Commission manages the planning and infrastructure coordination for the land release areas in the North West and South West of Sydney. The Growth Centres will eventually accommodate 181,000 new homes over the next 25 to 30 years. This will be achieved by:

- ◆ preparing Precinct Plans with councils
- ◆ recommending new precincts for staged land release to the Government
- ◆ negotiating with government agencies, landowners and industry to ensure development occurs in a sustainable and timely way

- ◆ coordinating government agencies' planning and delivery of infrastructure consistent with the Government's land release program and
- ◆ administering the Special Infrastructure Contribution to ensure the timely delivery and sequencing of infrastructure to support the land release program.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for 2008-09 are estimated at \$17.4 million. During 2008-09, the Commission will continue to undertake precinct planning and coordinate the delivery of regional infrastructure to meet the needs of new communities.

The Commission's expenses include \$8.1 million for precinct planning, which includes studies into land capability for urban development and satisfying various legislative requirements.

Capital Expenditure

The Commission's capital expenditure of \$23,000 in 2008-09 provides for new computers and office equipment.

HUNTER DEVELOPMENT CORPORATION

The Corporation conducts development brokerage for key government sites around Newcastle as well as facilitating development and renewal of the regional centres and renewal corridors identified in the Lower Hunter Regional Strategy.

RECENT ACHIEVEMENTS

On 19 July 2007, the NSW Government announced that the operations, including assets and liabilities, of the Regional Land Management Corporation (RLMC) were to be merged with the Honeysuckle Development Corporation. RLMC was responsible for the management and remediation of the former BHP steelmaking site at Mayfield. The merged entity of the Hunter Development Corporation assumed responsibility for the former RLMC operations on 1 February 2008.

STRATEGIC DIRECTIONS

The Hunter Development Corporation was created to undertake the following roles:

- ◆ development brokerage that will drive renewal of government-owned strategic sites in the Lower Hunter including the Hunter Sports and Entertainment Precinct, Kooragang Island, Tomago, West Wallsend, the Inter-Trade Industrial Park and the remaining Honeysuckle sites at Cottage Creek, Lee Wharf and Carrington
- ◆ facilitation of the development and renewal of regional centres and renewal corridors identified in the Lower Hunter Regional Strategy with a focus on the Newcastle CBD, RailCorp-owned land at Glendale-Cardiff, the renewal corridors of Maitland Road (Newcastle West to Mayfield), Tudor Street (Newcastle West to Broadmeadow), Bruncker Road (Broadmeadow to Adamstown), Main Road (Glendale to Edgeworth) and Pacific Highway (Charlestown to Gateshead) and
- ◆ asset and property management of public domain lands in the Honeysuckle area and the sites previously managed by RLMC.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for the Corporation for 2008-09 are budgeted at \$23.2 million. The primary components are the cost of selling land and property of \$6.8 million, property management costs of \$2.9 million and contributions to non-commercial community works of \$4.6 million.

The forecast deficit in 2008-09 is primarily due to non-income generating community works that will be undertaken by the Corporation.

Capital Expenditure

In accordance with accounting standards, the Corporation's property development activities are capitalised as inventory rather than property assets. The Corporation is planning no capital expenditure for 2008-09.

LUNA PARK RESERVE TRUST

The purpose of the Luna Park Reserve Trust is prescribed in the *Luna Park Site Act 1990* as follows:

To return the Luna Park site to the people of New South Wales and to ensure that Luna Park and the associated harbour foreshore remain available and accessible for the enjoyment of the people of New South Wales.

The Trust derives all its income from a 40 year lease of the amusement park to a commercial operator and a separate 99 year lease of land on the cliff top.

The Trust's income is used to pay for the maintenance of nominated heritage and infrastructure items, maintaining and developing areas of the reserve excluded from the plan of management, and administration costs.

The Trust must also repay sums paid on its behalf to Luna Park Sydney Pty Limited by Sydney Harbour Foreshore Authority. This was used for the refurbishment of heritage items and infrastructure within the Reserve prior to the recommencement of operations at Luna Park in August 2004.

RESULTS AND SERVICES

The Reserve Trust's mandate is to ensure the associated harbour foreshore remains available and accessible for the enjoyment of the people of New South Wales. This outcome is to be achieved by working toward the following results:

- ◆ The visual appearance and sense of place of the whole Reserve is maintained.
- ◆ Luna Park is preserved as a State heritage asset which sustains the 1930s amusement park theme of the site.
- ◆ Luna Park is funded by a commercially viable business.

Key services provided by the Reserve Trust to contribute to these results include:

- ◆ administration of the Heritage and Infrastructure Fund (HIF) - The HIF pays for the maintenance of heritage amusement park features and amusements to support the historical and cultural theme, which is a key element in increasing visitation. The HIF also pays for maintenance of historic elements of the site infrastructure to preserve the traditional public access points to the Reserve and sustain the appearance of the site

- ◆ management of the day to day operations of areas within the site not leased - Areas not leased are managed to maintain the appearance and ensure safety of the site and to make it accessible and available for public use, thereby encouraging visitation
- ◆ management of areas covered by the *Luna Park Site Act 1990* and excluded from the Luna Park Plan of Management and
- ◆ management of a 40-year Operating Lease over the Luna Park site.

The key services provided by the Agency and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		The visual appearance and sense of place of the whole Reserve is maintained	Luna Park is preserved as a State heritage asset which sustains the 1930s amusement park theme of the site	Luna Park is funded by a commercially viable business
Administer the Heritage and Infrastructure Fund (HIF)	0.8		✓	
Manage Day to Day Operations of Areas not Leased	0.4	✓		
Manage Areas Excluded from Plan of Management	0.1	✓		
Management of 40 year Operating Lease over Luna Park	0.7			✓
Total Expenses Excluding Losses	2.0			

RECENT ACHIEVEMENTS

A new brasserie has recently opened and is providing a new attraction for the park by providing a vibrant food offering in an increasingly competitive environment.

The following works have also been recently completed:

- ◆ remediation work on the seawall and
- ◆ repairing pylons beneath the board walk.

STRATEGIC DIRECTIONS

A comprehensive refurbishment plan has been prepared for the four infrastructure assets owned by the Trust and this sets the basis for the maintenance plan over the next 10 to 15 years. These assets are the seawall, boardwalk, Glen Street stairs and cliff face.

2008-09 BUDGET INITIATIVES

Luna Park has expenses of \$2 million for 2008-09 to achieve the following objectives:

- ◆ maintaining the site for amusement, entertainment and recreation
- ◆ recognising the significance of the cultural heritage of the site and conserving its unique features
- ◆ preserving and maintaining the heritage items in operation at the amusement park and
- ◆ expanding the range of activities and uses of the site to ensure an ongoing commercially viable amusement park and entertainment precinct that conserves its identity and heritage features.

STATE SPORTS CENTRE TRUST

The State Sports Centre Trust manages the Sports Centre, Hockey Centre and Sports Halls at Sydney Olympic Park.

RECENT ACHIEVEMENTS

The Trust has developed its venues for sporting groups staging significant events within a commercial event market. Participation in sport and recreation programs run within the Trust's venues has increased.

STRATEGIC DIRECTIONS

The Trust's key financial challenge is to increase revenues from its commercial activities to support the delivery of sporting and community activities. The Trust will continue to focus on maintaining facilities, broadening the range of services to attract larger audiences and securing new sources of revenue.

2008-09 BUDGET INITIATIVES

Total Expenses

Total Trust expenses, estimated at \$5.4 million in 2008-09, will be used to operate and maintain the Centre's sporting facilities.

Capital Expenditure

In 2008-09, the Trust will spend \$53,000 on the replacement of sporting equipment.

WESTERN SYDNEY PARKLANDS TRUST

The *Western Sydney Parklands Act 2006* commenced on 1 January 2008. The legislation established the Western Sydney Parklands and created a Trust to develop and manage the Parklands system.

RESULTS AND SERVICES

The Trust is delivering its priorities and objectives by working towards the following results:

- ◆ The Parklands are accessible for public access and use.
- ◆ The Parklands are developed to promote public recreation use.
- ◆ Environmental values in the Parklands and its watercourses are protected, restored and enhanced.

Key services provided by the Trust to contribute to these results include:

- ◆ management and operation of the Parklands
- ◆ progressive development of the Parklands for public involvement and enjoyment and
- ◆ protection, restoration and enhancement of the environmental values of the Parklands and its watercourses.

The key service provided by the Trust and the way in which they are expected to contribute to these results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Parklands are accessible for community use	Parklands are developed to promote public recreational use	Protection, restoration and enhancement of environmental values
Land for Community Use	2.1	✓	✓	
Facilities and Programs for Community Involvement	1.3	✓	✓	
Biodiversity for Ecological Sustainability	2.0			✓
Total Expenses Excluding Losses	5.4			

RECENT ACHIEVEMENTS

The Western Sydney Parklands comprises 5,218 hectares of land that stretches 27 kilometres from Doonside to Leppington. A large amount of land within the Parklands boundary has been vested with the new Western Sydney Parklands Trust. This includes properties previously owned by the Minister Administering the Environmental Planning and Assessment Act as well as the existing Western Sydney Regional Park at Abbotsbury. Some land will continue to be owned by existing owners, such as Prospect Reservoir and Blacktown Olympic Park.

Since the Trust's creation, the Board, Acting Director and ranger staff have been appointed. As an early capital works, the Parklands Track has been constructed to achieve public access to the 27 kilometre corridor.

STRATEGIC DIRECTIONS

The Trust will consolidate and better coordinate the management of Government land and facilities within the Parklands and ensure the development of the Parklands for public enjoyment. The Government's long-term vision for the site will guide the Trust in its management of the Parklands.

The Trust has developed preliminary strategies for the future including:

- ◆ the preparation of a sustainable financial plan for the Parklands
- ◆ the ongoing marketing of leased lands within the Parklands

- ◆ the preparation of a capital development program
- ◆ the preparation of a Plan of Management for the Parklands and
- ◆ the development of an operational framework for the Trust.

2008-09 BUDGET INITIATIVES

Total Expenses

The Trust's total recurrent expenses for 2008-09 are estimated at \$5.4 million.

Total Revenue

The Trust's revenue for 2008-09 is estimated at \$5.4 million, including \$1.1 million in rental revenue, a \$1.5 million grant from the Department of Environment and Climate Change and funds from the sale of surplus lands.

Capital Expenditure

Capital expenditure in 2008-09 includes works on a pathway system to open up the entire length of the Parklands. Funding has also been allocated to commence restoration of Western Sydney's indigenous and endangered Cumberland Plain Woodlands (conservation works) and early works in the Bungaribee Precinct.

REDFERN-WATERLOO AUTHORITY

The Redfern-Waterloo Authority is responsible for revitalising Redfern, Waterloo, Eveleigh and Darlington through urban renewal, improved human services and job creation.

The Authority is a formally constituted statutory authority with a Board reporting to the Minister.

RESULTS AND SERVICES

The Authority seeks to revitalise the Redfern-Waterloo area through planning and urban renewal by working towards the following results:

- ◆ Business investment in the local area is increased.
- ◆ New and improved public infrastructure is promoted.
- ◆ Participation and integration in community activities is increased.

Key services provided by the Authority which contribute to these results include:

- ◆ developing a Built Environment Plan that includes provision of up to 600,000 square metres of commercial and residential floor space, particularly on Government surplus land
- ◆ developing the local community through employment creation and improved human service delivery and
- ◆ developing the Australian Technology Park roads and infrastructure.

The key services provided by the Authority and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Increased business investment	New and improved public infrastructure	Increased participation and integration in community activities
Built Environment Plan	4.0		✓	✓
Local Community Development	1.3			✓
Australian Technology Park	15.5	✓	✓	
Total Expenses Excluding Losses	20.8			

RECENT ACHIEVEMENTS

During 2007-08 the Authority's achievements included:

- ◆ signing of an agreement with ATP Partnership Ltd for the construction of a \$123 million media centre
- ◆ construction of a \$47 million research facility at the Australian Technology Park to be occupied by National ICT Australia (NICTA) and the Defence, Science and Technology Organisation
- ◆ sale of government assets totalling \$26.3 million
- ◆ finalised a Voluntary Planning Agreement which will deliver \$23 million in affordable housing contributions from the former Carlton United Brewery site

- ◆ completed a concept design study with RailCorp for the redevelopment of Redfern railway station and
- ◆ facilitated the sale of government owned assets to fund a new \$10 million community health centre.

STRATEGIC DIRECTIONS

The Authority advises and assists the Minister to develop the Redfern-Waterloo Plan which sets the strategic direction of the urban renewal activities to be undertaken by the Authority. The main activities of the Authority are to:

- ◆ assist the Minister to create an appropriate planning regime, consistent with the Redfern-Waterloo Plan, for orderly sustainable development within the operational area
- ◆ undertake the assessment of development proposals
- ◆ promote and undertake economic development and use of land and property including the provision of infrastructure and the enhancement of public places
- ◆ promote, arrange and conduct cultural, educational, commercial, recreational, entertainment and transport activities
- ◆ promote housing choices in the operational area, encourage employment opportunities for local residents, increase commercial opportunities for local businesses and encourage cultural development and
- ◆ seek community participation and liaise with government agencies to improve delivery planning of human services.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for 2008-09 are estimated at \$20.8 million. The majority of expenditure is for planning and urban renewal including place management expenses and costs associated with running the conference centre at the Australian Technology Park. Financing costs on a loan undertaken to build the NICTA building are also included.

Capital Expenditure

The Authority's capital program for 2008-09 is \$3.7 million. Major new infrastructure works include public domain work, preliminary work on the construction of the North Eveleigh pedestrian link, the replacement of elevators in the biomedical building and the refurbishment of office space in the locomotive workshop.

STATE LIBRARY OF NEW SOUTH WALES

The State Library of New South Wales is the major public reference and research library and information service for the people of New South Wales. It comprises the heritage Mitchell and Dixson Libraries, the State Reference Library and web services.

The Library Council of New South Wales is the Library's governing body. The *Library Act 1939* and *Library Regulation 2005* define the Council's objects, powers and duties and the Library's role and responsibilities. The Library's mission is to strengthen the community by being the trusted provider of quality information services.

RESULTS AND SERVICES

The Library is working towards the following results:

- ◆ A client focused library with services and programs tailored to client needs.
- ◆ An effective public library network through support and development.

Key services that contribute to these results include:

- ◆ library services to clients - information services including online access, managing the collections including the Mitchell and Dixson Libraries to ensure the building, preservation, digitisation and security of collections, managing the heritage building and technology to satisfy clients' expectations and
- ◆ service to develop public libraries - providing professional advisory services for public libraries, access to specialist collections and expertise and managing *NSW.net* to enable affordable access to the internet for New South Wales councils, public libraries and communities.

The key services provided by the State Library of New South Wales and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results	
		Library services and programs tailored to client needs	An effective public library network through support and development
Library Services to Clients – Information Services, Managing Collection, Managing Heritage Building	49.7	✓	
Services to Develop Public Libraries	32.2		✓
Total Expenses Excluding Losses	81.9		

RECENT ACHIEVEMENTS

Recent achievements include:

- ◆ Expanded electronic catalogue records, online service delivery and access to online and digitised information content to enable greater participation and improve community access to State Library collections.
- ◆ A completed client segmentation survey highlights the breadth and diversity of client groups. This has led to the realignment of service delivery functions.
- ◆ A major redevelopment of the www.slnsw.gov.au website to establish a platform for electronic service delivery.
- ◆ A program of strategic initiatives has been established to improve services to clients, operations and community participation.
- ◆ Extended community outreach programs to diverse client groups including youth and regional audiences.

STRATEGIC DIRECTIONS

Funding continues to be provided in 2008-09 to the value of \$23.5 million to enable public libraries to improve community access to library collections and services. Major strategies to achieve a client focused library and an effective public library network are to:

- ◆ understand our client base to improve client satisfaction with services and programs
- ◆ increase awareness and use of the information services and programs
- ◆ maximise the value of current and future technologies and
- ◆ develop collaborative and cooperative relationships with stakeholders.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for 2008-09 are estimated at \$81.9 million. This total cost includes a continuing direct contribution of \$23.5 million for public library grants and subsidies.

Capital Expenditure

Total capital expenditure in 2008-09 is estimated at \$10.4 million comprising:

- ◆ \$1.1 million for major asset management and maintenance works
- ◆ \$6.7 million for collection acquisitions, including books, journals, pictures, maps and manuscripts
- ◆ \$2.1 million for an expanded electronic catalogue and
- ◆ \$482,000 for minor works.

AUSTRALIAN MUSEUM

The Australian Museum is Australia's leading natural and cultural history museum. Its mission is to inspire the exploration of nature and cultures. The Museum's activities take place at its main site at College Street, Sydney and throughout New South Wales through its regional museum partnerships, outreach and rural and regional support programs. Worldwide access has grown dramatically during recent years via the internet. The Museum's governing legislation is the *Australian Museum Trust Act 1975*.

RESULTS AND SERVICES

The Museum will continue to work towards the following results:

- ◆ Scientific researchers, and the community more generally, have access to the Museum's natural history and cultural collections.
- ◆ Knowledge generated by scientific research within the Museum is accessible to the public, other government agencies and private parties.
- ◆ The community has access to a wide range of information about natural history and cultures.

Completion of the Museum Renewal Program will support the ongoing delivery of the Museum's primary services:

- ◆ managing the collection
- ◆ undertaking scientific research and
- ◆ delivering public programs.

The key services provided by the Australian Museum and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Stakeholders access collections, collection data and associated research knowledge	Real and virtual programs offered by the Museum accessed by the community	Access to information increases awareness and influences policy and decision making
Collection Management	6.1	✓	✓	✓
Scientific Research	11.2	✓		✓
Public Programs	19.0		✓	✓
Total Expenses Excluding Losses	36.3			

RECENT ACHIEVEMENTS

The Government committed \$40.9 million over five years for the renewal of the Australian Museum. This program includes gallery refurbishment and accommodation improvements which will significantly improve public amenity of the facility while also addressing a range of health, safety and security issues. The Renewal Program is due for completion in 2008-09.

STRATEGIC DIRECTIONS

The Museum's focus in 2008-09 will continue to be on scientific research, exhibitions and education and it will continue to actively develop research partnerships with scientific, government and commercial organisations. Reaching its audience through outreach, rural and regional programs and the internet will remain a significant pursuit. The presentation of Pacific Rim cultures in innovative programs remains a commitment of the Museum.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for the Museum are budgeted at \$36.3 million. The Museum will direct its resources to activities that include staging exhibitions, development of educational programs and conservation and recording work on its collections. Scientific research will continue to be focused in the areas of biological sciences, geosciences and anthropology.

Capital Expenditure

Total capital expenditure in 2008-09 is estimated at \$7 million. Budget funding totalling \$40.9 million (\$1.3 million in 2008-09) was allocated over five years for a program of gallery refurbishment and accommodation improvements. Completion of the program, which is scheduled in 2008-09, will also address a range of health, safety and security issues. The Museum will also undertake various improvements to the College Street facility which will include painting and re-cabling of galleries, roof repairs and upgrades to hydraulic services (a total of \$3.2 million in 2008-09).

Other significant projects include self-funded work on the refurbishment of the buildings at the Lizard Island Reef Research Station (\$448,000 in 2008-09).

MUSEUM OF APPLIED ARTS AND SCIENCES

The Museum of Applied Arts and Sciences consists of the Powerhouse Museum, the Powerhouse Discovery Centre at Castle Hill and the Sydney Observatory. The Museum's focus is on promoting awareness and understanding of the past, present and future of Australian society through research, scholarship and the acquisition, conservation and integrated presentation of material in the fields of science, design, decorative arts and social history. Public engagement is optimised through museum partnerships, outreach and regional support programs within New South Wales, and worldwide by enabling internet access to the Museum's collection and scholarship.

RESULTS AND SERVICES

The Museum will continue to work towards the following results:

- ◆ Community heritage is preserved and made accessible.
- ◆ The community is being inspired to learn about human creativity and innovation, both past and present.
- ◆ The Museum fosters creativity and innovation by engaging the community with innovative solutions and programs, and recognises that these drive creative economies.

Key services provided by the Museum which contribute to these results include:

- ◆ providing public access to the collection, scholarship and cultural programs, principally through the presentation of exhibitions, public programs and online services
- ◆ managing cultural heritage collections and assets held in trust for the people of New South Wales and
- ◆ fostering partnership programs with industry, government, community and the education sector.

The key services provided by the Museum of Applied Arts and Science and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		The Community's heritage is preserved and made accessible	The Community is inspired to learn about human creativity and innovation, both past and present	Fostering creativity and innovation
Museum Products and Programs	22.1		✓	
Collection Management and Outreach	12.8	✓		
Fostering Community and Industry Innovation	9.3			✓
Total Expenses Excluding Losses	44.2			

RECENT ACHIEVEMENTS

In 2008-09 the Museum will deliver over 300 science and design programs. The emphasis will be on increasing community awareness and understanding of contemporary scientific research, particularly in the areas of robotics, transportation systems and sustainable industrial development.

STRATEGIC DIRECTIONS

The Museum is the State's principal cultural institution responsible for building community awareness of the importance of scientific innovation and creative design.

The Museum's new strategic plan is looking to develop a new suite of innovation themed exhibits, public and education programs as well as showcase the State's scientific, industrial and design achievements. The new plan will capitalise on the Museum's leadership in Virtual Museums.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for 2008-09 are budgeted at \$44.2 million, including \$7.1 million for expenditure related to the *Star Wars: where science meets imagination* exhibition commencing December 2008.

Capital Expenditure

Total capital expenditure in 2008-09 is estimated at \$2.9 million. This will be used for purchasing and assessing collection items, the replacement and upgrade of computers, plant and equipment and other minor works.

HISTORIC HOUSES TRUST OF NEW SOUTH WALES

The Historic Houses Trust of New South Wales is entrusted with the care of historically significant heritage properties in the State. The Trust provides the public with access to places of cultural significance and enables them to gain a greater awareness and interest in the State's cultural heritage. The Trust's governing legislation is set out in the *Historic Houses Act 1980*.

RESULTS AND SERVICES

The Trust is assisting the public to be better custodians of the historic environment, by becoming more aware and to respect the history and cultural heritage of New South Wales by working towards the following results:

- ◆ Heritage properties in New South Wales, their parks and gardens and collections are conserved to international best practice and can be accessed.
- ◆ The public is aware of, better informed on and therefore values its historic environment and cultural heritage.

Key services provided by the Trust to contribute to these results include:

- ◆ conserving historic properties and museums, their parks and gardens and collections
- ◆ public access to historic properties and museums, exhibitions, regional programs and a schools education program and
- ◆ research on and interpretation of historic properties.

The key services provided by the Historic Houses Trust and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results	
		Heritage properties are conserved and accessible	The public is aware, better informed and values its historic environment and cultural heritage
Conservation and Management	17.1	✓	
Public Access	7.9	✓	✓
Research and Interpretation	3.1		✓
Total Expenses Excluding Losses	28.1		

RECENT ACHIEVEMENTS

The Trust's recent achievements include the completion of the Endangered Houses Fund Glenfield project, the refurbishment of Government House and its participation in the hosting of APEC 2007, the staging of the tenth annual Meroogal Women's Arts Prize and the conservation and interpretation of Newstead Homestead, Inverell.

The Trust has recently issued two new publications - *Sydney Now* and *A Place in the Rocks*. Recent exhibitions have included The Biscuit Factory, Sydney Now, Flying Boats, Convict Hulks and Sydney's Pubs.

STRATEGIC DIRECTIONS

The *Historic Houses Act 1980* was amended in 2005 to more accurately reflect the role of the Historic Houses Trust in managing and maintaining not only historic houses but also other buildings, structures and sites.

The Trust is also continuing its work on Rouse Hill House and Farm which is one of Australia's most culturally important historic places. In 2008-09 the Trust will work with the Roads and Traffic Authority (RTA) to consolidate land around Rouse Hill House and Farm, which will include the exchange of surplus land between the Trust and RTA.

The Trust will also develop over 2008-09 and 2009-10 a new education facility at Rouse Hill House and Farm. The education facility will enable up to 120 students per day to experience 19th century school life whilst visiting the historic house and farm.

In 2008-09 responsibility for the maintenance of Government House will be transferred to the Trust from the Department of Commerce. This will enable the Trust to better conserve Government House and to build upon the conservation efforts that were made in preparation for APEC 2007.

As a consequence of the *Economic and Financial Statement* issued by the Premier in February 2006, certain historic properties were transferred to the Historic Houses Trust. These properties were Tusculum at Potts Point, Glenfield at Casula and Exeter Farm at Blacktown. Tusculum is leased to the Royal Institute of Architects, Glenfield will be leased shortly and Exeter Farm will be conserved and placed out to the market place, within the guidelines of the Endangered Houses Fund.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses in 2008-09 are estimated at \$28.1 million including \$3.7 million for maintenance work to properties in accordance with the Government's policy on heritage asset management and to continue a range of exhibitions and publications.

Capital Expenditure

Total capital expenditure in 2008-09 is estimated at approximately \$3.6 million including:

- ◆ \$2.2 million for Rouse Hill House and Farm – Education Facility
- ◆ approximately \$1 million for the replacement of the air conditioning plant at Hyde Park Barracks Museum and
- ◆ \$420,000 for collections acquisition and the replacement and upgrade of computers, plant and equipment.

ART GALLERY OF NEW SOUTH WALES

The Art Gallery of New South Wales is one of Australia's leading cultural institutions that, on behalf of the NSW community, collects, conserves, interprets and displays works of art with a special emphasis on the artistic traditions of Australia and our neighbouring regions. Governing legislation is the *Art Gallery of New South Wales Act 1980*.

RESULTS AND SERVICES

The Art Gallery of New South Wales seeks to contribute to sustaining and enriching the cultural wellbeing of the NSW community by working towards the following results:

- ◆ The NSW community has access to both the art collections and heritage building (which meets international museum standards for display and storage of art works).
- ◆ People better understand and value their cultural heritage and wealth embodied in the gallery's art collections and heritage building.
- ◆ Art collections are enhanced and conserved, keeping them vibrant and available for presentation now, and for future generations.

Key services provided by the gallery that contribute to these results include:

- ◆ collecting the best works of art available to provide an enduring representation of the visual arts of our time
- ◆ initiating quality exhibitions and art publications
- ◆ maintenance of an iconic heritage building for free daily public access as this State's premier art museum
- ◆ engaging people in the life of the gallery through inspiring education activities, enjoyable communal and family programs, and membership opportunities and
- ◆ encouraging private benefaction and corporate sector sponsorship to further support a prosperous cultural life for the people of New South Wales.

The key services provided by the Art Gallery and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		The NSW community has daily access to the collection and heritage building	People's knowledge and understanding of art has increased	The collection remains vibrant and relevant to our times
Heritage Building & Art Collection Maintenance and Presentation	23.9	✓		
Art Exhibitions, Acquisition and Visitor Services Programs	15.7		✓	✓
Total Expenses Excluding Losses	39.6			

RECENT ACHIEVEMENTS

Over the past five years total expenses have increased from \$33.9 million in 2003-04 to an estimated \$40.5 million for 2007-08. This amount includes a \$4.5 million abnormal revenue item being the transfer of proceeds from the sale of a property bequeathed to the Art Gallery of New South Wales Foundation in accordance with the benefactor's wishes. The gallery recently accepted one of Australia's most significant philanthropic gifts - the John Kaldor Collection valued at over \$35 million. The gallery's permanent art collections have continued to be enhanced.

STRATEGIC DIRECTIONS

The gallery's continuing main strategic objective is to operate an energetic and accessible arts institution that plays a vital part in Sydney's cultural life.

2008-09 BUDGET INITIATIVES

Total Expenses

Operating expenses for the forthcoming year are budgeted at \$39.6 million. The gallery's major summer exhibition will be *Claude Monet*. The *Archibald Prize* will again tour to regional galleries in New South Wales.

Capital Expenditure

Total capital expenditure in 2008-09 is estimated at \$18.4 million. This includes:

- ◆ \$12.1 million for a new fine arts collection storage facility, an upgraded loading dock and the refurbishment of display space for contemporary and modern art. This 4 year building project has a total cost to NSW Government of \$27.6 million.
- ◆ \$4.3 million being: \$2.4 million for on-going heritage building maintenance; \$1.5 million for one-off building maintenance projects; and \$400,000 minor works.
- ◆ \$2 million from private funding for the on-going acquisition of works of art.

NEW SOUTH WALES FILM AND TELEVISION OFFICE

The New South Wales Film and Television Office fosters and facilitates creative excellence and commercial growth in the film and television industry in New South Wales.

RESULTS AND SERVICES

The Office is working towards the following results:

- ◆ Industry achieves improved sustainability by participation in projects that are likely to be commercially successful.
- ◆ Increased public interest in film and the development of an informed and critical audiences in metropolitan and regional areas.
- ◆ New South Wales becomes a preferred choice for local and international filming.

Key services provided by the Office that contribute to these results include:

- ◆ providing production attraction advisory services and marketing New South Wales as a filming destination
- ◆ developing film makers through workshops, script development grants and traineeship schemes and
- ◆ providing grants for industry and audience development and regional film making.

The key services provided by the NSW Film and Television Office and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Industry achieves improved sustainability	More informed and critical audiences in metropolitan and regional areas	NSW becomes a preferred choice for local and international filming
Development	4.9	✓	✓	
Finance and Investment	4.6	✓		✓
Production Attraction and Support	0.7	✓		✓
Total Expenses Excluding Losses	10.2			

RECENT DEVELOPMENTS

There has been continuing strong demand for production investment funds for film and television programs in New South Wales. The Office has provided production investment funding of \$3.6 million in 2003-04, \$4.0 million in 2004-05, \$4.3 million in 2005-06, \$3.6 million in 2006-07 and projected funding in 2007-08 of \$3.9 million.

STRATEGIC DIRECTIONS

Key priorities of the Office are:

- ◆ the promotion of employment, investment and export growth and a commitment to quality, innovation and local identity and
- ◆ initiatives to promote a viable industry through development of business skills and local talent.

The Office's Aurora script development program remains central to its strategy of improving the quality and production-readiness of scripts.

The Office has led in initiatives that build business skills of established filmmakers, promote enterprise sustainability and ensure greater visibility in the international marketplace for Australian projects and companies. These include Enterprise Tasman, currently being reviewed in conjunction with other states, and Hothouse, a business skills scheme for documentary producers run in association with Film Australia.

The Office continues to be instrumental in gaining access for New South Wales projects to invitation only international financing markets such as No Borders in New York and Cinemart in Rotterdam.

The Office will review its directions and priorities in 2008-09 as part of a strategic review.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for the Office for 2008-09 are estimated at \$10.2 million. Major activities to be funded include:

- ◆ \$3.6 million for production investment
- ◆ \$1.4 million for industry and skills development
- ◆ \$1.2 million for script and project development and
- ◆ \$400,00 for Regional Filming Fund.

Capital Expenditure

Total capital expenditure in 2008-09 is estimated at \$44,000 for minor works to improve and replace office equipment.

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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38 DEPARTMENT OF PLANNING

38.1 Strategy and Policy Development

Service Description: This service group covers the setting of strategic policy for land use management and infrastructure across NSW. Develops state environmental planning policies, environmental plans for Sydney metropolitan, regional and rural NSW. Reviews legislation and develops efficient plan-making systems.

Linkage to Results: This service group contributes to developing a strong and detailed strategic framework to guide land release, infrastructure and natural resource priorities in NSW by working towards a range of intermediate results that including the following:

- ◆ residential and employment growth aligns with infrastructure investment and the protection of valued natural resources
- ◆ land supply and housing supply mix meets demand
- ◆ state agency planning and capital expenditure is led by planning strategies and
- ◆ efficient and streamlined planning systems and assessment processes for major and local development.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Regional and sub regional strategies completed	no.	n.a.	5	14	17	18
Local councils preparing new local plans:						
Commenced	no.	36	77	70	100	129
On exhibition	no.	...	1	40	10	50
Gazetted	no.	n.a.	...	20	1	16
Metropolitan strategy actions implemented	%	50	85	90	87	93
<u>Employees:</u>	EFT	212	212	176	176	147

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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38 DEPARTMENT OF PLANNING**

38.1 Strategy and Policy Development (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	17,556	21,495	17,064
NET COST OF SERVICES	15,779	14,252	10,451
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CAPITAL EXPENDITURE	425	384	425

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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38 DEPARTMENT OF PLANNING

38.2 Major Development Assessment and Strategy Implementation

Service Description: This service group covers assessment and development approvals for major projects and infrastructure development to secure economic, employment and environmental outcomes. Delivering major decisions on state significant sites, land release and employment. Develop active partnerships with local government to review Local Environmental Plans to ensure consistency with the state-wide strategic framework. Provide specialist programs and advice for the release of employment and residential land.

Linkage to Results: This service group contributes to effective assessment process and strategy implementation which drives sustainable growth and prosperity across NSW by working towards a range of intermediate results that include the following:

- ◆ effective land use, planning and development controls
- ◆ increased level of job creation
- ◆ increased level of capital investment
- ◆ effective and timely assessment of major projects and infrastructure proposals and
- ◆ local councils have support and capability to prepare local plans and assess development proposals.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Major project applications lodged	no.	289	261	250	250	260
Major projects determined by Minister under Part 3A and other Legislative requirements	no.	350	319	320	330	330
Determinations of major project applications:						
0-3 months	%	35	35	35	35	35
3-6 months	%	60	60	60	60	60
over 6 months	%	5	5	5	5	5
<u>Employees:</u>	EFT	161	161	161	161	198

MINISTER FOR PLANNING, MINISTER FOR REDFERN
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38 DEPARTMENT OF PLANNING

38.2 Major Development Assessment and Strategy Implementation (cont)

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	81,069	69,419	80,086
Total expenses include the following:			
Grants, subsidies and other payments	39,031	25,531	34,314
NET COST OF SERVICES	49,223	42,402	52,973
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CAPITAL EXPENDITURE	3,320	3,320	3,320

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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38 DEPARTMENT OF PLANNING

38.3 Heritage Planning and Policy

Service Description: This service group covers heritage planning and policy which identifies and assesses the heritage of NSW. Provides resources for the promotion and management of heritage conservation and implements regulatory arrangements.

Linkage to Results: This service group contributes to growth and development aligned with conserving our heritage assets by working towards a range of intermediate results that include the following:

- ◆ natural and cultural heritage is identified, conserved and valued as a contributor to improved environments
- ◆ NSW's heritage identified, managed and conservation supported and
- ◆ heritage management and conservation is integrated with Local Environmental Plans.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Development applications and permits processed annually	no.	593	648	680	700	700
Items included on the State Heritage Register	no.	15	22	10	8	12
Heritage projects supported	no.	287	192	230	248	275
<u>Employees:</u>	EFT	43	43	43	36	36

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	9,606	8,097	6,803
Total expenses include the following:			
Grants for heritage projects	2,597	2,597	2,662
NET COST OF SERVICES	8,610	8,338	6,550
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CAPITAL EXPENDITURE	19	60	19

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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38 DEPARTMENT OF PLANNING

38.4 Personnel Services

Service Description: This service group covers personnel services that are provided to the Minister Administering the Environmental Planning and Assessment Act, Hunter Development Corporation, Growth Centres Commission and the Western Sydney Parklands Trust.

Linkage to Results: This service group provides personnel services to selected agencies as part of the State's WorkChoices insulation legislation.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Minister Administering the Environmental Planning and Assessment Act	EFT	n.a.	21	21	21	21
Hunter Development Corporation	EFT	n.a.	12	12	17	20
Growth Centres Commission	EFT	n.a.	21	40	24	30
Western Sydney Parklands Trust	EFT	n.a.	n.a.	8	1	11

2007-08		2008-09
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	9,942	7,950	12,015
NET COST OF SERVICES

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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38 DEPARTMENT OF PLANNING

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	56,663	54,262	56,840
Other operating expenses	13,026	15,140	12,721
Depreciation and amortisation	1,294	869	869
Grants and subsidies	42,156	31,656	40,504
Other expenses	5,034	5,034	5,034
Total Expenses Excluding Losses	118,173	106,961	115,968
Less:			
Retained Revenue -			
Sales of goods and services	42,037	39,457	43,344
Investment income	269	1,007	353
Grants and contributions	118	118	121
Other revenue	1,550	1,650	1,589
Total Retained Revenue	43,974	42,232	45,407
Gain/(loss) on disposal of non current assets	600	600	600
Other gains/(losses)	(13)	(863)	(13)
NET COST OF SERVICES	73,612	64,992	69,974
RECURRENT FUNDING STATEMENT			
Net Cost of Services	73,612	64,992	69,974
Recurrent Services Appropriation	69,632	61,364	65,365
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	3,764	3,764	3,764
Capital Works and Services Appropriation	3,164	3,164	3,164

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38 DEPARTMENT OF PLANNING

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	1,005	4,198	3,825
Receivables	6,956	5,650	5,650
Total Current Assets	7,961	9,848	9,475
Non Current Assets -			
Receivables	1,720
Property, plant and equipment - Land and building	28,431	26,380	29,380
Plant and equipment	7,603	6,371	6,545
Intangibles	402	683	404
Total Non Current Assets	38,156	33,434	36,329
Total Assets	46,117	43,282	45,804
LIABILITIES -			
Current Liabilities -			
Payables	8,657	5,198	5,198
Provisions	5,470	5,254	5,254
Other	130
Total Current Liabilities	14,257	10,452	10,452
Non Current Liabilities -			
Provisions	986	887	887
Total Non Current Liabilities	986	887	887
Total Liabilities	15,243	11,339	11,339
NET ASSETS	30,874	31,943	34,465
EQUITY			
Accumulated funds	30,874	31,943	34,465
TOTAL EQUITY	30,874	31,943	34,465

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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38 DEPARTMENT OF PLANNING

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	52,946	50,770	52,873
Grants and subsidies	42,156	31,656	40,504
Other	18,360	27,926	18,625
Total Payments	113,462	110,352	112,002
Receipts			
Sale of goods and services	42,024	38,825	43,331
Interest	269	974	353
Other	1,668	3,279	2,580
Total Receipts	43,961	43,078	46,264
NET CASH FLOWS FROM OPERATING ACTIVITIES	(69,501)	(67,274)	(65,738)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	600	600	600
Purchases of property, plant and equipment	(3,764)	(3,764)	(3,764)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(3,164)	(3,164)	(3,164)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	69,632	61,364	65,365
Capital appropriation	3,164	3,164	3,164
Cash transfers to Consolidated Fund	...	(7,908)	...
NET CASH FLOWS FROM GOVERNMENT	72,796	56,620	68,529
NET INCREASE/(DECREASE) IN CASH	131	(13,818)	(373)
Opening Cash and Cash Equivalents	874	18,016	4,198
CLOSING CASH AND CASH EQUIVALENTS	1,005	4,198	3,825

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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38 DEPARTMENT OF PLANNING**

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
CASH FLOW STATEMENT (cont)			
CASH FLOW RECONCILIATION			
Net cost of services	(73,612)	(64,992)	(69,974)
Non cash items added back	5,165	4,740	4,836
Change in operating assets and liabilities	(1,054)	(7,022)	(600)
Net cash flow from operating activities	(69,501)	(67,274)	(65,738)

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS**
39 DEPARTMENT OF THE ARTS, SPORT AND RECREATION

39.1 Arts Industry Development

Service Description: This service group covers development of the arts industry, primarily through providing grants to cultural organisations.

Linkage to Results: This service group contributes to a sustainable arts industry, world class standards of performance in the arts, stronger community cohesion and improved health and wellbeing by working towards a range of intermediate results that include the following:

- ◆ increased participation and opportunities in the arts
- ◆ creative and diverse arts practice and facilities to support the development of artists
- ◆ appropriate and equitably distributed arts facilities and venues and
- ◆ an effective and well managed arts industry.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Arts organisations supported in partnership with federal and local governments	no.	120	120	120	120	120
Grants for Indigenous arts	%	3	3	3	3	3
Grants for Western Sydney	%	8	9	9	9	9
Grants for children and youth	%	4	5	5	5	5
<u>Employees:</u>	EFT	45	44	44	44	45

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	256,849	278,007	274,282
Total expenses include the following:			
Grants to State cultural institutions	211,852	221,507	228,009
Grants to the Arts sector	38,134	46,738	37,086
NET COST OF SERVICES	255,574	276,411	272,341
<hr/>			
CAPITAL EXPENDITURE	29	29	193

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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39 DEPARTMENT OF THE ARTS, SPORT AND RECREATION

39.2 Arts Accommodation Development

Service Description: This service group covers providing arts accommodation, primarily through Arts NSW managed properties.

Linkage to Results: This service group contributes to world class standards of performance in the arts, stronger community cohesion and improved health and wellbeing by working towards a range of intermediate results that include the following:

- ◆ appropriate and equitably distributed arts facilities and venues
- ◆ creative and diverse arts facilities to support the development of artists and
- ◆ increased participation and opportunities in the arts.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Cost per m ² of maintaining arts accommodation	\$	28.80	26.16	30.00	30.00	30.00
Occupancy rate by arts tenants	%	86	90	90	92	95
<u>Employees:</u>	EFT	2	2	2	2	2

—————2007-08—————		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	4,323	4,600	4,581
NET COST OF SERVICES	2,823	2,931	2,845
<hr/>			
CAPITAL EXPENDITURE	1,762	1,762	2,933

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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39 DEPARTMENT OF THE ARTS, SPORT AND RECREATION

39.3 Regulatory Framework for the Liquor, Gaming, Racing and Charity Industries

Service Description: This service group covers implementation of the regulatory framework for the liquor, gaming, racing and charity industries. Services include harm reduction programs to assist people with alcohol and gambling abuse problems, and partnerships between government and stakeholders to enhance services.

Linkage to Results: This service group contributes to sustainable sport and recreation and hospitality industries, improved health and wellbeing and stronger community cohesion by working towards a range of intermediate results that include the following:

- ◆ ethically and responsibly conducted sport and recreation and hospitality industries and
- ◆ effective and well managed sport and recreation and hospitality industries.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Licensed venues audited or reviewed	%	75	75	75	75	75
Online licence applications	%	75	75	75	75	75
Workshops conducted in Liquor Accord areas	no.	n.a.	n.a.	n.a.	n.a.	45
Podcasts on best practice Liquor Accords	no.	n.a.	n.a.	n.a.	n.a.	10
<u>Employees:</u>	EFT	171	168	166	162	175

—2007-08—	2008-09
Budget	Budget
\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	20,805	25,031	23,840
NET COST OF SERVICES	18,378	19,457	18,671
<hr/>			
CAPITAL EXPENDITURE	308	308	708

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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39 DEPARTMENT OF THE ARTS, SPORT AND RECREATION

39.4 Liquor, Gaming and Racing Funding and Information Services

Service Description: This service group covers providing information and education services to support industry self-compliance, promoting best practice and an informed and engaged customer base, and funding industry to promote its sustainability and support harm minimisation services.

Linkage to Results: This service group contributes to sustainable sport and recreation and hospitality industries and improved health and wellbeing by working towards ethically and responsibly conducted sport and recreation and hospitality industries.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
Individuals reporting a decrease in gambling problems up to 6 months after accessing responsible gambling fund treatment services	%	n.a.	85.7	> 80.0	> 80.0	> 80.0
<u>Employees:</u>	EFT	54	53	53	51	55

2007-08		2008-09 Budget
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	20,403	24,154	26,256
Total expenses include the following:			
Grants from Responsible Gambling Fund	12,200	13,190	13,682
NET COST OF SERVICES	16,693	21,335	23,376
<hr/>			
CAPITAL EXPENDITURE	308	308	4,706

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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39 DEPARTMENT OF THE ARTS, SPORT AND RECREATION

39.5 Sport and Recreation Sector Development

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 in New South Wales.

Linkage to Results: This service group contributes to a sustainable sport and recreation industry, world class standards of performance in sports, stronger community cohesion and improved health and wellbeing by working towards a range of intermediate results that include the following:

- ◆ increased participation and opportunities in sport and recreation
- ◆ effective and well managed sport and recreation industry
- ◆ responsibly conducted sport and recreation industry and
- ◆ appropriate facilities available to support the development of athletes.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Participants in industry education and training workshops and conferences	no.	8,000	8,300	8,400	8,400	8,500
Grants to industry organisations	\$m	4.7	4.7	5.0	5.0	5.0
Participants in NSW Sport and Recreation Centre programs	no.	182,237	183,160	184,000	184,000	185,000
<u>Employees:</u>	EFT	320	310	305	312	308

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	70,537	63,202	64,638
NET COST OF SERVICES	40,290	35,463	36,149
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CAPITAL EXPENDITURE	13,474	13,474	16,064

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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39 DEPARTMENT OF THE ARTS, SPORT AND RECREATION

39.6 Sports Facility Development

Service Description: This service group covers the administration of grants programs to assist in the development of community sporting and recreational venues and facilities, and managing government owned or controlled sporting and recreation facilities.

Linkage to Results: This service group contributes to world class standards of performance in sports, stronger community cohesion, improved health and wellbeing and sustainable sport and recreation industry by working towards a range of intermediate results that include the following:

- ◆ appropriate and equitably distributed sport and recreation facilities and venues
- ◆ effective and well managed sport and recreation industry and
- ◆ increased participation and opportunities in sport and recreation.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Community sports and recreation facilities completed where grants were provided:						
Number	no.	259	569	400	400	400
Total value	\$m	13.7	24.9	18.0	18.0	18.0
<u>Employees:</u>	EFT	48	46	46	47	46

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	46,177	95,885	45,507
Total expenses include the following:			
Grant to NSW Institute of Sport	9,240	8,319	8,527
Grant to Parramatta Park Trust	1,252	1,252	1,283
Grant to World Masters Games	1,416	1,429	1,211
Grant to Centennial Park and Moore Park Trust	6,405	6,574	6,125
Grant to Sydney Cricket and Sports Ground Trust	...	25,000	...

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39 DEPARTMENT OF THE ARTS, SPORT AND RECREATION

39.6 Sports Facility Development (cont)

FINANCIAL INDICATORS (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
Grant to Hunter International Sports Centre Trust	...	20,000	...
Grants from Sport and Recreation Fund	20,378	23,962	18,769
NET COST OF SERVICES	43,932	91,740	41,250
CAPITAL EXPENDITURE	4,038	4,038	725

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39 DEPARTMENT OF THE ARTS, SPORT AND RECREATION

39.7 Personnel Services

Service Description: This service group covers providing personnel services to selected agencies as part of the State WorkChoices insulation legislation. Personnel services are provided to the Art Gallery of New South Wales, State Library of New South Wales, Sydney Opera House Trust, Australian Museum, New South Wales Film and Television Office, Historic Houses Trust of New South Wales, Museum of Applied Arts and Sciences, Centennial Park and Moore Park Trust, Parramatta Park Trust and Casino, Liquor and Gaming Control Authority.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Personnel Services						
Art Gallery of New South Wales	EFT	n.a.	213	211	211	211
State Library of New South Wales	EFT	n.a.	379	371	359	369
Sydney Opera House Trust	EFT	n.a.	437	437	437	437
Australian Museum	EFT	n.a.	235	235	236	236
New South Wales Film and Television Office	EFT	n.a.	20	20	22	21
Historic Houses Trust of New South Wales	EFT	n.a.	198	190	199	202
Museum of Applied Arts and Sciences	EFT	n.a.	358	331	312	318
Centennial Park and Moore Park Trust	EFT	n.a.	67	66	64	66
Parramatta Park Trust	EFT	n.a.	9	13	13	13
Casino, Liquor and Gaming Control Authority	EFT	n.a.	n.a.	n.a.	n.a.	46

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	155,722	165,510	172,642
NET COST OF SERVICES	6,430	10,545	8,704

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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39 DEPARTMENT OF THE ARTS, SPORT AND RECREATION**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	218,064	228,282	237,505
Other operating expenses	42,086	41,742	45,900
Depreciation and amortisation	12,489	12,019	12,349
Grants and subsidies	289,977	361,156	302,310
Other expenses	12,200	13,190	13,682
Total Expenses Excluding Losses	574,816	656,389	611,746
Less:			
Retained Revenue -			
Sales of goods and services	183,947	191,586	201,729
Investment income	2,265	3,043	3,334
Retained taxes, fees and fines	...	681	...
Grants and contributions	2,968	947	996
Other revenue	1,552	2,250	2,352
Total Retained Revenue	190,732	198,507	208,411
Other gains/(losses)	(36)	...	(1)
NET COST OF SERVICES	384,120	457,882	403,336
RECURRENT FUNDING STATEMENT			
Net Cost of Services	384,120	457,882	403,336
Recurrent Services Appropriation	362,810	430,660	374,438
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	19,919	19,919	25,329
Capital Works and Services Appropriation	19,919	19,919	25,329

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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39 DEPARTMENT OF THE ARTS, SPORT AND RECREATION**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	34,710	47,153	42,597
Receivables	21,318	26,539	27,559
Other financial assets	440	481	481
Other	2,908	1,921	1,521
Total Current Assets	59,376	76,094	72,158
Non Current Assets -			
Receivables	1,693	1,210	1,243
Other financial assets	1,925	2,283	2,283
Property, plant and equipment -			
Land and building	461,905	457,160	460,063
Plant and equipment	12,285	14,362	19,795
Intangibles	5,035	3,080	7,724
Total Non Current Assets	482,843	478,095	491,108
Total Assets	542,219	554,189	563,266
LIABILITIES -			
Current Liabilities -			
Payables	4,602	11,213	10,795
Provisions	20,969	24,746	25,767
Other	4,123	6,448	6,448
Total Current Liabilities	29,694	42,407	43,010
Non Current Liabilities -			
Provisions	1,107	787	788
Other	330
Total Non Current Liabilities	1,437	787	788
Total Liabilities	31,131	43,194	43,798

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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39 DEPARTMENT OF THE ARTS, SPORT AND RECREATION

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
<i>BALANCE SHEET (cont)</i>			
NET ASSETS	511,088	510,995	519,468
EQUITY			
Reserves	59,536	59,441	59,441
Accumulated funds	451,552	451,554	460,027
TOTAL EQUITY	511,088	510,995	519,468

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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39 DEPARTMENT OF THE ARTS, SPORT AND RECREATION**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	206,861	215,121	224,027
Grants and subsidies	289,977	361,156	302,310
Other	72,894	75,101	80,545
Total Payments	569,732	651,378	606,882
Receipts			
Sale of goods and services	182,927	191,486	200,676
Interest	2,265	3,264	3,334
Other	23,109	23,822	23,878
Total Receipts	208,301	218,572	227,888
NET CASH FLOWS FROM OPERATING ACTIVITIES	(361,431)	(432,806)	(378,994)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(19,619)	(19,619)	(19,364)
Other	(300)	(300)	(5,965)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(19,919)	(19,919)	(25,329)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	362,810	430,660	374,438
Capital appropriation	19,919	19,919	25,329
Cash transfers to Consolidated Fund	...	(175)	...
NET CASH FLOWS FROM GOVERNMENT	382,729	450,404	399,767
NET INCREASE/(DECREASE) IN CASH	1,379	(2,321)	(4,556)
Opening Cash and Cash Equivalents	33,331	49,474	47,153
CLOSING CASH AND CASH EQUIVALENTS	34,710	47,153	42,597

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39 DEPARTMENT OF THE ARTS, SPORT AND RECREATION

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
CASH FLOW STATEMENT (cont)			
CASH FLOW RECONCILIATION			
Net cost of services	(384,120)	(457,882)	(403,336)
Non cash items added back	22,688	23,726	24,391
Change in operating assets and liabilities	1	1,350	(49)
Net cash flow from operating activities	(361,431)	(432,806)	(378,994)

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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40 SYDNEY OLYMPIC PARK AUTHORITY

40.1 Operations and Sustainability

Service Description: This service group covers developing and managing the Sydney Olympic Park precinct. This includes the control and definition of statutory plans, designs and building standards and the specification and delivery of works and services required to develop and maintain the precinct.

Linkage to Results: This service group contributes to growing prosperity across New South Wales and providing an improved environment for living by working towards a range of intermediate results that include the following:

- ◆ facilitating private sector investment in the precinct
- ◆ maintaining Sydney Olympic Park as a major events precinct
- ◆ managing Sydney Olympic Park's world class water recycling system
- ◆ achieving sustainable urban development outcomes and
- ◆ accommodating new jobs closer to home.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Cost of services per venue event day	\$000	n.a.	19	19	19	19
Cost of services per ha of public domain areas	\$000	n.a.	19	20	20	20
Cost of services per ha of remediated land areas	\$000	n.a.	13	13	13	13
Cost of services per event day	\$000	n.a.	32	29	29	27
<u>Employees:</u>	EFT	90	90	88	77	77

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	61,468	60,416	61,332
NET COST OF SERVICES	58,762	57,710	58,948
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CAPITAL EXPENDITURE	25,425	18,454	13,800

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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40 SYDNEY OLYMPIC PARK AUTHORITY

40.2 Marketing and Communications

Service Description: This service group covers the strategic development and implementation of the Sydney Olympic Park brand. Key market segments include leisure, business and corporate events, tourism, education, sport and young people.

Linkage to Results: This service group contributes to growing prosperity across New South Wales and providing an improved environment for living by working towards a range of intermediate results that include the following:

- ◆ increasing visitation to Sydney Olympic Park
- ◆ establishing a social hub for arts and culture and
- ◆ increasing participation in sport and cultural activities.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Direct marketing cost per visitor	\$	0.96	0.83	0.99	0.93	0.80
Sydney Olympic Park brand health index	%	51.9	57.8	60.7	60.7	63.0
Consumer database	thous	21	31	37	37	43
<u>Employees:</u>	EFT	27	28	27	24	24

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	8,549	8,249	7,184
NET COST OF SERVICES	7,503	7,203	6,144

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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40 SYDNEY OLYMPIC PARK AUTHORITY

40.3 Commercial

Service Description: This service group covers the sale and development of Sydney Olympic Park Authority's land holdings, generating revenue from property assets (eg car parking income and lease rentals) and managing government owned sports venues.

Linkage to Results: This service group contributes to growing prosperity across New South Wales and providing an improved environment for living by working towards a range of intermediate results that include the following:

- ◆ facilitating private sector investment in Sydney Olympic Park
- ◆ improving the Government's return on investment in Sydney Olympic Park and
- ◆ playing a key role in absorbing Sydney's population growth.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Ratio of revenue to expenditure	%	40	44	44	44	46
Car parking revenue	\$m	9.1	9.6	9.5	10.6	11.2
People participating in sporting activities (excluding ANZ Stadium)	mill	1.8	1.9	2.0	2.0	2.2
<u>Employees:</u> *	EFT	26	72	77	75	75

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	40,329	40,207	39,688
NET COST OF SERVICES	(12,656)	(13,896)	(18,514)
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CAPITAL EXPENDITURE	3,500	2,061	4,062

* Includes employees for the Aquatic and Athletics Centres from 2006-07 and employees for the Archery Centre from 2007-08.

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40 SYDNEY OLYMPIC PARK AUTHORITY**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	21,010	20,533	19,185
Other operating expenses	47,249	46,288	47,218
Depreciation and amortisation	40,867	41,251	40,939
Grants and subsidies	800	800	862
Finance costs	420
Total Expenses Excluding Losses	110,346	108,872	108,204
Less:			
Retained Revenue -			
Sales of goods and services	29,440	28,907	32,015
Investment income	4,327	5,493	5,053
Retained taxes, fees and fines	300	300	350
Grants and contributions	911	517	1,940
Other revenue	23,551	23,886	24,652
Total Retained Revenue	58,529	59,103	64,010
Gain/(loss) on disposal of non current assets	1,008	958	...
Other gains/(losses)	(2,800)	(2,206)	(2,384)
NET COST OF SERVICES	53,609	51,017	46,578
RECURRENT FUNDING STATEMENT			
Net Cost of Services	53,609	51,017	46,578
Recurrent Services Appropriation	37,375	37,375	36,594
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	28,925	20,515	17,862
Capital Works and Services Appropriation	5,811	5,811	6,811

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40 SYDNEY OLYMPIC PARK AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	26,237	43,189	48,556
Receivables	14,291	17,646	17,077
Inventories	150	101	101
Total Current Assets	40,678	60,936	65,734
Non Current Assets -			
Receivables	146,380	146,380	139,599
Inventories	15,705	2,233	2,210
Property, plant and equipment -			
Land and building	786,752	798,636	798,892
Plant and equipment	38,310	38,841	35,857
Infrastructure systems	346,186	335,226	321,658
Other	170,020	170,021	194,490
Total Non Current Assets	1,503,353	1,491,337	1,492,706
Total Assets	1,544,031	1,552,273	1,558,440
LIABILITIES -			
Current Liabilities -			
Payables	5,364	5,406	5,523
Borrowings at amortised cost	7,000
Provisions	1,364	4,684	1,471
Other	1,627	2,947	3,072
Total Current Liabilities	15,355	13,037	10,066
Non Current Liabilities -			
Provisions	221	19	20
Other	43,818	55,622	75,253
Total Non Current Liabilities	44,039	55,641	75,273

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
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40 SYDNEY OLYMPIC PARK AUTHORITY**

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
<hr/>			
<i>BALANCE SHEET (cont)</i>			
Total Liabilities	59,394	68,678	85,339
NET ASSETS	1,484,637	1,483,595	1,473,101
EQUITY			
Reserves	270,854	283,130	283,130
Accumulated funds	1,213,783	1,200,465	1,189,971
TOTAL EQUITY	1,484,637	1,483,595	1,473,101

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40 SYDNEY OLYMPIC PARK AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	20,240	20,568	18,514
Grants and subsidies	800	800	862
Finance costs	420
Other	61,096	60,572	60,272
Total Payments	82,556	81,940	79,648
Receipts			
Sale of goods and services	29,437	31,838	32,013
Interest	4,017	5,253	4,874
Other	21,005	29,914	30,375
Total Receipts	54,459	67,005	67,262
NET CASH FLOWS FROM OPERATING ACTIVITIES	(28,097)	(14,935)	(12,386)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	19,008	19,008	...
Purchases of property, plant and equipment	(30,433)	(21,533)	(17,661)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(11,425)	(2,525)	(17,661)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings and advances	7,000
NET CASH FLOWS FROM FINANCING ACTIVITIES	7,000
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	37,375	37,375	36,594
Capital appropriation	5,811	5,811	6,811
Asset sale proceeds transferred to the Consolidated Fund Entity	(19,008)	(21,230)	(7,991)
NET CASH FLOWS FROM GOVERNMENT	24,178	21,956	35,414
NET INCREASE/(DECREASE) IN CASH	(8,344)	4,496	5,367
Opening Cash and Cash Equivalents	34,581	38,693	43,189
CLOSING CASH AND CASH EQUIVALENTS	26,237	43,189	48,556

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
40 SYDNEY OLYMPIC PARK AUTHORITY**

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
CASH FLOW STATEMENT (cont)			
CASH FLOW RECONCILIATION			
Net cost of services	(53,609)	(51,017)	(46,578)
Non cash items added back	18,523	18,940	17,140
Change in operating assets and liabilities	6,989	17,142	17,052
Net cash flow from operating activities	(28,097)	(14,935)	(12,386)

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS**

**MINISTER ADMINISTERING THE ENVIRONMENTAL PLANNING AND
ASSESSMENT ACT**

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	5,600	6,200	5,500
Investment income	850	850	350
Retained taxes, fees and fines	6,544	6,544	6,740
Grants and contributions	26,034	12,534	29,143
Other revenue	19,064	2,600	9,080
Total Retained Revenue	58,092	28,728	50,813
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	455	455	455
Other operating expenses	14,579	31,354	66,301
Depreciation and amortisation	...	1	...
Grants and subsidies	13,545	13,445	99,417
Finance costs	18,630	14,630	33,058
Total Expenses Excluding Losses	47,209	59,885	199,231
Gain/(loss) on disposal of non current assets	5,000	39,346	73,734
SURPLUS/(DEFICIT)	15,883	8,189	(74,684)

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS**
**MINISTER ADMINISTERING THE ENVIRONMENTAL PLANNING AND
ASSESSMENT ACT**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	46,758	47,153	183,293
Receivables	7,001	6,031	6,031
Other	34	43	43
Total Current Assets	53,793	53,227	189,367
Non Current Assets -			
Other financial assets	3,074	3,074	6,849
Property, plant and equipment - Land and building	1,341,050	1,187,554	1,277,205
Total Non Current Assets	1,344,124	1,190,628	1,284,054
Total Assets	1,397,917	1,243,855	1,473,421
LIABILITIES -			
Current Liabilities -			
Payables	25,476	5,983	5,983
Borrowings at amortised cost	105,540	46,300	100,500
Provisions	187	250	250
Other	236	15,498	15,498
Total Current Liabilities	131,439	68,031	122,231
Non Current Liabilities -			
Borrowings at amortised cost	305,818	185,200	435,250
Provisions	...	1	1
Other	1	174	174
Total Non Current Liabilities	305,819	185,375	435,425
Total Liabilities	437,258	253,406	557,656
NET ASSETS	960,659	990,449	915,765

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS**
**MINISTER ADMINISTERING THE ENVIRONMENTAL PLANNING AND
ASSESSMENT ACT**

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
<hr/>			
BALANCE SHEET (cont)			
EQUITY			
Reserves	632,643	522,447	522,447
Accumulated funds	328,016	468,002	393,318
TOTAL EQUITY	<hr/> 960,659	<hr/> 990,449	<hr/> 915,765

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS**
**MINISTER ADMINISTERING THE ENVIRONMENTAL PLANNING AND
ASSESSMENT ACT**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	3,542	4,142	5,500
Interest	850	850	350
Other	52,637	22,673	45,958
Total Receipts	57,029	27,665	51,808
Payments			
Employee related	455	455	455
Grants and subsidies	8,545	8,445	10,417
Finance costs	18,630	14,630	33,058
Other	33,311	50,086	67,296
Total Payments	60,941	73,616	111,226
NET CASH FLOWS FROM OPERATING ACTIVITIES	(3,912)	(45,951)	(59,418)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	50,000	84,346	127,734
Purchases of property, plant and equipment	(308,514)	(129,514)	(232,651)
Advances made	(3,074)	(3,074)	(3,775)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(261,588)	(48,242)	(108,692)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings and advances	268,000	97,069	304,250
NET CASH FLOWS FROM FINANCING ACTIVITIES	268,000	97,069	304,250
NET INCREASE/(DECREASE) IN CASH	2,500	2,876	136,140
Opening Cash and Cash Equivalents	44,258	44,277	47,153
CLOSING CASH AND CASH EQUIVALENTS	46,758	47,153	183,293

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS**

**MINISTER ADMINISTERING THE ENVIRONMENTAL PLANNING AND
ASSESSMENT ACT**

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
CASH FLOW STATEMENT (cont)			
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	15,883	8,189	(74,684)
Non cash items added back	5,000	5,001	89,000
Change in operating assets and liabilities	(24,795)	(59,141)	(73,734)
Net cash flow from operating activities	(3,912)	(45,951)	(59,418)

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
GROWTH CENTRES COMMISSION**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Investment income	50	259	113
Grants and contributions	6,000	6,000	8,096
Total Retained Revenue	6,050	6,259	8,209
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	1,440	1,640	1,636
Other operating expenses	12,793	12,436	14,369
Depreciation and amortisation	39	196	225
Finance costs	420	420	1,144
Total Expenses Excluding Losses	14,692	14,692	17,374
SURPLUS/(DEFICIT)	(8,642)	(8,433)	(9,165)

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
GROWTH CENTRES COMMISSION**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	3,756	6,301	4,308
Receivables	140	131	187
Total Current Assets	3,896	6,432	4,495
Non Current Assets -			
Property, plant and equipment -			
Land and building	16	901	708
Plant and equipment	32	105	96
Total Non Current Assets	48	1,006	804
Total Assets	3,944	7,438	5,299
LIABILITIES -			
Current Liabilities -			
Payables	1,188	3,199	3,356
Provisions	111	457	576
Total Current Liabilities	1,299	3,656	3,932
Non Current Liabilities -			
Borrowings at amortised cost	14,000	14,000	20,750
Total Non Current Liabilities	14,000	14,000	20,750
Total Liabilities	15,299	17,656	24,682
NET ASSETS	(11,355)	(10,218)	(19,383)
EQUITY			
Accumulated funds	(11,355)	(10,218)	(19,383)
TOTAL EQUITY	(11,355)	(10,218)	(19,383)

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
GROWTH CENTRES COMMISSION**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Interest	50	259	113
Other	6,000	6,130	8,080
Total Receipts	6,050	6,389	8,193
Payments			
Employee related	1,440	1,337	1,619
Finance costs	420	420	1,144
Other	13,259	12,071	14,150
Total Payments	15,119	13,828	16,913
NET CASH FLOWS FROM OPERATING ACTIVITIES	(9,069)	(7,439)	(8,720)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	...	(1,109)	(23)
NET CASH FLOWS FROM INVESTING ACTIVITIES	...	(1,109)	(23)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings and advances	9,000	9,027	6,750
NET CASH FLOWS FROM FINANCING ACTIVITIES	9,000	9,027	6,750
NET INCREASE/(DECREASE) IN CASH	(69)	479	(1,993)
Opening Cash and Cash Equivalents	3,825	5,822	6,301
CLOSING CASH AND CASH EQUIVALENTS	3,756	6,301	4,308
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(8,642)	(8,433)	(9,165)
Non cash items added back	39	196	225
Change in operating assets and liabilities	(466)	798	220
Net cash flow from operating activities	(9,069)	(7,439)	(8,720)

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
HUNTER DEVELOPMENT CORPORATION**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	4,094	2,644	8,041
Investment income	201	386	1,960
Grants and contributions	25	849	1,551
Other revenue	...	12,003	11,006
Total Retained Revenue	4,320	15,882	22,558
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Other operating expenses	4,624	15,858	18,182
Depreciation and amortisation	41	36	39
Grants and subsidies	3,445	2,652	4,590
Finance costs	223	67	430
Total Expenses Excluding Losses	8,333	18,613	23,241
SURPLUS/(DEFICIT)	(4,013)	(2,731)	(683)

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
HUNTER DEVELOPMENT CORPORATION**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	4	8	8
Receivables	88	1,579	1,388
Inventories	5,380	3,472	2,832
Total Current Assets	5,472	5,059	4,228
Non Current Assets -			
Inventories	9,300	12,580	12,168
Property, plant and equipment - Plant and equipment	298	296	257
Total Non Current Assets	9,598	12,876	12,425
Total Assets	15,070	17,935	16,653
LIABILITIES -			
Current Liabilities -			
Payables	913	906	833
Borrowings at amortised cost	3,566	3,047	3,577
Provisions	353	164	129
Other	...	1,926	905
Total Current Liabilities	4,832	6,043	5,444
Non Current Liabilities -			
Other	12	53	53
Total Non Current Liabilities	12	53	53
Total Liabilities	4,844	6,096	5,497
NET ASSETS	10,226	11,839	11,156
EQUITY			
Accumulated funds	10,226	11,839	11,156
TOTAL EQUITY	10,226	11,839	11,156

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
HUNTER DEVELOPMENT CORPORATION**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	4,176	2,435	8,213
Interest	201	386	1,960
Other	25	12,852	12,557
Total Receipts	4,402	15,673	22,730
Payments			
Grants and subsidies	3,445	2,652	4,590
Finance costs	223	67	430
Other	4,820	17,484	18,240
Total Payments	8,488	20,203	23,260
NET CASH FLOWS FROM OPERATING ACTIVITIES	(4,086)	(4,530)	(530)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings and advances	3,566	3,047	530
NET CASH FLOWS FROM FINANCING ACTIVITIES	3,566	3,047	530
NET INCREASE/(DECREASE) IN CASH	(520)	(1,483)	...
Opening Cash and Cash Equivalents	524	1,491	8
CLOSING CASH AND CASH EQUIVALENTS	4	8	8
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(4,013)	(2,731)	(683)
Non cash items added back	41	36	39
Change in operating assets and liabilities	(114)	(1,835)	114
Net cash flow from operating activities	(4,086)	(4,530)	(530)

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS**

LUNA PARK RESERVE TRUST

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	1,339	1,423	1,353
Investment income	40	36	25
Total Retained Revenue	1,379	1,459	1,378
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Other operating expenses	1,368	1,612	1,512
Depreciation and amortisation	579	466	466
Total Expenses Excluding Losses	1,947	2,078	1,978
SURPLUS/(DEFICIT)	(568)	(619)	(600)

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS**

LUNA PARK RESERVE TRUST

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	755	402	253
Receivables	1,110	127	945
Total Current Assets	1,865	529	1,198
Non Current Assets -			
Receivables	1,606	1,960	350
Property, plant and equipment - Land and building	17,452	18,839	18,614
Infrastructure systems	6,750	6,975	6,734
Total Non Current Assets	25,808	27,774	25,698
Total Assets	27,673	28,303	26,896
LIABILITIES -			
Current Liabilities -			
Payables	916	2,149	1,005
Total Current Liabilities	916	2,149	1,005
Non Current Liabilities -			
Other	1,606	13	350
Total Non Current Liabilities	1,606	13	350
Total Liabilities	2,522	2,162	1,355
NET ASSETS	25,151	26,141	25,541
EQUITY			
Reserves	14,421	15,906	15,906
Accumulated funds	10,730	10,235	9,635
TOTAL EQUITY	25,151	26,141	25,541

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS**

LUNA PARK RESERVE TRUST

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	1,339	1,423	1,353
Interest	40	36	25
Other	910	965	980
Total Receipts	2,289	2,424	2,358
Payments			
Other	2,277	2,569	3,307
Total Payments	2,277	2,569	3,307
NET CASH FLOWS FROM OPERATING ACTIVITIES	12	(145)	(949)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	800
NET CASH FLOWS FROM INVESTING ACTIVITIES	800
NET INCREASE/(DECREASE) IN CASH	12	(145)	(149)
Opening Cash and Cash Equivalents	743	547	402
CLOSING CASH AND CASH EQUIVALENTS	755	402	253
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(568)	(619)	(600)
Non cash items added back	579	466	466
Change in operating assets and liabilities	1	8	(815)
Net cash flow from operating activities	12	(145)	(949)

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS**

STATE SPORTS CENTRE TRUST

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	3,599	3,912	3,967
Investment income	80	90	75
Grants and contributions	1,140	1,139	1,145
Other revenue	42	42	44
Total Retained Revenue	4,861	5,183	5,231
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	2,325	2,569	2,570
Other operating expenses	2,121	2,325	2,274
Depreciation and amortisation	636	653	563
Total Expenses Excluding Losses	5,082	5,547	5,407
Gain/(loss) on disposal of non current assets	...	12	...
SURPLUS/(DEFICIT)	(221)	(352)	(176)

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS**

STATE SPORTS CENTRE TRUST

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	709	280	355
Receivables	611	560	579
Other financial assets	900	1,132	1,407
Inventories	11	11	12
Total Current Assets	2,231	1,983	2,353
Non Current Assets -			
Property, plant and equipment -			
Land and building	615	634	397
Plant and equipment	1,149	1,228	955
Other	172	201	181
Total Non Current Assets	1,936	2,063	1,533
Total Assets	4,167	4,046	3,886
LIABILITIES -			
Current Liabilities -			
Payables	636	463	463
Provisions	487	514	527
Other	292	237	239
Total Current Liabilities	1,415	1,214	1,229
Non Current Liabilities -			
Borrowings at amortised cost	2	77	77
Provisions	18	12	13
Total Non Current Liabilities	20	89	90
Total Liabilities	1,435	1,303	1,319
NET ASSETS	2,732	2,743	2,567
EQUITY			
Reserves	747	747	747
Accumulated funds	1,985	1,996	1,820
TOTAL EQUITY	2,732	2,743	2,567

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS**

STATE SPORTS CENTRE TRUST

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	3,482	3,797	3,951
Interest	80	90	75
Other	1,274	1,273	1,281
Total Receipts	4,836	5,160	5,307
Payments			
Employee related	2,286	2,531	2,536
Other	2,205	2,523	2,368
Total Payments	4,491	5,054	4,904
NET CASH FLOWS FROM OPERATING ACTIVITIES	345	106	403
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	...	38	...
Purchases of property, plant and equipment	(50)	(173)	(53)
Purchases of investments	(50)	(70)	(275)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(100)	(205)	(328)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings and advances	...	84	...
Repayment of borrowings and advances	(13)	(22)	...
NET CASH FLOWS FROM FINANCING ACTIVITIES	(13)	62	...
NET INCREASE/(DECREASE) IN CASH	232	(37)	75
Opening Cash and Cash Equivalents	477	317	280
CLOSING CASH AND CASH EQUIVALENTS	709	280	355
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(221)	(352)	(176)
Non cash items added back	636	653	563
Change in operating assets and liabilities	(70)	(195)	16
Net cash flow from operating activities	345	106	403

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS**

WESTERN SYDNEY PARKLANDS TRUST

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	1,400	506	1,100
Investment income	...	20	25
Grants and contributions	2,905	1,632	4,263
Total Retained Revenue	4,305	2,158	5,388
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Other operating expenses	4,304	1,662	5,272
Depreciation and amortisation	40	40	111
Total Expenses Excluding Losses	4,344	1,702	5,383
SURPLUS/(DEFICIT)	(39)	456	5

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS**

WESTERN SYDNEY PARKLANDS TRUST

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	425	920	636
Total Current Assets	425	920	636
Non Current Assets -			
Property, plant and equipment -			
Land and building	253,558	266,031	266,031
Infrastructure systems	2,610	6,387	10,451
Total Non Current Assets	256,168	272,418	276,482
Total Assets	256,593	273,338	277,118
LIABILITIES -			
Non Current Liabilities -			
Borrowings at amortised cost	3,074	3,074	6,849
Total Non Current Liabilities	3,074	3,074	6,849
Total Liabilities	3,074	3,074	6,849
NET ASSETS	253,519	270,264	270,269
EQUITY			
Accumulated funds	253,519	270,264	270,269
TOTAL EQUITY	253,519	270,264	270,269

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
WESTERN SYDNEY PARKLANDS TRUST**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	1,400	506	1,100
Interest	...	20	25
Other	2,905	1,632	4,263
Total Receipts	4,305	2,158	5,388
Payments			
Other	4,304	1,662	5,272
Total Payments	4,304	1,662	5,272
NET CASH FLOWS FROM OPERATING ACTIVITIES	1	496	116
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(2,650)	(2,650)	(4,175)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(2,650)	(2,650)	(4,175)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings and advances	3,074	3,074	3,775
NET CASH FLOWS FROM FINANCING ACTIVITIES	3,074	3,074	3,775
NET INCREASE/(DECREASE) IN CASH	425	920	(284)
Opening Cash and Cash Equivalents	920
CLOSING CASH AND CASH EQUIVALENTS	425	920	636
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(39)	456	5
Non cash items added back	40	40	111
Net cash flow from operating activities	1	496	116

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS**

REDFERN-WATERLOO AUTHORITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	14,629	13,928	17,474
Investment income	...	1,765	1,224
Grants and contributions	7,102	6,997	5,000
Other revenue	1,353	318	657
Total Retained Revenue	23,084	23,008	24,355
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	4,432	4,367	3,945
Other operating expenses	11,685	17,761	12,186
Depreciation and amortisation	1,088	818	1,025
Finance costs	2,594	2,944	3,656
Total Expenses Excluding Losses	19,799	25,890	20,812
Other gains/(losses)	(38)	(38)	(35)
SURPLUS/(DEFICIT)	3,247	(2,920)	3,508

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
REDFERN-WATERLOO AUTHORITY**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	28,631	27,090	25,973
Receivables	2,090	2,222	2,311
Total Current Assets	30,721	29,312	28,284
Non Current Assets -			
Investment properties	180,350	209,850	209,850
Property, plant and equipment - Plant and equipment	7,252	10,880	13,662
Intangibles	...	53	(19)
Other	86	38	38
Total Non Current Assets	187,688	220,821	223,531
Total Assets	218,409	250,133	251,815
LIABILITIES -			
Current Liabilities -			
Payables	6,194	7,490	6,069
Provisions	725	785	855
Total Current Liabilities	6,919	8,275	6,924
Non Current Liabilities -			
Borrowings at amortised cost	42,085	43,200	42,700
Provisions	75	160	185
Total Non Current Liabilities	42,160	43,360	42,885
Total Liabilities	49,079	51,635	49,809
NET ASSETS	169,330	198,498	202,006
EQUITY			
Accumulated funds	169,330	198,498	202,006
TOTAL EQUITY	169,330	198,498	202,006

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
REDFERN-WATERLOO AUTHORITY**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	14,163	14,218	17,805
Interest	...	1,765	1,224
Other	9,951	8,636	5,622
Total Receipts	24,114	24,619	24,651
Payments			
Employee related	4,357	4,184	3,850
Finance costs	2,594	2,944	3,656
Other	12,878	23,244	14,027
Total Payments	19,829	30,372	21,533
NET CASH FLOWS FROM OPERATING ACTIVITIES	4,285	(5,753)	3,118
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(13,764)	(13,294)	(3,735)
Other	...	(92)	...
NET CASH FLOWS FROM INVESTING ACTIVITIES	(13,764)	(13,386)	(3,735)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings and advances	14,300	14,895	...
Repayment of borrowings and advances	(500)
NET CASH FLOWS FROM FINANCING ACTIVITIES	14,300	14,895	(500)
NET INCREASE/(DECREASE) IN CASH	4,821	(4,244)	(1,117)
Opening Cash and Cash Equivalents	23,810	31,334	27,090
CLOSING CASH AND CASH EQUIVALENTS	28,631	27,090	25,973
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	3,247	(2,920)	3,508
Non cash items added back	1,088	818	1,025
Change in operating assets and liabilities	(50)	(3,651)	(1,415)
Net cash flow from operating activities	4,285	(5,753)	3,118

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
STATE LIBRARY OF NEW SOUTH WALES**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	1,900	1,897	1,991
Investment income	2,440	1,238	1,470
Grants and contributions	73,067	73,980	73,227
Other revenue	10	10	10
Total Retained Revenue	77,417	77,125	76,698
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Other operating expenses	42,575	43,807	42,035
Depreciation and amortisation	16,885	16,066	16,313
Grants and subsidies	23,528	23,528	23,528
Finance costs	2	1	...
Total Expenses Excluding Losses	82,990	83,402	81,876
SURPLUS/(DEFICIT)	(5,573)	(6,277)	(5,178)

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
STATE LIBRARY OF NEW SOUTH WALES**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	2,037	2,458	3,448
Receivables	1,331	1,684	1,727
Inventories	237	232	238
Total Current Assets	3,605	4,374	5,413
Non Current Assets -			
Other financial assets	17,357	17,572	17,392
Property, plant and equipment -			
Land and building	230,495	228,388	224,721
Plant and equipment	1,882,825	1,881,062	1,880,920
Infrastructure systems	...	2,058	...
Intangibles	7
Total Non Current Assets	2,130,684	2,129,080	2,123,033
Total Assets	2,134,289	2,133,454	2,128,446
LIABILITIES -			
Current Liabilities -			
Payables	3,652	3,894	3,991
Provisions	3,072	2,928	3,001
Total Current Liabilities	6,724	6,822	6,992
Non Current Liabilities -			
Other	33
Total Non Current Liabilities	33
Total Liabilities	6,757	6,822	6,992
NET ASSETS	2,127,532	2,126,632	2,121,454
EQUITY			
Reserves	518,928	518,927	518,927
Accumulated funds	1,608,604	1,607,705	1,602,527
TOTAL EQUITY	2,127,532	2,126,632	2,121,454

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
STATE LIBRARY OF NEW SOUTH WALES**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	1,898	1,897	1,985
Interest	2,440	1,238	1,469
Other	75,456	76,346	75,275
Total Receipts	79,794	79,481	78,729
Payments			
Grants and subsidies	23,528	23,528	23,528
Finance costs	2	1	...
Other	44,667	46,418	43,945
Total Payments	68,197	69,947	67,473
NET CASH FLOWS FROM OPERATING ACTIVITIES	11,597	9,534	11,256
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of investments	...	1,667	380
Purchases of property, plant and equipment	(11,266)	(11,266)	(10,446)
Purchases of investments	(700)	(1,183)	(200)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(11,966)	(10,782)	(10,266)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings and advances	(42)	(42)	...
NET CASH FLOWS FROM FINANCING ACTIVITIES	(42)	(42)	...
NET INCREASE/(DECREASE) IN CASH	(411)	(1,290)	990
Opening Cash and Cash Equivalents	2,448	3,748	2,458
CLOSING CASH AND CASH EQUIVALENTS	2,037	2,458	3,448
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(5,573)	(6,277)	(5,178)
Non cash items added back	16,885	15,980	16,313
Change in operating assets and liabilities	285	(169)	121
Net cash flow from operating activities	11,597	9,534	11,256

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS**

AUSTRALIAN MUSEUM

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	6,121	5,806	6,980
Investment income	803	1,083	450
Grants and contributions	47,006	47,965	30,262
Total Retained Revenue	53,930	54,854	37,692
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Other operating expenses	30,979	32,018	32,975
Depreciation and amortisation	3,585	3,585	3,271
Grants and subsidies	87	87	87
Total Expenses Excluding Losses	34,651	35,690	36,333
SURPLUS/(DEFICIT)	19,279	19,164	1,359

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS**

AUSTRALIAN MUSEUM

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	11,872	12,475	9,084
Receivables	1,924	1,702	1,702
Other financial assets	500	221	221
Inventories	191	228	228
Total Current Assets	14,487	14,626	11,235
Non Current Assets -			
Property, plant and equipment -			
Land and building	190,202	183,962	186,865
Plant and equipment	548,544	551,923	552,706
Infrastructure systems	...	2,593	2,593
Total Non Current Assets	738,746	738,478	742,164
Total Assets	753,233	753,104	753,399
LIABILITIES -			
Current Liabilities -			
Payables	4,430	3,726	2,662
Borrowings at amortised cost	200
Provisions	...	1,507	1,507
Other	172	131	131
Total Current Liabilities	4,802	5,364	4,300
Non Current Liabilities -			
Other	386	18	18
Total Non Current Liabilities	386	18	18
Total Liabilities	5,188	5,382	4,318
NET ASSETS	748,045	747,722	749,081
EQUITY			
Reserves	154,000	154,000	154,000
Accumulated funds	594,045	593,722	595,081
TOTAL EQUITY	748,045	747,722	749,081

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
AUSTRALIAN MUSEUM**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	6,221	5,816	6,980
Interest	803	1,083	450
Other	45,862	46,811	29,090
Total Receipts	52,886	53,710	36,520
Payments			
Employee related	...	(98)	...
Grants and subsidies	87	87	87
Other	30,220	29,647	32,867
Total Payments	30,307	29,636	32,954
NET CASH FLOWS FROM OPERATING ACTIVITIES	22,579	24,074	3,566
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(28,715)	(28,715)	(6,957)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(28,715)	(28,715)	(6,957)
NET INCREASE/(DECREASE) IN CASH	(6,136)	(4,641)	(3,391)
Opening Cash and Cash Equivalents	18,008	17,116	12,475
CLOSING CASH AND CASH EQUIVALENTS	11,872	12,475	9,084
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	19,279	19,164	1,359
Non cash items added back	3,585	3,585	3,271
Change in operating assets and liabilities	(285)	1,325	(1,064)
Net cash flow from operating activities	22,579	24,074	3,566

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
MUSEUM OF APPLIED ARTS AND SCIENCES**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	4,467	5,893	6,186
Investment income	138	185	467
Grants and contributions	34,403	34,739	34,598
Other revenue	55	195	78
Total Retained Revenue	39,063	41,012	41,329
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Other operating expenses	36,084	40,848	38,037
Depreciation and amortisation	6,271	5,800	6,140
Total Expenses Excluding Losses	42,355	46,648	44,177
Gain/(loss) on disposal of non current assets	...	208	208
SURPLUS/(DEFICIT)	(3,292)	(5,428)	(2,640)

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
MUSEUM OF APPLIED ARTS AND SCIENCES**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	7,497	1,759	1,401
Receivables	668	895	895
Inventories	228
Total Current Assets	8,393	2,654	2,296
Non Current Assets -			
Other financial assets	4,021	4,829	5,186
Property, plant and equipment -			
Land and building	111,557	113,064	110,715
Plant and equipment	419,207	421,320	421,108
Total Non Current Assets	534,785	539,213	537,009
Total Assets	543,178	541,867	539,305
LIABILITIES -			
Current Liabilities -			
Payables	3,433	2,655	2,733
Provisions	2,593	2,496	2,496
Total Current Liabilities	6,026	5,151	5,229
Non Current Liabilities -			
Other	444	10	10
Total Non Current Liabilities	444	10	10
Total Liabilities	6,470	5,161	5,239
NET ASSETS	536,708	536,706	534,066
EQUITY			
Reserves	140,591	139,763	139,763
Accumulated funds	396,117	396,943	394,303
TOTAL EQUITY	536,708	536,706	534,066

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
MUSEUM OF APPLIED ARTS AND SCIENCES**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	4,760	5,767	6,186
Interest	137	422	110
Other	33,052	33,221	34,041
Total Receipts	37,949	39,410	40,337
Payments			
Other	34,209	39,875	38,024
Total Payments	34,209	39,875	38,024
NET CASH FLOWS FROM OPERATING ACTIVITIES	3,740	(465)	2,313
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	...	268	268
Proceeds from sale of investments	7,124
Purchases of property, plant and equipment	(2,065)	(4,306)	(2,939)
Purchases of investments	(6,458)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(1,399)	(4,038)	(2,671)
NET INCREASE/(DECREASE) IN CASH	2,341	(4,503)	(358)
Opening Cash and Cash Equivalents	5,156	6,262	1,759
CLOSING CASH AND CASH EQUIVALENTS	7,497	1,759	1,401
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(3,292)	(5,428)	(2,640)
Non cash items added back	5,291	5,337	5,083
Change in operating assets and liabilities	1,741	(374)	(130)
Net cash flow from operating activities	3,740	(465)	2,313

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
HISTORIC HOUSES TRUST OF NEW SOUTH WALES**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	5,662	5,611	5,882
Investment income	286	718	655
Grants and contributions	20,816	21,816	23,056
Other revenue	120	120	70
Total Retained Revenue	26,884	28,265	29,663
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	...	364	100
Other operating expenses	26,186	26,647	26,551
Depreciation and amortisation	1,401	1,428	1,401
Total Expenses Excluding Losses	27,587	28,439	28,052
Gain/(loss) on disposal of non current assets	10	4	4
SURPLUS/(DEFICIT)	(693)	(170)	1,615

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
HISTORIC HOUSES TRUST OF NEW SOUTH WALES**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	8,389	7,851	7,287
Receivables	355	788	788
Other financial assets	1,441	425	425
Inventories	653	614	614
Total Current Assets	10,838	9,678	9,114
Non Current Assets -			
Property, plant and equipment -			
Land and building	201,505	204,153	205,367
Plant and equipment	28,103	34,627	35,605
Intangibles	...	13	...
Total Non Current Assets	229,608	238,793	240,972
Total Assets	240,446	248,471	250,086
LIABILITIES -			
Current Liabilities -			
Payables	1,357	1,669	1,669
Provisions	1,251	1,364	1,364
Total Current Liabilities	2,608	3,033	3,033
Non Current Liabilities -			
Other	9	11	11
Total Non Current Liabilities	9	11	11
Total Liabilities	2,617	3,044	3,044
NET ASSETS	237,829	245,427	247,042
EQUITY			
Reserves	103,015	103,484	103,484
Accumulated funds	134,814	141,943	143,558
TOTAL EQUITY	237,829	245,427	247,042

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
HISTORIC HOUSES TRUST OF NEW SOUTH WALES**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	5,662	5,611	5,882
Interest	286	718	655
Other	20,529	24,117	26,104
Total Receipts	26,477	30,446	32,641
Payments			
Employee related	...	364	100
Other	25,779	28,828	29,529
Total Payments	25,779	29,192	29,629
NET CASH FLOWS FROM OPERATING ACTIVITIES	698	1,254	3,012
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	10	4	4
Proceeds from sale of investments	...	579	...
Purchases of property, plant and equipment	(1,365)	(4,607)	(3,580)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(1,355)	(4,024)	(3,576)
NET INCREASE/(DECREASE) IN CASH	(657)	(2,770)	(564)
Opening Cash and Cash Equivalents	9,046	10,621	7,851
CLOSING CASH AND CASH EQUIVALENTS	8,389	7,851	7,287
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(693)	(170)	1,615
Non cash items added back	1,401	1,428	1,401
Change in operating assets and liabilities	(10)	(4)	(4)
Net cash flow from operating activities	698	1,254	3,012

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
ART GALLERY OF NEW SOUTH WALES**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	7,980	8,294	8,584
Investment income	1,486	940	1,658
Grants and contributions	28,227	43,754	33,554
Total Retained Revenue	37,693	52,988	43,796
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Other operating expenses	34,383	38,217	37,348
Depreciation and amortisation	2,300	2,250	2,300
Total Expenses Excluding Losses	36,683	40,467	39,648
Gain/(loss) on disposal of non current assets	...	(456)	...
SURPLUS/(DEFICIT)	1,010	12,065	4,148

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
ART GALLERY OF NEW SOUTH WALES**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	14,486	33,510	19,529
Receivables	922	1,386	1,238
Inventories	1,170	1,492	1,492
Other	234
Total Current Assets	16,812	36,388	22,259
Non Current Assets -			
Other financial assets	10,891	9,742	9,959
Property, plant and equipment -			
Land and building	132,917	133,768	148,168
Plant and equipment	640,887	789,848	793,508
Total Non Current Assets	784,695	933,358	951,635
Total Assets	801,507	969,746	973,894
LIABILITIES -			
Current Liabilities -			
Payables	3,715	3,821	3,821
Total Current Liabilities	3,715	3,821	3,821
Non Current Liabilities -			
Other	14	16	16
Total Non Current Liabilities	14	16	16
Total Liabilities	3,729	3,837	3,837
NET ASSETS	797,778	965,909	970,057
EQUITY			
Reserves	153,471	299,715	299,715
Accumulated funds	644,307	666,194	670,342
TOTAL EQUITY	797,778	965,909	970,057

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
ART GALLERY OF NEW SOUTH WALES**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	7,980	8,146	8,732
Interest	836	1,440	1,441
Other	26,879	44,415	31,564
Total Receipts	35,695	54,001	41,737
Payments			
Other	33,962	38,230	37,358
Total Payments	33,962	38,230	37,358
NET CASH FLOWS FROM OPERATING ACTIVITIES	1,733	15,771	4,379
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	...	5,262	...
Purchases of property, plant and equipment	(5,220)	(9,070)	(18,360)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(5,220)	(3,808)	(18,360)
NET INCREASE/(DECREASE) IN CASH	(3,487)	11,963	(13,981)
Opening Cash and Cash Equivalents	17,973	21,547	33,510
CLOSING CASH AND CASH EQUIVALENTS	14,486	33,510	19,529
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	1,010	12,065	4,148
Non cash items added back	650	1,720	83
Change in operating assets and liabilities	73	1,986	148
Net cash flow from operating activities	1,733	15,771	4,379

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
NEW SOUTH WALES FILM AND TELEVISION OFFICE**

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	1,065	2	...
Investment income	186	335	300
Grants and contributions	9,055	9,074	9,210
Other revenue	564	1,178	700
Total Retained Revenue	10,870	10,589	10,210
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	104	505	28
Other operating expenses	4,753	3,620	4,476
Depreciation and amortisation	44	120	39
Grants and subsidies	5,855	6,284	5,625
Total Expenses Excluding Losses	10,756	10,529	10,168
SURPLUS/(DEFICIT)	114	60	42

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
NEW SOUTH WALES FILM AND TELEVISION OFFICE**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	5,308	5,002	4,179
Receivables	642	929	894
Other financial assets	1,760	1,300	1,963
Total Current Assets	7,710	7,231	7,036
Non Current Assets -			
Property, plant and equipment - Land and building	354	300	336
Plant and equipment	88	80	49
Total Non Current Assets	442	380	385
Total Assets	8,152	7,611	7,421
LIABILITIES -			
Current Liabilities -			
Payables	905	984	886
Provisions	160	195	132
Total Current Liabilities	1,065	1,179	1,018
Non Current Liabilities -			
Provisions	...	40	6
Other	57	450	413
Total Non Current Liabilities	57	490	419
Total Liabilities	1,122	1,669	1,437
NET ASSETS	7,030	5,942	5,984
EQUITY			
Accumulated funds	7,030	5,942	5,984
TOTAL EQUITY	7,030	5,942	5,984

**MINISTER FOR PLANNING, MINISTER FOR REDFERN
WATERLOO, AND MINISTER FOR THE ARTS
NEW SOUTH WALES FILM AND TELEVISION OFFICE**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	1,024	8	...
Retained taxes	...	50	...
Interest	49	405	335
Other	10,459	10,804	10,662
Total Receipts	11,532	11,267	10,997
Payments			
Employee related	104	157	134
Grants and subsidies	5,855	6,284	5,625
Other	5,460	4,622	5,354
Total Payments	11,419	11,063	11,113
NET CASH FLOWS FROM OPERATING ACTIVITIES	113	204	(116)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(44)	(80)	(44)
Advances made	(764)	(309)	(663)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(808)	(389)	(707)
NET INCREASE/(DECREASE) IN CASH	(695)	(185)	(823)
Opening Cash and Cash Equivalents	6,003	5,187	5,002
CLOSING CASH AND CASH EQUIVALENTS	5,308	5,002	4,179
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	114	60	42
Non cash items added back	44	120	39
Change in operating assets and liabilities	(45)	24	(197)
Net cash flow from operating activities	113	204	(116)

MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA

OVERVIEW

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
Ministry for Police			
Total Expenses	7.3	7.3	...
Capital Expenditure	0.1	n.a.
NSW Police Force			
Total Expenses.....	2,271.1	2,361.1	4.0
Capital Expenditure	102.2	158.2	54.8
New South Wales Crime Commission			
Total Expenses	17.2	17.8	3.4
Capital Expenditure	1.6	1.6	...
Police Integrity Commission			
Total Expenses.....	18.9	19.3	2.1
Capital Expenditure	0.7	1.8	163.2
Total, Minister for Police, and Minister for the Illawarra			
Total Expenses	2,314.5	2,405.5	3.9
Capital Expenditure	104.5	161.7	54.7

In addition to the agencies listed above, the Minister is also supported by the Department of Premier and Cabinet (Section 2) for the Illawarra portfolio area.

MINISTRY FOR POLICE

The Ministry for Police provides the Minister for Police with independent policy advice and strategic coordination on issues affecting the Police portfolio and supports the Minister in the performance of Ministerial and Parliamentary functions. The Ministry develops and assists the passage of legislation to meet the Government's law and order objectives.

RESULTS AND SERVICES

The Ministry assists the Minister and the other portfolio agencies to effectively discharge their responsibilities by working towards the following results:

- ◆ Portfolio agencies are assisted to meet Government priorities of reduction in crime, fear of crime and antisocial behaviour.
- ◆ Police have appropriate legislative powers to carry out their duties effectively.

Key services provided by the Ministry which contribute to these results include:

- ◆ advice and Ministerial support, including the development of policies and legislation and the provision of advice to the Minister
- ◆ provision of independent policy advice and strategic coordination to portfolio agencies
- ◆ liaison and coordination between portfolio and external agencies and
- ◆ portfolio coordination, which involves the evaluation, monitoring and review of materials passed between agencies within the portfolio, comparative studies with other jurisdictions and reviews to ensure that legislative tools are practical and applicable to police on the frontline.

The key services provided by the Ministry and the way in which they are expected to contribute to these results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results	
		Portfolio agencies are assisted to meet Government priorities	Police have appropriate legislative powers
Advice and Ministerial support	4.8	✓	
Portfolio Coordination	2.5		✓
Total Expenses Excluding Losses	7.3		

RECENT ACHIEVEMENTS

Achievements during 2007-08 include:

- ◆ amendments to the *Crimes Act 1900* to create a new offence of supplying explosives and increase the penalty for the existing offence of possessing or making explosives to three years imprisonment
- ◆ working with the RTA to develop legislation to implement Government election commitments on street racing and further measures to combat hoon driving generally
- ◆ undertaking a statutory review of the *Child Offenders (Offenders Registration) Act 2000*
- ◆ convening a multi-agency advisory group to oversee the development of a new complaints management system which will reduce the time taken to deal with minor complaints against police
- ◆ working with the NSW Police Force and the Attorney General's Department to trial new procedures that will significantly reduce the amount of paperwork required to prosecute a number of offences in the Local Court and
- ◆ liaising with the NSW Police Force and the Attorney General's Department on new, stand alone legislation regarding domestic and family violence, including new streamlined procedures to issue apprehended violence orders.

STRATEGIC DIRECTIONS

The Ministry provides an important source of policy ideas and proposals for the Government and the portfolio agencies. It supports the Minister's legislative program including police reform, police powers, the confiscation of proceeds of crime, firearms, the security industry and registration of child sex offenders. The Ministry is also involved in wider policy issues relating to the criminal justice system.

The Ministry continues to focus on effective resource allocation and management across the portfolio. Specific areas of attention include monitoring recurrent and capital budgets, police strength, the use of technology, corporate services and performance improvements.

During 2008-09, the Ministry's focus will be Government priorities such as counter-terrorism, reducing youth crime and anti-social behaviour, reducing re-offending, cutting red tape for police as well as monitoring the implementation of commitments across the portfolio. The Ministry will also continue to advance policy initiatives developed by portfolio agencies.

2008-09 BUDGET INITIATIVES

Total Expenses

The 2008-09 Budget for the Ministry for Police supports its core functions of providing independent policy advice, developing legislation and providing strategic coordination across the Police portfolio. It will also continue in its role of supporting the Office of the Inspector of the Police Integrity Commission.

Total expenses are estimated at \$7.3 million in 2008-09.

Capital Expenditure

The Ministry will spend \$69,000 in 2008-09 on minor equipment.

AGENCY RESULT INDICATORS

Portfolio agencies are assisted to meet Government priorities

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Legislative amendments passed by the Parliament	no.	20	20	22	20
ii) Regulation amendments made	no.	7	7	12	8
Note: These result indicators illustrate the number of legislative and regulation amendments that have been made, or are proposed, to ensure that Police have appropriate powers to effectively carry out their duties and to support the operations of other agencies within the Police portfolio.					

Police have appropriate legislative powers

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Reform recommendations arising from activities of portfolio agencies	no.	3	5	13	10
Note: The result indicator identifies the number of reforms made, or proposed, to improve policing.					

NSW POLICE FORCE

The NSW Police Force provides community-based policing services from 80 Local Area Commands. The agency's governing legislation is the *Police Act 1990* and the actions of police officers are guided by the *Law Enforcement (Powers and Responsibilities) Act 2002*.

RESULTS AND SERVICES

The NSW Police Force has lead agency responsibility for coordinating with partner agencies to deliver the following State Plan priorities:

- ◆ R1: Reduced rates of crime, particularly violent crime.
- ◆ R3: Reduced levels of antisocial behaviour.

The NSW Police Force is working with the community to establish a safer environment by reducing violence, crime, and fear of crime by working towards the following results:

- ◆ Rates of crime and violence are reduced.
- ◆ Fear of crime, antisocial behaviour and public disorder is reduced.

The key services provided by the NSW Police Force that contribute to these results include:

- ◆ community support services including supplying an effective, timely and flexible 24 hour response to incidents, emergencies, and public events
- ◆ criminal investigation services including crime detection, investigation, forensic services, and dealing with alleged offenders

- ♦ traffic and commuter services including patrolling roads, highways, and public transport corridors, investigating major vehicle crashes, detecting traffic and transport offences, and supervising peak traffic flows and
- ♦ judicial support including judicial and custodial services, prosecuting offenders, presenting evidence at court, police transport and custody for people under police supervision, and support to victims and witnesses.

The key services provided by the NSW Police Force and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results	
		Reduced crime and violence	Reduced fear of crime, antisocial behaviour & public disorder
Community Support	1,347.8	✓	✓
Criminal Investigation	617.4	✓	✓
Traffic and Commuter Services	213.4	✓	✓
Judicial Support	182.4	✓	✓
Total Expenses Excluding Losses	2,361.1		

RECENT ACHIEVEMENTS

Total expenses have increased by almost 30 per cent since 2003-04, reflecting a significant boost in police numbers to meet the Government's State Plan objectives of reducing crime and anti social behaviour.

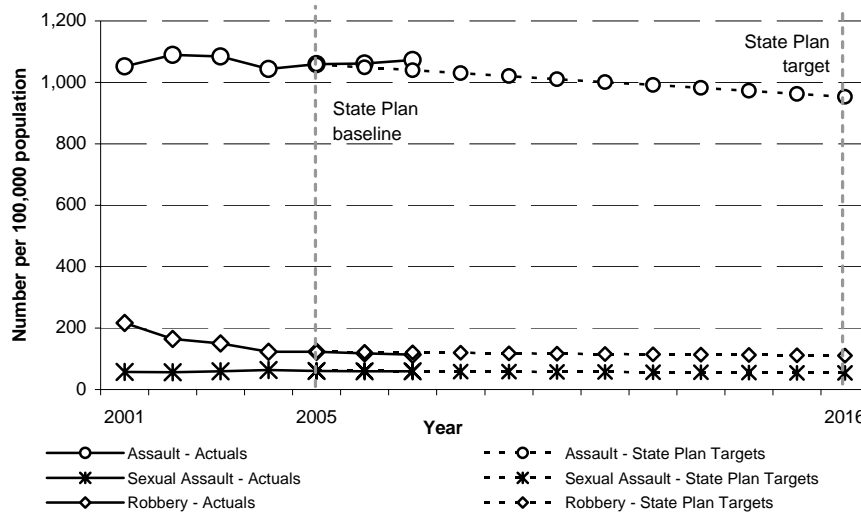
Authorised police numbers were increased to 15,206 in January 2007, a 17.8 per cent increase since 1995.

Additional police resources have enabled the NSW Police Force to continue to provide effective services that drive down crime and maintain public order across New South Wales.

Reduced Levels of Crime

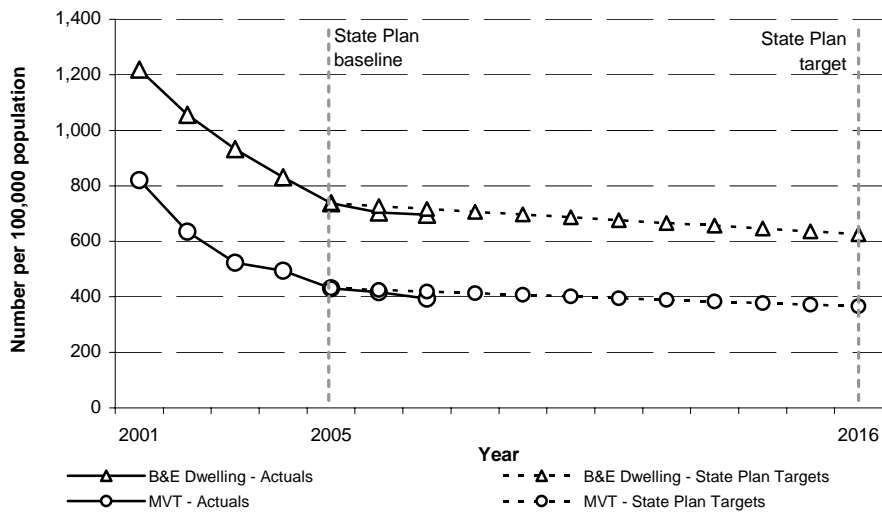
The NSW Bureau of Crime Statistics & Research (BOCSAR) reports that, for the 24 months to December 2007, only one major offence category (steal from motor vehicle) was trending upwards, three (break and enter dwelling, motor vehicle theft, and robbery) were trending downwards. The remaining 13 major offence categories were stable. A sample of these trends is illustrated in the following graphs:

Chart 18.1: Personal Crime Rate Data per 100,000 population



Data source: *BOCSAR Report - An update of long-term trends in property and violent crime in NSW: 1990-2007* (April 2008)

Chart 18.2: Household Crime Rate Data per 100,000 population



The proportion of households that were victims of property crime has reduced from 11.4 per cent in 2001 to 6.5 per cent in 2007. Personal crime rates have been relatively stable over the same period. These results are shown in the following graph:

Chart 18.3: Personal/Household Victimisation Rates (%)



(a) Household crimes include break and enter, attempted break and enter and motor vehicle theft. Personal crimes include robbery, assault and sexual assault.

People feel safer

The percentage of people who feel safe, or very safe, travelling on public transport increased in 2006-07. Compared to five years ago, there were decreases in the proportion of the community who are concerned about illegal drugs, louts and gangs, and drunken or disorderly behaviour.

The NSW community, however, remains more concerned about louts and gangs, and drunken or disorderly behaviour than the Australian population generally. Concern about speeding cars and dangerous or noisy driving has remained steady over the last five years. Fear of becoming a victim of housebreaking or car theft has been falling steadily over the past five years. The level of community concern about becoming a victim of physical or sexual assault in 2006-07 is also significantly lower than in any previous year.

Community satisfaction remains steady

The proportion of the population who agree police treat people fairly and equally has been steady over the past two years. The decrease in the percentage of people satisfied with police dealing with public order problems reflects a return to the level of previous years.

Similarly, the percentage of people who agree most police are honest has increased to the level of four to five years ago. Opinion regarding police performing their job professionally has remained steady over the last five years.

Lowest road toll

The 2007 calendar year recorded the lowest annual road toll since 1945 when New South Wales' population was 43 per cent of today's population. There were 449 people killed in motor vehicle crashes in the 12 months to December 2007, compared to 498 in 2006.

STRATEGIC DIRECTIONS

The Government is supporting a number of initiatives to assist the NSW Police Force achieve its goal of reducing crime, violence and anti social behaviour. These include:

Police Numbers

Further to its commitment to increase authorised police numbers to 15,206 from January 2007, the Government will increase the Force's authorised strength by an additional 750 officers to 15,956 by December 2011. Funding totalling \$191.2 million has been allocated over the next four years for this purpose.

These extra police will be deployed to further strengthen current programs and support new initiatives to reduce crime, violence, and community fear.

Enhanced DNA Testing

The NSW Police Force has achieved significant success in combating crime by using DNA testing as an investigative tool. To enhance technical support for criminal investigation, the Government will provide further funding of \$20.8 million over the next four years for DNA testing and related initiatives.

DNA testing allows police to link a suspect to a crime scene, or to link previously unrelated crimes to each other. DNA can also clear individuals from becoming suspects in an investigation, saving police resources.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses are budgeted to increase by \$90 million to almost \$2.4 billion in 2008-09, an increase of 4 per cent compared to last year's allocation.

Budgeted expenses for 2008-09 have reduced by \$8.7 million compared with revised 2007-08 expenses. The major factors contributing to this variation are:

- ◆ a one-off Commonwealth grant in 2007-08 for APEC security (\$37 million)

- ◆ additional expenses in 2007-08 for benefit payments under the Police Death and Disability Scheme (\$55.1 million) and
- ◆ a reduction in 2008-09 workers compensation premiums (\$6.8 million).

Funding has been provided for a number of new and continuing initiatives within the NSW Police Force's budget:

- ◆ an additional \$7.7 million for the employment of an initial 100 police officers as part of a package to increase authorised police numbers by an additional 750 officers by 2011-12
- ◆ an additional \$7.3 million to meet the ongoing costs of new information communication technology capital works
- ◆ total funding of \$6.7 million towards increased forensic DNA testing
- ◆ \$3.7 million continuing funding for civilian Police Community Youth Club managers and
- ◆ \$1.1 million ongoing funding for NSW Police Force drug programs.

Capital Expenditure

The 2008-09 Budget capital program allows for expenditure of \$158.2 million on asset acquisitions. The NSW Police Force's capital program aims to:

- ◆ provide functional and cost effective accommodation where it is needed
- ◆ improve the safety of operational police
- ◆ equip police to enable them to perform their role effectively and
- ◆ increase the efficient and effective use of operational and administrative data.

Major New Works

An amount of \$19 million has been provided for the commencement of major new works in 2008-09. New projects include:

- ◆ \$272,000 for the new Riverstone police station
- ◆ \$250,000 for a new police station for the Lake Macquarie Local Area Command at Glendale
- ◆ \$16.6 million for radio network and communication infrastructure upgrades

- ◆ \$484,000 to fit out vehicles for additional police officers
- ◆ \$1 million for a mobile forensic laboratory and
- ◆ \$350,000 for a new mobile telephone interception system.

Work-in-Progress

A total of \$113.9 million has been provided in 2008-09 for the continuation or completion of projects, including:

- ◆ \$7.8 million to complete new police stations at Dubbo, Wagga Wagga, Orange, and The Rocks
- ◆ \$52.8 million to continue the construction of new police stations at Parramatta, Camden, Granville, Kempsey, Lake Illawarra Local Area Command, Raymond Terrace, Windsor, Wyong, Burwood, and Leichhardt Local Area Command
- ◆ \$2.4 million for an upgrade of the Sydney Police Centre
- ◆ \$4 million for a forensic information management system
- ◆ \$26.4 million for the upgrade of the Core Operating Policing System and
- ◆ \$20.4 million for other information and communications technology projects including an upgrade of mobile data terminals and other major assets.

Minor Works

The 2008-09 minor works allocation of \$25.3 million provides for minor building and information communications technology works, and the replacement of general and specialist equipment.

AGENCY RESULT INDICATORS

Reduced crime and violence

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Victims of personal crime	%	4.2	5.0	5.3	5.2
ii) Victims of property crime	%	6.8	6.5	6.5	6.4

Notes:

- i) This indicator shows the proportion of persons aged 15 years or over who were victims of assault, robbery or sexual assault. The target is a sustained rate below 4.9 per cent by 2016.
- ii) This indicator shows the proportion of households that were victims of attempted break and enter, break and enter, or motor vehicle theft. The target is a sustained rate below 5.8 per cent by 2016.

Reduced fear of crime, antisocial behaviour and public disorder

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) People who consider speeding cars, dangerous or noisy driving to be a problem in their own neighbourhood	%	70-74	70-73	72-75	71-74
ii) People who consider graffiti or other vandalism to be a problem in their own neighbourhood	%	49-53	52-55	53-56	48-51
iii) People who consider louts or gangs to be a problem in their own neighbourhood	%	39-43	38-40	39-42	38-41
iv) People who consider drunken or disorderly behaviour to be a problem in their own neighbourhood	%	45-49	46-49	48-51	44-47

Note:

Survey estimates are subject to sample error. These indicators show the proportion of persons aged 15 years or over who perceived these issues to be a problem in their neighbourhood. Perceptions are influenced by many factors, not necessarily related to the actual level of crime and social disorder (e.g. media reporting and past personal experiences).

NEW SOUTH WALES CRIME COMMISSION

The New South Wales Crime Commission is a statutory corporation established under the *New South Wales Crime Commission Act 1985*. It also administers the *Criminal Assets Recovery Act 1990*.

The Commission was established to combat the incidence of illegal drug trafficking, organised crime and other serious crime in New South Wales. This involves obtaining evidence for prosecutions and/or the forfeiture of criminal assets.

The Commission furnishes reports relating to illegal drug trafficking and organised crime; reviews police inquiries into criminal activity as requested by its Management Committee; and disseminates information, intelligence, investigatory, technological and analytical expertise.

The Commission works closely with other law enforcement agencies to achieve its aims.

RESULTS AND SERVICES

The Commission aims to reduce the incidence of drug trafficking, organised crime and other serious crime in New South Wales by working towards the following results:

- ◆ High-level drug traffickers and persons involved in organised and other serious crime are investigated, apprehended and prosecuted.
- ◆ The proceeds of serious crime are identified, restrained and confiscated.

Key services provided by the Commission that contribute to these results include:

- ◆ gathering evidence and intelligence through the use of the Commission's investigative capacity to target serious criminals and
- ◆ restraining and confiscating the assets of persons involved in serious criminal activity.

The key services provided by the Commission and the way in which they are expected to contribute to these results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results	
		Criminals investigated, apprehended and prosecuted	Assets of serious criminals are identified, restrained and confiscated
Criminal Investigations	14.2	✓	
Confiscation of Assets	3.6		✓
Total Expenses Excluding Losses	17.8		

RECENT ACHIEVEMENTS

The Commission analyses quantitative outputs on an annual basis and compares figures from previous years. Aggregated outputs include the incidence of use of the Commission's coercive powers (being summonses to attend hearings and notices to produce documents) as well as total value of orders made by the Supreme Court in confiscation proceedings. These are also compared to the real variation in the primary input, being the cost-to-government of the Commission's operations. This analysis shows an increase in outputs over time against a relatively stable cost base.

STRATEGIC DIRECTIONS

The confiscation of proceeds of crime, through the administration of the *Criminal Assets Recovery Act 1990*, has seen a substantial amount of money confiscated from organised criminals since its inception. However, more sophisticated methods of laundering the proceeds of crime and concealing criminal assets have created a significant challenge.

The Commission will concentrate greater effort on the recovery of the laundered proceeds of crime and criminal prosecution, including pursuing opportunities to better identify laundering crime proceeds in conjunction with the Australian Transaction Reports and Analysis Centre and other partner agencies.

2008-09 BUDGET INITIATIVES

Total Expenses

The Commission's total expenses are estimated at \$17.8 million in 2008-09, an increase of 3.4 per cent compared to 2007-08.

Capital Expenditure

The Commission's capital allocation of \$1.6 million in 2008-09 will be used to maintain the technological responses to crime through the upgrade and replacement of equipment. Some minor new applications in the technical surveillance area will also be acquired.

AGENCY RESULT INDICATORS

Criminals investigated, apprehended and prosecuted

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Criminals prosecuted	no. of charges	2,168	2,482	2,500	2,500
Note: This indicator shows the number of charges. Numbers of arrests and charges can be misleading indicators as qualitative results are not reflected in this data.					

Assets of serious criminals are identified, restrained and confiscated

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Realisable confiscation orders	\$'000	15,893	20,968	15,000	15,000
Note: This indicator shows the value of court orders requiring the payment of proceeds from confiscated assets to the Confiscated Proceeds (of crime) Account. These funds can be used for a range of law enforcement purposes.					

POLICE INTEGRITY COMMISSION

The Police Integrity Commission is responsible for preventing, detecting and investigating serious police misconduct. The Commission oversees and manages other agencies involved with the investigation of serious police misconduct. Relevant legislation is the *Police Integrity Commission Act 1996*.

RESULTS AND SERVICES

The Commission promotes public confidence in the integrity of the NSW Police Force by working towards the following results:

- ◆ The incidence of serious misconduct in the NSW Police Force is reduced.
- ◆ Serious police misconduct is prevented by supporting improvements to the NSW Police Force's systems and practices.

Key services provided by the Commission that contribute to these results include:

- ◆ investigating and exposing serious police misconduct through investigations, hearings and reports
- ◆ initiating and participating in research projects to develop and improve practices in the NSW Police Force and
- ◆ evaluating complaints of serious misconduct against police officers.

The key services provided by the Commission and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results	
		Reduce incidence of police misconduct	Prevent serious police misconduct
Investigations	17.0	✓	✓
Research	1.5		✓
Complaints management	0.8	✓	✓
Total Expenses Excluding Losses	19.3		

RECENT ACHIEVEMENTS

Investigations and associated hearings (public and private) into instances of police misconduct drive the costs of the Commission.

Achievements in 2007-08 include:

- ◆ A public report about an investigation that examined whether a senior NSW Police officer improperly interfered in the investigation of a sexual assault allegation and that officer's unauthorised release of confidential police information to the media.
- ◆ A public report of the police investigation into the disappearance and suspected murder of a young woman in December 2001.

STRATEGIC DIRECTIONS

The Commission balances its core investigative and preventative functions to reduce the incidence of serious police misconduct in New South Wales.

Commission activities will continue to focus on practical recommendations to improve the systems and practices in the NSW Police Force.

Where appropriate, public hearings and investigation reports will increase and maintain public confidence in the integrity of the NSW Police Force.

2008-09 BUDGET INITIATIVES

Total Expenses

The Commission's total expenses for 2008-09 are estimated at \$19.3 million, which is an increase of 2.1 per cent compared to 2007-08.

Capital Expenditure

The Commission's capital allocation of \$1.8 million in 2008-09 provides for the replacement and upgrade of IT and other equipment.

AGENCY RESULT INDICATORS

Reducing incidence of serious misconduct in the NSW Police Force

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Total complaints that are non-referred	%	40	43	43	43
ii) Hearing days that are public	%	7	10	10	10

Notes:

i) This indicator shows how effective the Commission is in detecting police misconduct. Non-referred complaints are complaints received by the Commission from sources other than the NSW Ombudsman and NSW Police Force.

ii) This indicator shows the exposure of police misconduct via public hearings. Evidence gathered during an investigation will determine if it is appropriate to hold a public hearing as part of the investigation. A historical average has been used to forecast figures for the purposes of this document.

Preventing serious police misconduct in the NSW Police Force

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Requests for advice from NSW Police Force, which are met	%	100	100	100	100
ii) Prevention advice provided in relation to NSW Police Force systems and practices	no.	n.a.	25	25	25

Notes:

i) This indicator is a benchmark for the Commission's response to enquiries.

ii) This indicator shows that the Commission is providing corruption prevention advice either directly to the NSW Police Force or other organisations that are involved with NSW Police Force practices such as the NSW Ombudsman.

MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA

41 MINISTRY FOR POLICE

41.1 Advice and Ministerial Support

Service Description: This service group covers the provision of sound, impartial and independent policy advice and the coordination of policy development for the portfolio. It also covers the development and management of the Minister's portfolio legislation.

Linkage to Results: This service group contributes to the provision of independent policy advice and strategic coordination by working towards a range of intermediate results that include:

- ◆ policy decisions are appropriate to stakeholder needs
- ◆ portfolio agencies operate in a consistent manner in line with whole-of-government objectives and
- ◆ operational issues within portfolio agencies are appropriately assessed and considered by Government.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
Cabinet minutes developed	no.	34	22	25	25	38
Cabinet advice briefs prepared by the Ministry	no.	225	204	220	220	220
Bills passed by the Parliament	no.	5	9	9	9	8
Regulations made or remade/ changed	no.	4	5	5	5	2
<u>Employees:</u>	EFT	29	20	20	20	20

2007-08		2008-09 Budget
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	4,736	4,650	4,777
NET COST OF SERVICES	4,695	4,629	4,756
<hr/>			
CAPITAL EXPENDITURE	19	19	45

MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
41 MINISTRY FOR POLICE

41.2 Portfolio Coordination

Service Description: This service group covers liaison and coordination across the portfolio and with external agencies to provide an accessible forum in which stakeholders can raise and resolve sensitive issues.

Linkage to Results: This service group contributes to the liaison and coordination between portfolio and external agencies by working towards a range of intermediate results that include:

- ◆ portfolio agencies operate in a consistent manner in line with whole-of-government objectives
- ◆ operational issues within portfolio agencies are appropriately assessed and considered by government and
- ◆ an appropriate level of customer service is provided to the people of New South Wales.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Replies to letters	no.	4,075	4,000	5,172	5,175	4,800
Replies to questions on notice	no.	259	250	190	190	250
Replies to questions without notice	no.	45	50	70	70	65
Letters responded to within the required timeframe	%	96	97	97	97	97
<u>Employees:</u>	EFT	16	11	11	11	11

————2007-08————		2008-09 Budget
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	2,550	2,503	2,571
NET COST OF SERVICES	2,528	2,494	2,562
<hr/>			
CAPITAL EXPENDITURE	10	10	24

MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
41 MINISTRY FOR POLICE

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	4,029	3,876	4,115
Other operating expenses	1,061	1,002	1,051
Depreciation and amortisation	188	175	185
Grants and subsidies	2,008	2,100	1,997
Total Expenses Excluding Losses	7,286	7,153	7,348
Less:			
Retained Revenue -			
Sales of goods and services	1	1	1
Investment income	60	27	27
Other revenue	2	2	2
Total Retained Revenue	63	30	30
NET COST OF SERVICES	7,223	7,123	7,318
RECURRENT FUNDING STATEMENT			
Net Cost of Services	7,223	7,123	7,318
Recurrent Services Appropriation	7,025	7,025	7,101
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	29	29	69
Capital Works and Services Appropriation	29	29	69

MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
41 MINISTRY FOR POLICE

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	622	681	870
Receivables	75	24	23
Other	4	5	5
Total Current Assets	701	710	898
Non Current Assets -			
Property, plant and equipment - Plant and equipment	972	896	780
Total Non Current Assets	972	896	780
Total Assets	1,673	1,606	1,678
LIABILITIES -			
Current Liabilities -			
Payables	142	145	143
Provisions	748	593	614
Total Current Liabilities	890	738	757
Non Current Liabilities -			
Provisions	6	3	3
Total Non Current Liabilities	6	3	3
Total Liabilities	896	741	760
NET ASSETS	777	865	918
EQUITY			
Accumulated funds	777	865	918
TOTAL EQUITY	777	865	918

MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
41 MINISTRY FOR POLICE

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	3,811	3,614	3,897
Grants and subsidies	2,008	2,100	1,997
Other	1,275	1,102	1,149
Total Payments	7,094	6,816	7,043
Receipts			
Sale of goods and services	1	1	1
Interest	67	44	27
Other	217	103	103
Total Receipts	285	148	131
NET CASH FLOWS FROM OPERATING ACTIVITIES	(6,809)	(6,668)	(6,912)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(29)	(29)	(69)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(29)	(29)	(69)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	7,025	7,025	7,101
Capital appropriation	29	29	69
Cash transfers to Consolidated Fund	...	(29)	...
NET CASH FLOWS FROM GOVERNMENT	7,054	7,025	7,170
NET INCREASE/(DECREASE) IN CASH	216	328	189
Opening Cash and Cash Equivalents	406	353	681
CLOSING CASH AND CASH EQUIVALENTS	622	681	870
CASH FLOW RECONCILIATION			
Net cost of services	(7,223)	(7,123)	(7,318)
Non cash items added back	359	369	386
Change in operating assets and liabilities	55	86	20
Net cash flow from operating activities	(6,809)	(6,668)	(6,912)

MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
42 NSW POLICE FORCE

	Units	2005-06	2006-07	2007-08	2008-09
<u>Average Staffing across all Service Groups:</u>					
Total NSW Police Force (sworn and civilian)	EFT	18,050	18,481	18,753	18,755*
Total actual police positions at operational Commands	%	95	96	96	96

42.1 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.

Linkage to Results: This service group contributes to reduced rates and fear of crime by working towards a range of intermediate results that include:

- ◆ increased community confidence in the ability of police to act
- ◆ public space is safe to use
- ◆ public order is maintained
- ◆ community is reassured and
- ◆ improved personal and public safety.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
Time taken to attend 80% of urgent calls	mins	11	12	11	11	10
Time taken to attend 80% of non-urgent calls	mins	60	64	60	60	60
Reported incidents of non domestic violence related assault	thous	46	47	47	47	42

* From 1 January 2009 the authorised strength of Police will be 15,306.

**MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
42 NSW POLICE FORCE**

42.1 Community Support (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	1,310,677	1,362,447	1,347,786
Total expenses include the following:			
First contingent of additional 750 general duties police	7,725
World Youth Day	14,709
NET COST OF SERVICES	1,256,027	1,297,734	1,301,915
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CAPITAL EXPENDITURE	58,275	86,777	89,999

**MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
42 NSW POLICE FORCE**

42.2 Criminal Investigation

Service Description: This service group covers crime detection, investigation, provision of 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.

Linkage to Results: This service group contributes to reduced rates and fear of crime and violence by working towards a range of intermediate results that include:

- ◆ community has confidence that police bring offenders to justice
- ◆ reduced opportunities to commit crime
- ◆ alleged offenders are called to account for actions and
- ◆ serious offenders are identified and criminal networks are disrupted.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Break and enter incidents examined for fingerprints	thous	50	51	55	55	55
Legal actions excluding infringement notices	thous	181	187	190	190	190

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	589,663	613,858	617,420
NET COST OF SERVICES	580,064	601,053	602,986
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CAPITAL EXPENDITURE	26,992	40,191	42,033

MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
42 NSW POLICE FORCE

42.3 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.

Linkage to Results: This service group contributes to reduced crime and violence, and reduced levels of antisocial behaviour, by working towards a range of intermediate results that include:

- ◆ public space is safe to use
- ◆ personal and public safety are improved
- ◆ road crashes and trauma are minimised and
- ◆ behaviour of public transport users is improved.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Random breath tests undertaken	mill	3.3	3.6	3.7	3.7	3.7
Charges for prescribed concentration of alcohol	thous	25	26	26	26	27
Traffic infringement notices	thous	514	537	540	540	545

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	196,553	212,063	213,435
NET COST OF SERVICES	193,354	200,353	200,995
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CAPITAL EXPENDITURE	8,997	13,397	13,894

**MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
42 NSW POLICE FORCE**

42.4 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 persons under police supervision, and providing a high level of support to victims and witnesses.

Linkage to Results: This service group contributes to reduced rates and fear of crime by working towards a range of intermediate results that include:

- ◆ community has confidence that police bring offenders to justice
- ◆ legal processes and police procedures are cost effective
- ◆ improved likelihood of successful prosecution and
- ◆ people know police treat people fairly and with respect.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Apprehended juveniles with formal diversions	%	55	56	56	56	55
Legal actions where alleged offenders are proceeded against to court	thous	134	138	135	135	134

———2007-08———		2008-09
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	174,217	181,365	182,420
NET COST OF SERVICES	171,379	177,581	178,156
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CAPITAL EXPENDITURE	7,975	11,874	12,315

**MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
42 NSW POLICE FORCE**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	1,745,764	1,856,837	1,856,340
Other operating expenses	376,617	350,095	355,227
Depreciation and amortisation	96,916	107,843	116,801
Grants and subsidies	3,621	3,621	3,712
Finance costs	12,508	12,308	12,508
Other expenses	35,684	39,029	16,473
Total Expenses Excluding Losses	2,271,110	2,369,733	2,361,061
Less:			
Retained Revenue -			
Sales of goods and services	20,177	21,526	21,282
Investment income	1,251	1,251	1,543
Grants and contributions	43,821	54,556	10,087
Other revenue	4,836	15,478	32,049
Total Retained Revenue	70,085	92,811	64,961
Gain/(loss) on disposal of non current assets	227	227	12,074
Other gains/(losses)	(26)	(26)	(26)
NET COST OF SERVICES	2,200,824	2,276,721	2,284,052
RECURRENT FUNDING STATEMENT			
Net Cost of Services	2,200,824	2,276,721	2,284,052
Recurrent Services Appropriation	1,965,306	2,027,076	2,040,348
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	102,239	152,239	158,241
Capital Works and Services Appropriation	92,239	142,239	136,667

**MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
42 NSW POLICE FORCE**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	47,945	43,432	52,092
Receivables	28,310	34,976	35,081
Inventories	2,390	1,800	...
Total Current Assets	78,645	80,208	87,173
Non Current Assets -			
Receivables	...	13,979	13,979
Property, plant and equipment -			
Land and building	982,010	1,037,924	1,056,001
Plant and equipment	235,642	260,326	253,709
Intangibles	80,485	105,641	133,621
Total Non Current Assets	1,298,137	1,417,870	1,457,310
Total Assets	1,376,782	1,498,078	1,544,483
LIABILITIES -			
Current Liabilities -			
Payables	58,063	52,888	59,278
Borrowings at amortised cost	3,112	3,112	3,873
Provisions	278,097	340,823	340,823
Other	18,192	18,692	18,262
Total Current Liabilities	357,464	415,515	422,236
Non Current Liabilities -			
Borrowings at amortised cost	182,814	182,814	178,941
Provisions	20,821	22,065	22,065
Other	7,476	9,496	8,903
Total Non Current Liabilities	211,111	214,375	209,909
Total Liabilities	568,575	629,890	632,145
NET ASSETS	808,207	868,188	912,338

MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
42 NSW POLICE FORCE

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
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<i>BALANCE SHEET (cont)</i>			
EQUITY			
Reserves	314,544	373,634	381,134
Accumulated funds	493,663	494,554	531,204
TOTAL EQUITY	808,207	868,188	912,338

**MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
42 NSW POLICE FORCE**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	1,630,438	1,672,059	1,705,236
Grants and subsidies	3,621	3,621	3,712
Finance costs	12,208	12,008	12,208
Other	439,247	475,240	428,468
Total Payments	2,085,514	2,162,928	2,149,624
Receipts			
Sale of goods and services	25,752	23,857	35,991
Interest	1,251	1,279	1,543
Other	104,746	124,214	83,514
Total Receipts	131,749	149,350	121,048
NET CASH FLOWS FROM OPERATING ACTIVITIES	(1,953,765)	(2,013,578)	(2,028,576)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	10,000	23,199	21,574
Purchases of property, plant and equipment	(100,782)	(132,248)	(125,012)
Other	(1,457)	(19,991)	(33,229)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(92,239)	(129,040)	(136,667)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings and advances	(2,385)	(2,385)	(3,112)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(2,385)	(2,385)	(3,112)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	1,965,306	2,027,076	2,040,348
Capital appropriation	92,239	142,239	136,667
Cash transfers to Consolidated Fund	...	(2,349)	...
NET CASH FLOWS FROM GOVERNMENT	2,057,545	2,166,966	2,177,015
NET INCREASE/(DECREASE) IN CASH	9,156	21,963	8,660
Opening Cash and Cash Equivalents	38,789	21,469	43,432
CLOSING CASH AND CASH EQUIVALENTS	47,945	43,432	52,092

MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
42 NSW POLICE FORCE

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000

CASH FLOW STATEMENT (cont)

CASH FLOW RECONCILIATION

Net cost of services	(2,200,824)	(2,276,721)	(2,284,052)
Non cash items added back	236,631	246,588	260,488
Change in operating assets and liabilities	10,428	16,555	(5,012)
Net cash flow from operating activities	(1,953,765)	(2,013,578)	(2,028,576)

**MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
43 NEW SOUTH WALES CRIME COMMISSION**

43.1. Criminal Investigations

Service Description: This service group covers the collection of evidence and intelligence for the prosecution of serious criminal offenders.

Linkage to Results: This service group contributes to the investigation, apprehension and prosecution of serious offenders and consequent reductions in the incidence of drug trafficking and serious crime by working towards a range of intermediate results that include:

- ◆ assembling evidence for the prosecution of serious criminals
- ◆ furnishing reports relating to illegal drug trafficking and serious crime
- ◆ reviewing police inquiries into any criminal activity and
- ◆ disseminating information, intelligence, investigatory technological and analytical expertise.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Arrests	no.	425	445	450	450	450
Charges	no.	2,168	2,482	2,500	2,500	2,500
Restraining orders	no.	155	131	170	170	170
<u>Employees:</u>	EFT	103	101	105	106	110

—————2007-08—————		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	13,751	13,805	14,213
NET COST OF SERVICES	11,316	11,435	11,767
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CAPITAL EXPENDITURE	1,249	1,256	1,289

MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
43 NEW SOUTH WALES CRIME COMMISSION

43.2 Confiscation of Assets

Service Description: This service group covers the restraint and confiscation of assets accumulated through the conduct of serious criminal activities.

Linkage to Results: This service group contributes to identifying, restraining and confiscating assets of serious criminals by working towards a range of intermediate results that include:

- ◆ taking litigation action against those people involved in serious criminal activity and
- ◆ transferring confiscated funds to the NSW Confiscated Proceeds Account.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Asset forfeiture orders	no.	64	68	60	60	60
Proceeds assessment orders	no.	59	35	60	60	60
<u>Employees:</u>	EFT	23	24	24	24	27

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	3,437	3,404	3,558
NET COST OF SERVICES	2,829	2,811	2,947
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CAPITAL EXPENDITURE	312	292	272

**MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
43 NEW SOUTH WALES CRIME COMMISSION**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	11,397	11,817	12,422
Other operating expenses	3,940	3,453	3,412
Depreciation and amortisation	1,430	1,518	1,608
Other expenses	421	421	329
Total Expenses Excluding Losses	17,188	17,209	17,771
Less:			
Retained Revenue -			
Sales of goods and services	52	20	41
Investment income	31	100	41
Other revenue	3,000	3,000	3,075
Total Retained Revenue	3,083	3,120	3,157
Gain/(loss) on disposal of non current assets	...	(7)	...
Other gains/(losses)	(40)	(150)	(100)
NET COST OF SERVICES	14,145	14,246	14,714
RECURRENT FUNDING STATEMENT			
Net Cost of Services	14,145	14,246	14,714
Recurrent Services Appropriation	12,271	12,271	12,802
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	1,561	1,548	1,561
Capital Works and Services Appropriation	1,561	1,561	1,561

**MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
43 NEW SOUTH WALES CRIME COMMISSION**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	527	304	157
Receivables	1,940	2,418	2,808
Total Current Assets	2,467	2,722	2,965
Non Current Assets -			
Property, plant and equipment -			
Land and building	13,028	16,433	16,451
Plant and equipment	4,925	4,489	4,409
Intangibles	272	96	111
Total Non Current Assets	18,225	21,018	20,971
Total Assets	20,692	23,740	23,936
LIABILITIES -			
Current Liabilities -			
Payables	630	320	456
Borrowings at amortised cost	400	350	298
Provisions	780	931	968
Total Current Liabilities	1,810	1,601	1,722
Non Current Liabilities -			
Borrowings at amortised cost	152	102	102
Provisions	136	100	109
Total Non Current Liabilities	288	202	211
Total Liabilities	2,098	1,803	1,933
NET ASSETS	18,594	21,937	22,003
EQUITY			
Reserves	7,313	10,786	10,786
Accumulated funds	11,281	11,151	11,217
TOTAL EQUITY	18,594	21,937	22,003

**MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
43 NEW SOUTH WALES CRIME COMMISSION**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	11,119	11,308	11,949
Other	4,745	4,787	4,028
Total Payments	15,864	16,095	15,977
Receipts			
Sale of goods and services	55	(11)	(71)
Interest	31	100	41
Other	3,240	3,167	3,110
Total Receipts	3,326	3,256	3,080
NET CASH FLOWS FROM OPERATING ACTIVITIES	(12,538)	(12,839)	(12,897)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(1,461)	(1,011)	(961)
Other	(100)	(85)	(200)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(1,561)	(1,096)	(1,161)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings and advances	...	(388)	(452)
NET CASH FLOWS FROM FINANCING ACTIVITIES	...	(388)	(452)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	12,271	12,271	12,802
Capital appropriation	1,561	1,561	1,561
Cash transfers to Consolidated Fund	...	(624)	...
NET CASH FLOWS FROM GOVERNMENT	13,832	13,208	14,363
NET INCREASE/(DECREASE) IN CASH	(267)	(1,115)	(147)
Opening Cash and Cash Equivalents	794	1,419	304
CLOSING CASH AND CASH EQUIVALENTS	527	304	157

**MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
43 NEW SOUTH WALES CRIME COMMISSION**

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
<hr/>			
CASH FLOW STATEMENT (cont)			
CASH FLOW RECONCILIATION			
Net cost of services	(14,145)	(14,246)	(14,714)
Non cash items added back	1,788	1,947	2,025
Change in operating assets and liabilities	(181)	(540)	(208)
Net cash flow from operating activities	(12,538)	(12,839)	(12,897)

**MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
44 POLICE INTEGRITY COMMISSION**

44.1 Investigations

Service Description: This service group covers investigations into serious police misconduct, the preparation of evidence for prosecutions and managerial action, and the collection of intelligence to target serious police misconduct risks.

Linkage to Results: This service group contributes to reducing and preventing serious police misconduct by working towards a range of intermediate results that include the following:

- ◆ developing effective strategies to detect serious police misconduct
- ◆ exposing serious police misconduct and
- ◆ deterring serious police misconduct through effective investigation.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Current investigations	no.	51	55	55	55	55
Ratio of public/private hearing days	no.	1:13	1:10	1:10	1:10	1:10
<u>Employees:</u>	EFT	71	73	73	73	73

-----2007-08-----	2008-09
Budget	Budget
\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	16,670	16,662	17,074
Total expenses include the following:			
Operational expenses relating to investigation	886	886	910
NET COST OF SERVICES	16,584	16,390	16,986

CAPITAL EXPENDITURE	680	680	1,790
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**MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
44 POLICE INTEGRITY COMMISSION**

44.2 Research

Service Description: This service group covers research projects and recommendations for reform reports to improve practices within the NSW Police Force.

Linkage to Results: This service group contributes to preventing serious police misconduct by working towards a range of intermediate results that include the following:

- ◆ providing informed advice on improvements to the NSW Police Force's systems and work practices and
- ◆ ensuring regular consultation and feedback to improve the quality of police investigations and the implementation of reforms.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Research projects and reports including reform recommendations	no.	4	4	4	4	4
Participation in joint working parties to develop/improve Police practices	no.	6	6	6	6	6
<u>Employees:</u>	EFT	6	6	6	6	6

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	1,312	1,459	1,475
NET COST OF SERVICES	1,312	1,459	1,475

MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
44 POLICE INTEGRITY COMMISSION

44.3 Complaints Management

Service Description: This service group covers the Commission's involvement in complaint investigations and the management of relevant complaint processes.

Linkage to Results: This service group contributes to reducing and preventing serious police misconduct by working towards a range of intermediate results that include the following:

- ◆ developing effective strategies to detect serious police misconduct
- ◆ deterring serious police misconduct through effective investigation and
- ◆ exposing serious police misconduct.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Complaints received	no.	1,141	1,201	1,300	1,300	1,300
<u>Employees:</u>	EFT	4	4	4	4	4

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	950	760	773
NET COST OF SERVICES	950	760	773

**MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
44 POLICE INTEGRITY COMMISSION**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	13,255	13,010	13,405
Other operating expenses	4,586	4,622	4,514
Depreciation and amortisation	1,091	1,249	1,403
Total Expenses Excluding Losses	18,932	18,881	19,322
Less:			
Retained Revenue -			
Investment income	86	86	88
Grants and contributions	...	195	...
Total Retained Revenue	86	281	88
Other gains/(losses)	...	(9)	...
NET COST OF SERVICES	18,846	18,609	19,234
RECURRENT FUNDING STATEMENT			
Net Cost of Services	18,846	18,609	19,234
Recurrent Services Appropriation	17,020	17,020	17,291
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	680	680	1,790
Capital Works and Services Appropriation	680	680	1,790

**MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
44 POLICE INTEGRITY COMMISSION**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	1,168	1,170	1,328
Receivables	659	602	602
Total Current Assets	1,827	1,772	1,930
Non Current Assets -			
Property, plant and equipment -			
Land and building	348	465	346
Plant and equipment	3,687	3,812	4,327
Intangibles	26	18	9
Total Non Current Assets	4,061	4,295	4,682
Total Assets	5,888	6,067	6,612
LIABILITIES -			
Current Liabilities -			
Payables	244	293	340
Provisions	1,025	1,065	1,086
Total Current Liabilities	1,269	1,358	1,426
Total Liabilities	1,269	1,358	1,426
NET ASSETS	4,619	4,709	5,186
EQUITY			
Accumulated funds	4,619	4,709	5,186
TOTAL EQUITY	4,619	4,709	5,186

**MINISTER FOR POLICE, AND MINISTER FOR THE ILLAWARRA
44 POLICE INTEGRITY COMMISSION**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	12,501	12,277	12,707
Other	5,166	5,194	5,100
Total Payments	17,667	17,471	17,807
Receipts			
Sale of goods and services	...	15	...
Interest	86	86	92
Other	580	783	582
Total Receipts	666	884	674
NET CASH FLOWS FROM OPERATING ACTIVITIES	(17,001)	(16,587)	(17,133)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(680)	(667)	(1,790)
Other	...	(13)	...
NET CASH FLOWS FROM INVESTING ACTIVITIES	(680)	(680)	(1,790)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	17,020	17,020	17,291
Capital appropriation	680	680	1,790
Cash transfers to Consolidated Fund	...	(725)	...
NET CASH FLOWS FROM GOVERNMENT	17,700	16,975	19,081
NET INCREASE/(DECREASE) IN CASH	19	(292)	158
Opening Cash and Cash Equivalents	1,149	1,462	1,170
CLOSING CASH AND CASH EQUIVALENTS	1,168	1,170	1,328
CASH FLOW RECONCILIATION			
Net cost of services	(18,846)	(18,609)	(19,234)
Non cash items added back	1,735	1,588	2,033
Change in operating assets and liabilities	110	434	68
Net cash flow from operating activities	(17,001)	(16,587)	(17,133)

**MINISTER FOR PRIMARY INDUSTRIES,
MINISTER FOR ENERGY,
MINISTER FOR MINERAL RESOURCES, AND
MINISTER FOR STATE DEVELOPMENT**

OVERVIEW

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
Department of Primary Industries			
Total Expenses	449.7	442.6	-1.6
Capital Expenditure	23.1	24.1	4.0
New South Wales Rural Assistance Authority			
Total Expenses	202.5	180.6	-10.8
Capital Expenditure	0.1	0.1	...
Department of Water and Energy			
Total Expenses	429.4	447.4	4.2
Capital Expenditure	9.2	10.1	10.3
New South Wales Coal Compensation Board			
Total Expenses	5.2	...	-100.0
Capital Expenditure
Department of State and Regional Development			
Total Expenses	181.9	185.9	2.2
Capital Expenditure	0.4	1.1	160.0
NSW Food Authority			
Total Expenses	21.2	20.8	-2.0
Capital Expenditure	1.2	1.7	40.0
Total, Minister for Primary Industries, Minister for Energy, Minister for Mineral Resources, and Minister for State Development			
Total Expenses	1,289.9	1,277.3	-1.0
Capital Expenditure	34.0	37.1	9.1

In addition to the agencies listed above, the Minister is also supported by the Department of Water and Energy (Section 19) for the Energy portfolio area.

DEPARTMENT OF PRIMARY INDUSTRIES

The Department of Primary Industries (DPI) supports the development of profitable primary industries that create a more prosperous New South Wales and contribute to a better environment through the sustainable use of natural resources. The Department maintains close links with industry and has industry competitiveness and front line service delivery as priorities.

RESULTS AND SERVICES

The Department contributes to stronger rural and regional economies, practical environmental solutions and improved urban environments by aiming for the following results:

- ◆ Primary industries perform strongly in the economy.
- ◆ Primary industries have appropriate access to natural resources and manage them wisely.
- ◆ Primary industries are safe, healthy and biosecure.

Key services provided by the Department to contribute to these results include:

- ◆ providing science, research and innovative technologies to improve the international competitiveness and long-term environmental sustainability of the State's primary industries
- ◆ providing a biosecurity framework to support and improve domestic and international market access for the State's primary industries products
- ◆ developing and delivering education and extension services for primary industries with particular emphasis on the development and delivery of the PROfarm training program
- ◆ planning, managing and regulating the sustainable commercial and recreational use of the State's fisheries resources
- ◆ licensing and inspecting animal research and exhibited animal establishments, and administering animal welfare legislation
- ◆ developing and promoting geoscientific information on New South Wales to increase investment opportunities in the minerals industry
- ◆ granting, managing and maintaining exploration and mining titles across New South Wales and collecting prescribed royalties and
- ◆ assessing, investigating and improving environmental and health and safety performance across the mining industry.

The key services provided by the Department and the way in which they are expected to contribute to these results and the priorities in the State Plan, are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Strong economic performance of primary industries	Appropriate access to and wise management of natural resources	Safe, healthy and biosecure industries
Agriculture, Biosecurity and Mine Safety	133.9	✓	✓	✓
Mineral Resources	52.9	✓	✓	✓
Fisheries and Compliance	67.4	✓	✓	✓
Science and Research	138.5	✓	✓	✓
Personnel Services	49.9			
Total Expenses Excluding Losses	442.6			

RECENT ACHIEVEMENTS

Forecast recurrent expenditure for 2007-08 is \$535.5 million. Significant achievements and developments during 2007-08 include:

- ◆ successfully eradicating the equine influenza outbreak. The Department was the lead NSW agency in the national response to the outbreak. The speed of the response limited the spread of the disease, shortened the time required for the eradication and resulted in savings of hundreds of millions of dollars for the industry and the community
- ◆ completing the \$1 million Queensland Border electronic surveillance system to help protect the State's livestock industries from the economically damaging cattle tick
- ◆ coordinating the NSW Government response to drought. State expenditure on drought assistance through the Department and other agencies is predicted to exceed \$80 million in 2007-08, bringing the Government's total commitment to more than \$390 million since the current drought began in 2002-03
- ◆ continued enhancement of the highly successful PROfarm training program with 120 short courses available for delivery on demand and 400 PROfarm courses delivered to more than 5,200 clients

- ◆ completing the implementation of the Cattle National Livestock Identification Scheme to achieve consistent national compliance levels
- ◆ facilitating clean coal development through a demonstration project for the capture and storage of CO₂ from an existing power station
- ◆ progressing the development of the Watermark coal development area near Gunnedah by calling for expressions of interest
- ◆ continuing the Government's support for increased mineral and petroleum exploration under the New Frontiers initiative
- ◆ introducing the *Mining Amendment Bill 2008* to ensure that environmental management of mines is consistent with contemporary standards and community expectations
- ◆ completing the reform framework for improving OH&S performance in the mining industry through the gazettal and implementation of the *Mine Health and Safety Act 2004* and the *Mine Health and Safety Regulation 2007*
- ◆ completing the transfer of the Coal Compensation Board to the Department on 31 December 2007
- ◆ completing the first year of full operation under the new share management scheme for major commercial fisheries. More than 250 share transfers have been completed since the scheme's introduction, enabling commercial fishers to improve their viability through the disposal or acquisition of shares
- ◆ implementing the NSW Oyster Industry Sustainable Aquaculture Strategy resulting in greater protection of priority oyster growing areas
- ◆ completing the voluntary commercial fishing buyout program for Port Stephens-Great Lakes and Batemans marine parks. Payments for fishing entitlements, retraining, relocation, depreciation of fishing equipment and administration of the program are expected to reach \$20.7 million by July 2008
- ◆ launching the Office of Rural Greenhouse Gas Studies in Armidale as the focal point for the Department's investment in climate change research for primary industries
- ◆ facilitating an independent review of the NSW moratorium on genetically modified (GM) food crops, including wide stakeholder consultation, resulting in amended legislation and lifting of the moratorium on GM canola production in New South Wales

- ◆ completing the transition from public breeding to national or private breeding programs for barley and
- ◆ completing the new \$1.3 million Feed Evaluation laboratory facility at Wagga Wagga to provide additional capability and capacity to the Feed Quality Service.

STRATEGIC DIRECTIONS

The Department delivers its services through four operational divisions: Agriculture, Biosecurity and Mine Safety; Mineral Resources; Fisheries and Compliance; and Science and Research. The Department has a strong rural and regional focus and works with other agencies to develop regional innovation strategies to strengthen the capability of primary industries.

In particular, the Department has the following strategic directions for each industry:

- ◆ Agriculture, aquaculture and private forestry industries rapidly implement new technologies to increase economic performance whilst reducing environmental impacts; in particular, on-farm water is used efficiently, industry adapts to and reduces its impact on climate change and risks posed by pests, diseases and chemicals are excluded, eradicated or effectively managed.
- ◆ The fishing industry has secure access and harvests at levels which allow sustainable regeneration of fish stocks; the living aquatic environment is conserved and protected for current and future generations.
- ◆ The mining industry contributes to state and regional economies and to their communities through strong investment and production while appropriately managing natural resources and operating to best practice health and safety standards.
- ◆ The forestry industry conducts ecologically sustainable management practices, underpinned by sound science, and captures opportunities presented by carbon markets.

The strategic directions for each service group are as follows:

Agriculture, Biosecurity and Mine Safety

- ◆ enhance the delivery of education, initiatives to help primary producers manage risks, deliver environmental outcomes and use innovative technologies to improve productivity and profitability
- ◆ prepare and deliver industry development strategies for key industries to increase investment in rural and regional New South Wales
- ◆ drive primary industries' adaptation to global warming and mitigate the production of greenhouse gases by assisting in the implementation of new technologies which ensure permanent improvements in greenhouse gas management
- ◆ facilitate plantation development and investment in New South Wales that in turn creates employment, timber products and assists in countering carbon emissions
- ◆ review biosecurity legislation with the aim of reducing costs to industry whilst improving biosecurity outcomes
- ◆ implement a comprehensive biosecurity strategy aimed at the protection of the economy, environment and public health from the negative impacts associated with pest, diseases and weeds
- ◆ develop information, communication and technology platforms to improve management of exotic disease incursions, routine surveillance and market access
- ◆ implement targeted health and safety education programs that address priority areas identified by the NSW Mines Safety Advisory Council

Mineral Resources

- ◆ progress a demonstration project expected to run to 2013 to facilitate clean coal development
- ◆ continue to provide world class geoscience information to support exploration, mining investment and geosequestration in New South Wales
- ◆ facilitate mineral and petroleum exploration and new resource developments to maximise social and economic benefits and minimise adverse environmental impacts

- ◆ regulate mine safety to ensure the health and safety of mine workers, and further improve the environmental performance of the NSW mining industry
- ◆ oversee national and international mine safety equipment schemes and standards
- ◆ identify additional coal development areas to increase the competitiveness of the NSW mining industry

Fisheries and Compliance

- ◆ attract investment by identifying and assessing suitable sites for large-scale aquaculture production
- ◆ ensure compliance with the *Fisheries Management Act 1994* and the *Environmental Planning and Assessment Act 1979* by completing an environmental assessment process for shark meshing and development of a Joint Management Agreement with the Department of Environment and Climate Change
- ◆ improve the profitability and sustainability of commercial fisheries by building on the introduction of share management, exploring opportunities for streamlined and simplified regulatory approaches and facilitating structural adjustment
- ◆ develop opportunities for increasing community involvement in recreational angling, including the completion of environmental assessments for artificial reefs and marine stocking programs

Science and Research

- ◆ continue to refocus effort from lower priority programs to areas of higher priority such as studies aimed at adaptation to and mitigation of the effects of global warming on the State's primary industries
- ◆ continue to transition plant breeding programs to the private sector
- ◆ deliver increased productivity and sustainability of resource use across primary industries by managing a portfolio of projects with external funding in the order of \$50 million per annum
- ◆ develop information and technology platforms to improve the management of the Department's project portfolio and optimise return on investment against government priorities and

- ◆ conduct scientific surveys of the fish resources of New South Wales, enabling assessment of fish resources independent of commercial or recreational fishers.

2008-09 BUDGET INITIATIVES

Major initiatives for 2008-09 include:

- ◆ \$4.2 million for Brigalow structural adjustment
- ◆ \$1.9 million contribution towards derelict mine site rehabilitation and
- ◆ \$2.5 million for the NSW contribution towards combating exotic pests and diseases.

Total Expenses

The Department of Primary Industries' total expenses for 2008-09 are budgeted at \$442.6 million.

The major areas of expenditure include:

- ◆ \$133.9 million for the Agriculture, Biosecurity and Mine Safety service group
- ◆ \$52.9 million for the Mineral Resources service group
- ◆ \$67.4 million for the Fisheries and Compliance service group
- ◆ \$138.5 million for the Science and Research service group and
- ◆ \$49.9 million for the provision of Personnel Services.

Capital Expenditure

The Department of Primary Industries' 2008-09 capital expenditure is \$24.1 million, of which \$11.5 million is reinvestment of proceeds from the sale of assets.

Major projects within the Department's capital program include:

Replacing and maintaining departmental infrastructure

- ◆ \$4.2 million to purchase new and replacement plant and equipment
- ◆ \$4 million to rationalise and replace information, communications and technology infrastructure

Maintaining and upgrading research facilities

- ◆ \$2.8 million to construct a new laboratory to upgrade research facilities at Wagga Wagga
- ◆ \$8 million for Stage 2 of rationalisation and relocation of facilities from Narara to Somersby
- ◆ \$1.5 million for the Biosecurity Upgrade of Elizabeth Macarthur Agricultural Institute
- ◆ \$350,000 for health, safety, environment and compliance upgrades of laboratories, buildings and infrastructure and

Improving facilities for fisheries

- ◆ \$718,000 for a replacement laboratory at Port Stephens.

AGENCY RESULT INDICATORS

Primary industries perform strongly in the economy

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Value of primary industries production	\$m	20,575	20,317	22,632	26,261
ii) Mining royalties collected	\$m	503	489	520	920
iii) Capital expenditure (mining)	\$m	1,760	1,700	2,000	2,000
iv) Value of targeted primary industries exports:					
- Coal	\$m	6,700	6,200	7,700	9,500
- Agriculture	\$m	5,401	5,281	5,064	5,975

Notes:

- i) This indicator shows the value of production, and hence economic performance of the agriculture, minerals, wild harvest fisheries and aquaculture sectors. While production is influenced by many factors such as climatic conditions, global demand and the value of the Australian dollar, this indicator is a proxy for the effectiveness of DPI's services aimed at maintaining strong economic performance.
- ii) This indicator shows the royalty revenue generated by mineral production.
- iii) This indicator shows the level of investment by the mining sector and is a proxy for NSW's attractiveness to investors.
- iv) While the value of exports is influenced by many factors such as global demand and the value of the Australian dollar, this indicator is a proxy for the effectiveness of DPI's services aimed at maintaining strong economic performance.

Primary industries have appropriate access to natural resources and manage them wisely

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Mines operating to agreed operation plans and subsidence plans	%	95	95	97	97
ii) Primary/target and secondary fish species harvested at biologically sustainable levels	%	96	>90	>90	>90
iii) Landholders/fishers adopting at least one DPI sustainability innovation	%	n.a.	25	30	30
iv) Cotton yield per megalitre of water supplied	Bales	1.03	1.06	1.09	1.11
v) Reduction in net emissions from primary industries	%	n.a.	2	3	3

Notes:

- i) This indicator shows the percentage of mines operating to agreed operation plans and subsidence plans, and hence the appropriate use of mineral resources.
- ii) This indicator is a proxy for the effectiveness of DPI's management of fisheries resources.
- iii) This indicator shows the effectiveness of DPI's services aimed at facilitating uptake of sustainability innovations developed by DPI.
- iv) This indicator demonstrates the effectiveness of DPI's services aimed at uptake of water-saving practices and technologies by the cotton sector.
- v) This indicator shows the annual percentage reduction in net greenhouse emission from primary industries due to the uptake of technologies such as high feed efficient livestock.

Primary industries are safe, healthy and biosecure

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Compliance with National Animal Health performance standards	%	95	95	97	97
ii) Major innovations in pest and disease control	no.	26	26	30	30
iii) Fatal injury frequency rate in the mining industry:	Injuries/ million hours				
- Coal		0.04	0.04	0.04	0.01
- Non-coal		0.04	0.06	0.04	0.04

Notes:

- i) This indicator shows the degree to which the NSW animal health management system meets the agreed national standards.
- ii) This indicator shows the number of innovations developed annually by DPI to improve biosecurity and protect human health. The figures comprise the number of innovations to protect human health, protect industry or reduce cost to government and industry.
- iii) This indicator shows the fatal injury rate per million hours worked (five year average) and is a proxy for the effectiveness of services to improve workplace safety.

NEW SOUTH WALES RURAL ASSISTANCE AUTHORITY

The New South Wales Rural Assistance Authority, under the *Rural Assistance Act 1989*, promotes the efficient delivery of assistance programs to farmers and other persons engaged in rural industries.

The Authority's primary objective is to administer, analyse and influence adjustment and assistance programs that encourage self reliance, facilitate appropriate change and help mitigate extreme events.

The Authority administers the *Farm Debt Mediation Act 1994*.

RESULTS AND SERVICES

The Authority supports the strong economic performance of primary industries by providing services to help farmers manage debt and business risks such as natural disasters and drought. The Authority also encourages the sustainable use of natural resources through the provision of low-interest loans for works to improve land management.

The Authority has developed the following planned results to achieve government objectives:

- ◆ The agricultural and small business sector is able to recover from the effects of extreme events.
- ◆ The agricultural sector is able to resist, and remain viable when faced with financial challenges.
- ◆ The agricultural sector is able to co-exist with and support the natural environment.
- ◆ Farm debt disputes are resolved efficiently and equitably.

Key services provided by the Authority to contribute to these results include:

- ◆ the provision of loans to farmers and small businesses to allow them to continue their normal operations following a natural disaster
- ◆ the provision of interest subsidies to help farmers affected by exceptional circumstances to obtain carry-on finance, restructure debt and implement productivity improvements
- ◆ the provision of loans to farmers aimed at promoting improved land management practices and
- ◆ the administration of the *Farm Debt Mediation Act 1994*.

The key services provided by the New South Wales Rural Assistance Authority and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results			
		The agricultural and small business sector is able to recover from the effects of extreme events	The agricultural sector is able to resist, and remain viable when faced with, financial challenges	The agricultural sector is able to co-exist with and support the natural environment	Farm debt disputes are resolved efficiently and effectively
Financial Assistance to Farmers and Small Businesses	180.6	✓	✓	✓	✓
Total Expenses Excluding Losses	180.6				

RECENT ACHIEVEMENTS

In 2006-07, the Authority continued to provide support to farmers and small businesses through the Advancing Australian Agriculture program, which includes the Exceptional Circumstances program. This is a joint program between the Commonwealth and NSW Governments, with the Commonwealth contributing 90 per cent of the funding.

The Exceptional Circumstances program was recently extended to include small businesses in towns with populations of less than 10,000 where businesses are substantially reliant on farmers for income and have suffered a downturn. Eligibility criteria for the program was also relaxed. Consequently, 7,965 applications to the Exceptional Circumstances program were approved in 2006-07, compared to 1,117 in 2002-03.

Expenditure in 2006-07 increased compared with 2005-06 mainly due to the extension of Exceptional Circumstances provisions throughout the State. Total expenses in 2006-07 were \$284.7 million compared to \$168 million in 2005-06. Exceptional Circumstances assistance is expected to total \$420.8 million in 2007-08.

The Special Conservation Scheme provides loans at low interest rates for works such as soil conservation, irrigation and water supply. Loans are provided on the basis that the proposed works will have a beneficial impact on the land, the community and the environment. The scheme has been extended to include drought-related initiatives. Support for this Scheme continued in 2007-08 with loans totalling \$13 million expected to be approved.

The Natural Disaster Recovery Scheme provides low interest rate loans to assist eligible primary producers and small businesses recover from the effects of natural disasters, such as storms, floods or bushfires. This Scheme commenced in 2006-07 with grants totalling \$21.5 million approved.

Recently, the Authority has provided flood damage assistance of \$11.5 million to people in the Hunter and Central Coast regions after the June 2007 storms. In addition, grants totalling \$10 million are expected to be approved to assist the Central West and North Coast regions, following extensive flood damage in December 2007 and January 2008.

STRATEGIC DIRECTIONS

Strategies employed by the Authority to ensure achievement of its planned results are:

- ◆ promotion of available assistance programs, and providing advice to create awareness about eligibility requirements to potential applicants
- ◆ periodic reviews of specific programs and continued development and monitoring of result indicators and service measures
- ◆ effective management of the Authority's loan portfolio to limit the risk of non-repayment and
- ◆ ongoing review and refinement of internal policies and procedures, and identifying synergies within Government and statutory authorities for streamlining the provision of assistance measures.

The Authority will continue its partnerships with other Government agencies such as the Department of Primary Industries to deliver the following assistance programs:

- ◆ AgStart – assisting young farmers to enter agribusiness or farming related industries
- ◆ Brigalow Assistance Scheme – assistance for forest related industries affected by the closure of the Brigalow State Forest
- ◆ Forging Partnerships Program – payments of grant and sponsorship funding approved by the former Department of Natural Resources and
- ◆ Native Vegetation Assistance Package – assistance to landholders as a consequence of refusal of consent to clear land under the *Native Vegetation Act 2003*.

2008-09 BUDGET INITIATIVES

The Authority is continuing to provide assistance under Advancing Australian Agriculture in 2008-09 with \$168.6 million budgeted for the Exceptional Circumstances program, with \$150 million contributed by the Commonwealth Government.

Total Expenses

In 2008-09, total expenses of the Authority are budgeted at \$180.6 million. The Advancing Australian Agriculture program is the largest component with an allocation of \$168.6 million.

\$18 million has been provided for the Special Conservation Scheme in 2008-09.

In 2008-09, \$2 million has notionally been provided for the Natural Disaster Relief Scheme. Actual expenditure will depend on the occurrence of natural disasters.

Capital Expenditure

The Authority receives a minor allocation of \$50,000 for the replacement and upgrade of office facilities.

AGENCY RESULT INDICATORS

The agricultural and small business sector is able to recover from the effects of extreme events

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Eligible applicants receive assistance	%	100	100	100	100
ii) Applications for assistance approved	no.	98	31	28	28
iii) Value of assistance provided	\$m	5.4	2.9	2.0	2.0

Notes: refers mostly to the Natural Disaster Relief Scheme.

i) Represents the percentage of eligible applicants who are provided with assistance.

ii) Represents the total of applications approved.

iii) Represents the total dollar value of assistance provided.

The agricultural sector is able to resist, and remain viable when faced with, financial challenges

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Eligible applicants receive assistance	%	100	100	100	100
ii) Applications for assistance approved	no.	4,825	7,965	7,500	6,250
iii) Value of assistance provided	\$m	155.1	252.6	193.4	170.4

Notes: refers mostly to the Exceptional Circumstances program.

i) Represents the percentage of eligible applicants who are provided with assistance.

ii) Represents the total of applications approved.

iii) Represents the total dollar value of assistance provided.

The agricultural sector is able to co-exist with and support the natural environment

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Eligible applicants receive assistance	%	100	100	100	100
ii) Applications for assistance approved	no.	137	319	324	450
iii) Value of assistance provided	\$m	7.1	12.8	13.0	18.0

Notes: refers mostly to the Special Conservation Scheme

i) Represents the percentage of eligible applicants who are provided with assistance.

ii) Represents the total of applications approved.

iii) Represents the total dollar value of assistance provided.

Farm debt disputes are resolved efficiently and equitably

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Farm debt disputes are effectively resolved	%	88	88	90	90

Notes:

i) Represents satisfactory mediations where an agreement has been reached.

DEPARTMENT OF WATER AND ENERGY

The Department of Water and Energy (DWE) delivers the Government's policy and reform agenda for the water and energy sectors in New South Wales. The Department provides policy, legislative, regulatory, technical and management advice in relation to water and energy matters to the Minister for Energy (Section 19) and the Minister for Water (Section 9). In addition to this advisory role the agency also carries out a regulatory and enforcement function in both water and energy.

The Department wholly or partly administers 30 Acts, including such key water and energy legislation as the: *Water Management Act 2000*; *Water Act 1912*; *Local Government Act 1993*; *Water Efficiency Labelling and Standards (NSW) Act 2005*; *National Electricity (NSW) Act 1997*; *Electricity Supply Act 1995*; *Gas Supply Act 1996*; *Pipelines Act 1967*; and *Energy and Utilities Administration Act 1987*. The Department also ensures that New South Wales frameworks are consistent with requirements under the Commonwealth's National Water Initiative, *Water Act 2007* and *Murray-Darling Basin Act 1993*.

RESULTS AND SERVICES

The Department of Water and Energy has lead agency responsibility for coordinating with partner agencies to ensure the delivery of the following State Plan priorities:

- ◆ E1: A secure and sustainable water supply for all users.
- ◆ E2: A reliable electricity supply with increased use of renewable energy.

The Department is working with the water management, energy and urban water industries, government agencies, industry, business and consumer groups and other stakeholders towards the following results:

- ◆ Allocation of water between communities, industry, farmers and the environment are secure and sustainable.
- ◆ Urban water supplies are reliable and sustainable and services are well managed, efficient and equitable across New South Wales.
- ◆ Energy supplies are reliable and sustainable, services are safe and efficient, and vulnerable customers are supported.

Key services provided by the Department that contribute to achieving these results include:

- ◆ advising on ecosystem protection strategies and plans; managing and regulating the sharing of water between users through developing water sharing plans, administering water licences, assessing resource availability, allocating available water and monitoring compliance; and developing and implementing water trading rules and liaising with other States and the Commonwealth in interstate water sharing arrangements
- ◆ planning and developing a policy and regulatory framework for urban water industries and customers including the Metropolitan Water Plan; facilitating water recycling across New South Wales; providing leadership, guidance and technical assistance in best-practice management, operation and maintenance for non-metropolitan urban water utilities; overseeing and monitoring local water utility performance and
- ◆ promoting and maintaining competition in energy markets, mainly through delivering the NSW Government's commitments under the national reform agenda for energy; promoting renewable energy, energy standards and appliance labelling schemes; developing a policy for electricity and gas network and licensed pipeline, regulating and monitoring performance against the policy; and maintaining a strong consumer protection framework.

The key services provided by the Department and the way in which they are expected to contribute to these results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Secure and sustainable allocation of water between communities, industry, farmers and the environment	Urban water supplies are reliable and sustainable and services are well managed, efficient and equitable across NSW	Energy supplies are reliable and sustainable, services are safe and efficient and vulnerable customers are supported
Urban Water Utilities	189.0		✓	
Water Management	150.2	✓		
Energy Supply and Use	108.2			✓
Total Expenses Excluding Losses	447.4			

RECENT ACHIEVEMENTS

The Department was established to address the dual challenges of ensuring reliable and sustainable access to the basic necessities of water and energy, which are fundamental to improving the quality of life in New South Wales, and to continued economic development across the State. Key recent achievements include:

- ◆ significant progress in promoting sustainable water sharing and trading with more than 90 per cent of water extraction in New South Wales covered by statutory water sharing plans and almost 14,000 licences converted to licences under the *Water Management Act 2000*
- ◆ in the last five years, completion of over 100 projects, saving more than 30,000 megalitres of groundwater per year through the Cap and Pipe the Bores program in the Great Artesian Basin
- ◆ coordination of the Metropolitan Water Plan to deliver major projects including deepwater access to water in Warragamba and Nepean Dams, a contract for the construction and operation of a renewable energy desalination plant at Kurnell, and the investigation of Sydney-wide groundwater supplies
- ◆ facilitating the development of Australia's first State-based access regime under the *Water Industry Competition Act 2006* to allow the private sector to invest in recycling with the Department facilitating the best use of existing infrastructure
- ◆ under the Country Towns Water Supply and Sewerage Program, completion of nearly 350 water supply and sewerage projects which have delivered enhanced public health, and environmental and security of supply outcomes to over one million residents living in country New South Wales
- ◆ progress in shaping substantial changes to the national energy legislative framework in order to transfer responsibility for economic regulation of the gas transmission sector and gas and electricity distribution networks from state-based regulators to the Australian Energy Regulator
- ◆ significant policy improvements in frameworks for the technical regulation of electricity, gas and pipeline infrastructure, which is expected to contribute significantly to electricity distributors moving towards the State Plan target of 99.98 per cent reliability by 2016 and
- ◆ introduction of new regulations governing the retail energy industry's hardship charters, to strengthen protection for vulnerable consumers.

STRATEGIC DIRECTIONS

The Department's strategic directions embrace the following:

- ◆ continuing to address supply security, regional demand growth and recycling and rainwater harvesting to enable the provision of a secure and sustainable water supply for all New South Wales users
- ◆ working to maximise the benefits to New South Wales from the Commonwealth's Water for Our Future program, the National Water Initiative and the Australian Government Water Fund
- ◆ increasing the volume of recycled water through innovation and investment facilitated by competition in the water industry
- ◆ continuing governance, institutional and regulatory reform to build a stronger national energy market, thereby reducing the cost and complexity of regulation, enhancing regulatory certainty, lowering barriers to competition and improving the climate for investment
- ◆ improving national consistency in technical, safety and planning regulation as it applies to the energy sector through New South Wales's participation in the Ministerial Council on Energy
- ◆ reducing greenhouse gas emissions from the energy sector and increasing the proportion of energy supplied from renewable sources by ensuring energy policies take into account targets for greenhouse gas reduction in the State Plan and the New South Wales targets for renewable energy supply and
- ◆ responding to growth in demand for water and energy in metropolitan and large regional centres as the Department provides policy support for the Government's preparation for new baseload generation.

2008-09 BUDGET INITIATIVES

Total Expenses

Estimated total expenses for the Department in 2008-09 will be \$447.4 million. Major items include:

- ◆ pensioner and life support rebates for energy of \$84.9 million
- ◆ social program payments of \$121.4 million to Sydney and Hunter Water Corporations largely for pensioner, exempt property and un-sewered area concessions

- ◆ Government contributions of \$47.2 million towards expenditure of \$52.4 million on the Country Towns Water Supply and Sewerage Program
- ◆ a water and sewerage maintenance program in Aboriginal communities that will provide ongoing support for the operation, maintenance and monitoring of water and sewerage systems at an estimated cost in 2008-09 is \$6.1 million, including a \$2.6 million contribution from the NSW Aboriginal Land Council
- ◆ Government contributions to State Water Corporation of \$21.5 million, comprising a transitional operating subsidy and an Independent Pricing and Regulatory Tribunal determined capital and recurrent contribution
- ◆ Energy Accounts Payment Assistance Program totalling \$9.4 million
- ◆ \$21.3 million as the State's share of operating costs and works programs for irrigation areas
- ◆ \$5.5 million for conserving and restoring groundwater resources of the Great Artesian Basin under the Cap and Pipe the Bores Program and
- ◆ \$3.2 million for the Pipeline NSW project to replace open channel domestic and stock water delivery systems in the central and northern rivers districts.

Capital Expenditure

The Department's capital expenditure program for 2008-09 is estimated at \$10.1 million. This includes \$5.6 million for Water Management Information Systems projects, \$1.3 million for a new hydraulic multi-purpose groundwater drilling rig and \$2.4 million for general plant and equipment including computers.

AGENCY RESULT INDICATORS

Water management

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Proportion of water extraction covered by commenced water sharing plans	% by volume	80	90	93	97
ii) Reduction in over-allocation of groundwater systems	%	n.a.	Base year	65	75
Notes:					
i) This indicator shows progress towards State Plan target for E1.					
ii) This indicator shows progress on six groundwater plans under the Achieving Sustainable Groundwater Entitlements program, contributing towards the State Plan target for E1. The specific target for this result indicator is 100 per cent reduction by 2016.					

Urban water utilities

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Total volume of water recycled in Sydney	Gigalitre	15.9	21.8	28.2	30.6
ii) Proportion of requirements of Best-Practice Management Guidelines for Water Supply and Sewerage met by local water utilities	%	50	65	72	80
iii) Proportion of people 'often taking action to conserve water'	%	65	79	81	85
Notes:					
i) This is a direct measure of progress towards the State Plan recycling target of 70 gigalitres/year by 2015.					
ii) This indicator shows progress towards State Plan (performance standards) targets through improvements in management of urban water services by local water utilities in non-metropolitan New South Wales.					
iii) This is an indicator of the effectiveness of the Water for Life education campaign coordinated by DWE. The figures are drawn from a comprehensive annual customer survey.					

Energy supply and use

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Unplanned electricity outages	SAIDI-normalised customer minutes p.a.	143	135	138	135
ii) GreenPower Sales – New South Wales	GWh p.a.	200	350	440	570

Notes:

i) System Average Interruption Duration Index (SAIDI) – normalised customer minutes p.a. is a direct measure of progress towards the State Plan electricity reliability target. The equivalent figure to the State Plan target of 99.98 per cent reliability by 2016 is 105 minutes. The actual result for 2006-07 was better than targeted.

ii) This is a measure of progress towards the State Plan target for increased renewable energy consumption. It complements the mandated renewable energy targets.

NEW SOUTH WALES COAL COMPENSATION BOARD

The New South Wales Coal Compensation Board ceased operations on 31 December 2007 in accordance with the *Coal Acquisition Legislation Repeal Act 2007*. At that time only a handful of compensation claims remained outstanding, and responsibility for resolving these claims was transferred to the Department of Primary Industries

As at the date of closure, total compensation paid by the Board was \$794.9 million. An estimated compensation liability of \$1.3 million was transferred to the Department of Primary Industries pending finalisation of the outstanding claims.

DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

The Department is responsible to the Minister for State Development, the Minister for Regional Development (Section 15), the Minister for Small Business (Section 21), the Minister for Tourism (Section 13) and the Minister for Science and Medical Research (Section 6).

The primary function of the Department is to provide expert advice to Government on developing the economic capacity and productivity of metropolitan and regional areas of New South Wales to secure innovative and sustainable business and industry development.

RESULTS AND SERVICES

The Department has the lead agency responsibility for coordinating with partner agencies to ensure the delivery of the following State Plan priorities:

- ◆ P1: Increased business investment.
- ◆ P6: Increased business investment in rural and regional New South Wales.

The Department aims to increase investment in, and productivity of, the State's economy to contribute to the stock of rewarding and high skill jobs, by working towards the following results:

- ◆ Business investment to New South Wales grows.
- ◆ Businesses operate competitively in the State.
- ◆ There is an attractive environment to do business in New South Wales.
- ◆ Strengths of Sydney and New South Wales are well marketed.
- ◆ There is support for science, research and innovation.

Key service areas include programs and activities to:

- ◆ assist domestic and international firms to establish and expand in New South Wales
- ◆ facilitate and support innovation across New South Wales business and industry
- ◆ increase adoption of exporting as a business growth strategy and develop the economic capacity of rural and regional New South Wales including supporting the small business sector
- ◆ increase the State's science, research and development capacity and
- ◆ increase tourism through domestic and international marketing, communications and online programs.

The key services provided by the Department of State and Regional Development and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results				
		Facilitate business investment	Increase business competitive- ness	Develop an attractive business environment	Market the strengths of Sydney and NSW	Support science, research and innovation
State Development	38.3	✓	✓	✓	✓	✓
Regional Development	44.9	✓	✓	✓	✓	
Small Business	22.1	✓	✓	✓		
Science and Medical Research	36.9			✓		✓
Tourism	43.7			✓	✓	
Total Expenses Excluding Losses	185.9					

RECENT ACHIEVEMENTS

During 2007-08, the Department worked to secure major investments in New South Wales with an estimated value of over \$1.6 billion and an employment impact of over 7,700 jobs.

One of the significant projects attracted during 2007-08 included the establishment of V Australia's operational headquarters in Sydney. V Australia is Virgin Air's international carrier from Australia, with initial services to be offered from Sydney to the USA.

Recent business expansion projects which brought new investment included Broens Industries at Ingleburn to provide tooling for the Joint Strike Fighter, and Ampcontrol Pty Ltd's transformer manufacturing facility in Tomago with its corporate head office bringing capital investment of \$19.3 million.

Sydney also continued its success in attracting significant film investment, such as the major international productions *Australia* and *Wolverine* bringing \$120 million in production expenditure during the year.

The Department coordinated a major mission to promote New South Wales in China and India, led by the Premier accompanied by representatives of all New South Wales universities and a delegation of senior business leaders.

Information technology firms continue to find the State to be an attractive location. During the year, two Indian companies, Rolta and Polaris Software, established centres in Sydney to deliver services to Australian and regional markets.

New South Wales' capabilities and products, and tourism opportunities were promoted through export development trade missions to Asia, the Middle East, and trade exhibitions in Dubai, Singapore and Chile.

Major legislative developments managed by the Department included successful passage of the embryo research legislation and the release of a consultation paper on retail leasing issues.

Over the last two years, the Department has delivered red tape regulation reviews in five sectors with 41 recommendations endorsed by Cabinet and these are in the process of being implemented.

Small businesses were supported by improved accessibility to regional Innovation Advisory Services through eight New South Wales regional locations, and by extension of the Women in Business program through the Community Technology Centres to remote communities across the State.

The Department also facilitated events such as the Regional Food Tour to the Hunter and Orana Regions, and the inaugural Boutique Wine and Beer Tour in the Hunter and Riverina regions to help generate new sales for regionally based food businesses.

Science and medical research activities during 2007-08 included establishing two major clinical research networks, the Australian New Zealand Spinal Cord Injury Network and the Cardiovascular Research Network.

Tourism NSW continued to invest in Sydney as well as in regional New South Wales through various promotions with a record number of co-operative industry partners. This included a Bonus Long Weekend campaign to encourage the Sydney population to visit regional New South Wales during the APEC weekend.

STRATEGIC DIRECTIONS

The Department adopts a whole-of-government approach to its role under the New South Wales State Plan and the New South Wales Innovation Statement and actively collaborates with the business sector and the community in its work.

The environment for economic growth is increasingly complex and competitive, both nationally and internationally. To meet this challenge, the Department focuses on continuously refining and better targeting its activities to contribute to a dynamic and growing economy. The goal is to ensure that New South Wales is a competitive place to do business and Sydney extends its role as a global city.

The Department works towards securing innovative and sustainable businesses and industry developments for the State through:

- ◆ providing leadership within government on business, economic, tourism, science and medical research, small business and regional development issues
- ◆ adopting a whole-of-government perspective with respect to the investment potential of the State's resources
- ◆ supporting the interests of the community in growing the business sector and
- ◆ pursuing a balance between economic development and the social, environmental and other challenges that confront a modern society.

2008-09 BUDGET INITIATIVES

Total Expenses

The Department's total budgeted expenses in 2008-09 are estimated at \$185.9 million which are spread across its five portfolio areas.

State Development - Attracting investment in key sectors and implementing the Government's Statement on Innovation are key areas under this service group. The budgeted expenses of this service group in 2008-09 are estimated at \$38.3 million.

Regional Development - Implementing a new regional business engagement model to give business issues priority across all relevant local and State government agencies is a key activity under this service group. The budgeted expenses of this group in 2008-09 are estimated at \$44.9 million.

Small Business - Encouraging both new and existing small business clients develop business growth opportunities is the key activity of this service group. The budgeted expenses of this service group in 2008-09 are estimated at \$22.1 million.

Science and Medical Research - Managing New South Wales' medical research programs and creating clinical research networks to build capacity and maximise further investment are key areas of focus under this service group. The budgeted expenses of this service group in 2008-09 are estimated at \$36.9 million.

Tourism - Growing and developing tourism in New South Wales through targeted local and international campaigns is the key area of focus under this service group. The budgeted expenses of this service group in 2008-09 are estimated at \$43.7 million.

Capital Expenditure

The Department's capital expenditure program for 2008-09 is \$1.1 million. Of this, an amount of \$774,000 will be spent on essential fit out works, replacement of plant and equipment. An amount of \$300,000 has also been allocated to support tourism signposting initiatives in New South Wales.

AGENCY RESULT INDICATORS

Facilitate business investment

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Investment committed					
- Metropolitan	\$m	400	1,109	829	420
- Regional	\$m	700	1,612	765	850
ii) Employment impact of investment committed					
- Metropolitan	no.	2,000	2,312	3,300	2,100
- Regional	no.	4,000	4,125	4,400	4,000
iii) Private business investment to reach \$80 billion per annum in 2016	\$b	n.a.	39	43	49
Notes:					
i) This indicator shows the actual and forecast level of investment commitment by companies establishing in metropolitan and regional New South Wales.					

Increase business competitiveness

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Export growth by Small and Medium Enterprise clients assisted	\$m	142	202	150	80
ii) New employment by start-up and small business program clients	no.	5,000	4,000	3,500	3,500
iii) Local industry participation in projects - business secured for NSW firms					
- Metropolitan	\$m	50	24	50	50
- Regional	\$m	60	190	90	90

Develop an attractive business environment

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Rate of employment growth reported by SME clients	%	17	13	10	10
ii) Business confidence in NSW is higher than national rate	%	n.a.	Equal to national rate	Equal to national rate	> national rate
Notes:					
ii) National Australia Bank Quarterly business survey December 2007.					

Market the strengths of Sydney and New South Wales

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Growth in total NSW visitor nights (million):					
- Domestic	no.	87	84	82	81
- International	no.	51	52	55	57
ii) Sydney market share of international visitor nights	%	30.8	31.5	29.3	29.3
iii) Share of visitor nights in regional NSW above all visitor nights in regional Australia	%	n.a.	31.5	> 30.0	> 30.0
iv) Sydney quality of life index	Rank	9	9	top ten	top ten
v) Sydney city brand ranking	Rank	1	1	1	top five
Notes:					
iv) Worldwide quality of living index compiled by Mercer Human Resource consulting.					
v) Anholt-GMI city brands index.					

Support science, research and innovation

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) NSW share of major Commonwealth medical and science research funds:					
- Health and medical research (NHMRC)	\$m	n.a.	129	139	n.a
- Australia Research Council	\$m	n.a.	124	134	n.a
ii) Economic impact of National ICT Australia for NSW:					
- Commonwealth funds leveraged	\$m	n.a.	12	26	26
- Investment attracted	\$m	n.a.	7.5	11.7	11.7
- Jobs maintained	no	n.a.	199	230	250
iii) Percent of SME clients reporting innovation in business during the year:					
- Undertook R&D new product development	%	47	50	50	50
- Marketed new or improved product or service	%	60	55	55	55
Notes:					
i) NHMRC – National Health and Medical Research Council.					
iii) SME – Small and medium enterprises.					

NSW FOOD AUTHORITY

The NSW Food Authority is responsible for ensuring food safety and compliance with food standards from production on-farm, or by harvest or catch, through processing and manufacture to retail and service of food. The role of the Authority is to improve food safety, reduce food-borne illness and improve the general health of the community. The Authority also supports and assists the food regulatory activities of local councils, all of which are prescribed enforcement agencies under the *Food Act 2003*.

RESULTS AND SERVICES

The Authority contributes to building healthier communities and a stronger NSW economy by working towards the following results:

- ◆ Food is correctly labelled and identified.
- ◆ Consumers are educated and handle food safely and properly.
- ◆ The food regulatory framework in New South Wales is sound and the food industry is aware of and complies with food regulatory requirements.
- ◆ Costs to industry are minimised and market access increased by coordinated state, local and Commonwealth food regulation.

Key services provided by the Authority which contribute to these results include:

- ◆ developing, evaluating and reviewing of the food regulatory framework
- ◆ consulting and communicating with industry and providing training and advice
- ◆ monitoring New South Wales food industry compliance with regulatory requirements by licensing food businesses and auditing and inspecting their operations
- ◆ investigating consumer and food industry complaints and taking enforcement action for breaches of food laws
- ◆ communicating and coordinating with other government agencies and
- ◆ informing and educating the public on safe and proper food handling and providing a single point of contact for food safety issues for consumers and industry.

The key services provided by the NSW Food Authority and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results			
		Consumers make safe and informed choices	Fewer people get ill or injured through eating food	NSW Food Industry is reputable innovative and competitive	State / Local / Commonwealth food regulations
Science, Standards and Communication	6.5	✓	✓	✓	✓
Compliance, Investigation and Enforcement	14.3	✓	✓	✓	✓
Total Expenses Excluding Losses	20.8				

RECENT ACHIEVEMENTS

Projected recurrent expenditure for 2007-08 is \$21 million and is similar to that of recent years. Key initiatives and developments during the year include:

- ◆ continued implementation of the Food Regulation Partnership Model previously agreed with the local government sector, including the conduct of local government forums, communication and training programs to which the Government has contributed \$1 million
- ◆ continued development of the Byte system (previously Paddock to Plate) for managing interactions with NSW food businesses including management of food-borne illnesses to enable timely intervention to prevent their spread
- ◆ continued work on implementation of an egg food safety scheme and continuing development of proposed schemes in the areas of aged care, hospitals, nursing homes, childcare, delivered meals and high-risk catering
- ◆ continued contribution to the development of national standards, including the Food Standards Code and
- ◆ development of a new initiative to provide the public with details of convictions and uncontested penalty notices for breaches of food safety laws.

STRATEGIC DIRECTIONS

The Authority's mission is to ensure that food in New South Wales is safe and correctly labelled, and that consumers are able to make informed choice about the food they eat.

The Authority's key strategies for achieving this are:

- ◆ ensuring that food is safe and correctly labelled as required
- ◆ providing the regulatory framework for industry to produce safe and correctly labelled food and ensuring industry compliance through advice and training and consistent interpretation and enforcement of requirements
- ◆ informing and educating consumers about food safety and how to make appropriate choices about food consumption and
- ◆ being the State's recognised authority and reference point on food safety.

2008-09 BUDGET INITIATIVES

Total Expenses

The Authority is funded on a shared basis by the Government and industry with the Government contributing \$11.7 million in 2008-09 toward the agency's total planned expenditure of \$20.8 million. Expenditure relates mainly to the provision of food safety audit, compliance, enforcement, scheme development, implementation and licensing services along with communication, consumer information and education, policy and scientific services.

Total expenditure is similar to the revised budget for 2007-08, and includes government funded expenditure of \$10.7 million for existing food regulatory activities and additional government expenditure of \$1 million toward the continued implementation of the food regulation partnership model with local government. This has involved establishment of a framework for the administration, support and coordination of local government's role in food regulation and includes a communications program and training for local government officers.

Capital Expenditure

The Authority's capital expenditure program is estimated at \$1.7 million in 2008-09. This includes \$600,000 for the purchase of replacement motor vehicles and \$1.1 million on information technology and other equipment.

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
MINISTER FOR MINERAL RESOURCES, AND MINISTER FOR
STATE DEVELOPMENT**

45 DEPARTMENT OF PRIMARY INDUSTRIES

45.1 Agriculture, Biosecurity and Mine Safety

Service Description: This service group covers development and delivery of services and initiatives such as extension, education and promotion of animal welfare, to drive sustainable development of agriculture and private forestry, as well as development and implementation of industry safety, biosecurity and emergency response plans to support improved industry safety and biosecurity.

Linkage to Results: This service group contributes to strong economic performance of primary industries; appropriate access to and wise management of natural resources; and safe, healthy and biosecure industries by working towards a range of intermediate results that include the following:

- ◆ Primary industries see New South Wales as an attractive state in which to invest and increase competitiveness.
- ◆ Primary industries use innovative technologies and practices.
- ◆ Primary industries adapt to climate change, contribute to mitigation of its impacts and achieve improvements in natural resource and environmental management.
- ◆ Risks posed by pests, diseases and chemicals to the economy, environment and human health are excluded, eradicated or effectively managed.
- ◆ The mining industry operates to best practice health and safety standards.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
Farmers attending PROfarm training activities	no.	4,106	5,760	6,000	6,000	6,200
Biosecurity plans with DPI contribution	no.	227	234	200	200	200
Persons accredited in emergency response preparedness	no.	340	328	507	507	500
Attendance at mining industry health and safety workshop seminars	no.	2,650	4,101	4,200	4,200	3,000
Compliance with animal research and exhibited animals regulations	%	87	90	90	90	90
<u>Employees:</u>	EFT	688	682	666	700	682

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
MINISTER FOR MINERAL RESOURCES, AND MINISTER FOR
STATE DEVELOPMENT**

45 DEPARTMENT OF PRIMARY INDUSTRIES

45.1 Agriculture, Biosecurity and Mine Safety (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	136,114	217,734	133,906
Total expenses include the following:			
Brigalow Assistance Fund	4,883	4,883	4,150
Rural financial counsellors	1,162	1,162	1,191
Drought assistance	9,232	26,772	932
Equine influenza response	...	56,242	...
Noxious weed control	8,159	8,159	8,363
Exotic pest and disease control	2,395	4,134	2,485
Government contribution to Forests NSW	9,557	9,557	9,557
NSW Food Authority grant	11,462	11,462	11,747
NET COST OF SERVICES	118,173	141,891	108,038
CAPITAL EXPENDITURE	4,430	4,175	5,416

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
MINISTER FOR MINERAL RESOURCES, AND MINISTER FOR
STATE DEVELOPMENT**

45 DEPARTMENT OF PRIMARY INDUSTRIES

45.2 Mineral Resources

Service Description: This service group covers assessment of the State's geology and mineral resources, their allocation to private interests for exploration and mining, and regulation of exploration and mining activities for safety and environmental performance.

Linkage to Results: This service group contributes to primary industries performing strongly in the economy, having appropriate access to natural resources and managing them wisely and being safe, healthy and biosecure by working towards a range of intermediate results that include the following:

- ◆ Primary industries see New South Wales as an attractive state in which to invest and increase competitiveness.
- ◆ Primary industries use innovative technologies and practices.
- ◆ DPI policies and programs contribute to the sustainable use of natural resources.
- ◆ Primary industries adapt to climate change, contribute to mitigation of its impacts and achieve improvements in natural resource and environmental management.
- ◆ The mining industry operates to best practice health and safety standards.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
Production of new standard series geoscience maps	000ha	2,700	2,700	2,700	2,700	600
Titles and dealings processed within published timeframes	%	88	81	90	90	90
Outstanding mining royalty revenue	%	0.15	0.25	0.25	0.25	0.25
Safety regulation:						
Investigations of operational safety	no.	501	450	300	300	300
Enforcement actions	no.	340	666	300	300	300
Environmental regulation:						
Audits, assessments and reviews	no.	812	857	870	870	890
Investigations and enforcements	no.	134	75	60	60	50
Rehabilitation of derelict mine sites	no.	26	37	30	30	30
<u>Employees:</u>	EFT	300	334	350	338	329

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
MINISTER FOR MINERAL RESOURCES, AND MINISTER FOR
STATE DEVELOPMENT**

45 DEPARTMENT OF PRIMARY INDUSTRIES

45.2 Mineral Resources (cont)

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	47,695	52,390	52,931
Total expenses include the following:			
Remedial works to mined areas	1,818	1,818	1,863
New Frontiers exploration initiative	5,500	5,500	5,500
NET COST OF SERVICES	21,513	28,320	24,167
<hr/>			
CAPITAL EXPENDITURE	2,040	2,040	1,586

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
MINISTER FOR MINERAL RESOURCES, AND MINISTER FOR
STATE DEVELOPMENT**

45 DEPARTMENT OF PRIMARY INDUSTRIES

45.3 Fisheries and Compliance

Service Description: This service group covers development and delivery of compliance, regulatory programs, services and initiatives to protect primary industries from pests, diseases and contaminants and drive sustainable development of aquaculture, commercial fishing and recreational fishing.

Linkage to Results: This service group contributes to strong economic performance of primary industries; appropriate access to and wise management of natural resources; and safe, healthy and biosecure industries by working towards a range of intermediate results that include the following:

- ◆ Primary industries see New South Wales as an attractive state in which to invest and increase competitiveness.
- ◆ DPI policies and programs contribute to the sustainable use of natural resources.
- ◆ Primary industries adapt to climate change, contribute to mitigation of its impacts and achieve improvements in natural resource and environmental management.
- ◆ Risks posed by pests, diseases and chemicals to the economy, environment and human health are excluded, eradicated or effectively managed.

		2005-06	2006-07	2007-08	2007-08	2008-09
	Units	Actual	Actual	Budget	Revised	Forecast
<u>Service Measures:</u>						
Native fish stocked	mill	2.3	2.3	2.5	2.5	2.5
Habitat restoration sites	no.	280	122	155	155	150
Area of submerged lands leased	ha	4,192	3,895	3,850	3,850	3,850
Aquatic species protected	no.	29	32	34	34	34
Prosecutions (fisheries)	no.	525	359	400	400	400
Self Enforcing Infringement						
Notice Scheme notices (fisheries)	no.	2,288	2,352	2,600	2,600	2,600
<u>Employees:</u>	EFT	500	567	554	499	486

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45 DEPARTMENT OF PRIMARY INDUSTRIES

45.3 Fisheries and Compliance (cont)

	<u>2007-08</u>		2008-09
	<u>Budget</u>	<u>Revised</u>	Budget
	<u>\$000</u>	<u>\$000</u>	\$000
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	74,995	74,804	67,392
Total expenses include the following:			
Meshing for sharks	794	794	814
NET COST OF SERVICES	44,677	45,274	39,453
<hr/>			
CAPITAL EXPENDITURE	6,132	4,104	2,768

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
MINISTER FOR MINERAL RESOURCES, AND MINISTER FOR
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45 DEPARTMENT OF PRIMARY INDUSTRIES

45.4 Science and Research

Service Description: This service group covers provision of science, research and innovative technologies to increase the international competitiveness of the State's primary industries in an environmentally sustainable way, as well as provision of the science to underpin effective biosecurity policy and implementation.

Linkage to Results: This service group contributes to strong economic performance of primary industries; appropriate access to and wise management of natural resources; and strong, healthy and biosecure industries by working towards a range of intermediate results that include the following:

- ◆ Primary industries see New South Wales as an attractive state in which to invest and increase competitiveness.
- ◆ Primary industries use innovative technologies and practices.
- ◆ DPI policies and programs contribute to the sustainable use of natural resources.
- ◆ Primary industries adapt to climate change, contribute to mitigation of its impacts and achieve improvements in natural resource and environmental management.
- ◆ Risks posed by pests, diseases and chemicals to the economy, environment and human health are excluded, eradicated or effectively managed.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
New diagnostic tests and vaccines	no.	5	8	8	8	8
New integrated pest control systems	no.	6	8	8	8	8
Publication of research based innovations in scientific journals	no.	1,237	1,200	1,300	1,300	1,300
Samples processed by DPI laboratories	thous	265	322	350	350	370
Pre-commercial lines and varieties delivered for uptake by private breeding and seed companies	no.	7	7	10	10	13
Innovations for horticulture, viticulture, aquaculture and animal production	no.	35	39	39	39	40
<u>Employees:</u>	EFT	1,078	1,065	1,046	1,114	1,085

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45 DEPARTMENT OF PRIMARY INDUSTRIES

45.4 Science and Research (cont)

	<u>2007-08</u>		2008-09
	<u>Budget</u>	<u>Revised</u>	Budget
	<u>\$000</u>	<u>\$000</u>	\$000
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	139,689	141,562	138,466
NET COST OF SERVICES	97,178	96,720	92,065
<hr/>			
CAPITAL EXPENDITURE	10,530	8,730	14,286

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
MINISTER FOR MINERAL RESOURCES, AND MINISTER FOR
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45 DEPARTMENT OF PRIMARY INDUSTRIES

45.5 Personnel Services

Service Description: This service group covers provision of personnel services to Forests NSW and the Mine Subsidence Board as part of the State's Work Choices insulation legislation.

Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
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Service Measures:

Employees:

Forests NSW	EFT	...	560	537	482	470
Mine Subsidence Board	EFT	...	26	26	25	25

2007-08		2008-09
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses		51,237	48,995	49,855
NET COST OF SERVICES	
<hr/>				
CAPITAL EXPENDITURE	

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
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STATE DEVELOPMENT**

45 DEPARTMENT OF PRIMARY INDUSTRIES

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	273,631	295,060	264,965
Other operating expenses	100,446	141,472	112,805
Depreciation and amortisation	21,364	21,363	19,638
Grants and subsidies	46,205	67,632	37,579
Finance costs	1,418	1,553	1,417
Other expenses	6,666	8,405	6,146
Total Expenses Excluding Losses	449,730	535,485	442,550
Less:			
Retained Revenue -			
Sales of goods and services	108,357	103,993	112,789
Investment income	3,155	2,165	2,615
Retained taxes, fees and fines	10,673	10,673	10,940
Grants and contributions	40,955	97,461	41,185
Other revenue	183	1,850	188
Total Retained Revenue	163,323	216,142	167,717
Gain/(loss) on disposal of non current assets	4,866	6,616	11,110
Other gains/(losses)	...	522	...
NET COST OF SERVICES	281,541	312,205	263,723
RECURRENT FUNDING STATEMENT			
Net Cost of Services	281,541	312,205	263,723
Recurrent Services Appropriation	236,932	276,674	237,614
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	23,132	19,049	24,056
Capital Works and Services Appropriation	13,704	12,121	10,019

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
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45 DEPARTMENT OF PRIMARY INDUSTRIES

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	31,618	32,729	27,622
Receivables	28,111	39,569	28,002
Inventories	7,903	2,118	2,118
Assets held for sale	24,669	16,264	14,979
Other	...	16,710	22,941
Total Current Assets	92,301	107,390	95,662
Non Current Assets -			
Receivables	14,589	25,699	25,699
Other financial assets	943	1,803	1,803
Inventories	...	5,524	5,524
Property, plant and equipment -			
Land and building	170,212	177,863	184,741
Plant and equipment	45,077	43,175	43,513
Infrastructure systems	29,633	29,937	26,766
Intangibles	4,005	9,721	9,262
Total Non Current Assets	264,459	293,722	297,308
Total Assets	356,760	401,112	392,970
LIABILITIES -			
Current Liabilities -			
Payables	14,581	15,967	15,967
Borrowings at amortised cost	4,469	4,197	4,447
Provisions	44,000	54,123	54,123
Total Current Liabilities	63,050	74,287	74,537

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
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STATE DEVELOPMENT**

45 DEPARTMENT OF PRIMARY INDUSTRIES

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
<i>BALANCE SHEET (cont)</i>			
Non Current Liabilities -			
Borrowings at amortised cost	15,731	18,911	14,464
Provisions	5,629	1,129	1,129
Other	...	16,710	22,941
Total Non Current Liabilities	21,360	36,750	38,534
Total Liabilities	84,410	111,037	113,071
NET ASSETS	272,350	290,075	279,899
EQUITY			
Reserves	137,976	137,972	137,835
Accumulated funds	134,374	152,103	142,064
TOTAL EQUITY	272,350	290,075	279,899

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
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45 DEPARTMENT OF PRIMARY INDUSTRIES

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	257,738	284,045	254,906
Grants and subsidies	46,205	67,632	37,579
Finance costs	1,031	1,031	964
Other	120,112	160,436	125,618
Total Payments	425,086	513,144	419,067
Receipts			
Sale of goods and services	108,357	87,566	124,254
Interest	3,155	2,052	2,615
Other	64,811	123,097	65,313
Total Receipts	176,323	212,715	192,182
NET CASH FLOWS FROM OPERATING ACTIVITIES	(248,763)	(300,429)	(226,885)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	19,835	20,586	12,501
Purchases of property, plant and equipment	(23,132)	(19,049)	(24,056)
Other	...	4,886	...
NET CASH FLOWS FROM INVESTING ACTIVITIES	(3,297)	6,423	(11,555)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings and advances	(7,034)	(3,738)	(4,650)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(7,034)	(3,738)	(4,650)

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45 DEPARTMENT OF PRIMARY INDUSTRIES

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
CASH FLOW STATEMENT (cont)			
Recurrent appropriation	236,932	276,674	237,614
Capital appropriation	13,704	12,121	10,019
Asset sale proceeds transferred to the Consolidated Fund Entity	(350)	(350)	(9,650)
Cash transfers to Consolidated Fund	...	(214)	...
NET CASH FLOWS FROM GOVERNMENT	250,286	288,231	237,983
NET INCREASE/(DECREASE) IN CASH	(8,808)	(9,513)	(5,107)
Opening Cash and Cash Equivalents	40,426	42,242	32,729
CLOSING CASH AND CASH EQUIVALENTS	31,618	32,729	27,622
CASH FLOW RECONCILIATION			
Net cost of services	(281,541)	(312,205)	(263,723)
Non cash items added back	37,644	37,256	36,381
Change in operating assets and liabilities	(4,866)	(25,480)	457
Net cash flow from operating activities	(248,763)	(300,429)	(226,885)

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
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46 NEW SOUTH WALES RURAL ASSISTANCE AUTHORITY

46.1 Financial Assistance to Farmers and Small Businesses

Service Description: This service group covers financial assistance by way of loans to farmers and small businesses to allow them to continue their operations following a natural disaster. It also involves loans to farmers aimed at promoting improved land management practices and various other grant schemes, with Exceptional Circumstances being the main grant program providing interest rate subsidies to farmers and small businesses.

Linkage to Results: This service group contributes to an agricultural sector able to recover from the effects of extreme events; to resist, and remain viable when faced with, financial challenges; to co-exist with and support the natural environment; and the efficient and equitable resolution of farm debt disputes by working towards a range of intermediate results that include the following:

- ◆ clients are aware of, and respond to, available assistance
- ◆ viability of ongoing farm operations is protected
- ◆ resources to initiate conservation measures are accessible and
- ◆ a limited number of farmer/creditor disputes end up in the court system.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Applications for assistance processed	no.	6,087	9,625	7,995	12,500	6,458
Applications processed within timeframes	%	85	70	90	90	90
Promotional activities	no.	80	64	50	40	20
Farm Debit Mediation applications determined	no.	44	32	40	40	50
<u>Employees:</u>	EFT	36	38	37	37	37

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
MINISTER FOR MINERAL RESOURCES, AND MINISTER FOR
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46 NEW SOUTH WALES RURAL ASSISTANCE AUTHORITY

46.1 Financial Assistance to Farmers and Small Businesses (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	202,504	453,366	180,641
Total expenses include the following:			
Operating expenses	6,749	7,999	5,172
Grants and subsidies	191,197	440,613	170,645
Finance costs	4,540	4,730	4,800
NET COST OF SERVICES	194,989	421,994	173,132
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CAPITAL EXPENDITURE	50	50	50

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
MINISTER FOR MINERAL RESOURCES, AND MINISTER FOR
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46 NEW SOUTH WALES RURAL ASSISTANCE AUTHORITY

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	3,056	3,184	2,175
Other operating expenses	3,693	4,815	2,997
Depreciation and amortisation	18	24	24
Grants and subsidies	191,197	440,613	170,645
Finance costs	4,540	4,730	4,800
Total Expenses Excluding Losses	202,504	453,366	180,641
Less:			
Retained Revenue -			
Investment income	4,943	6,600	5,495
Grants and contributions	2,510	24,700	2,000
Other revenue	62	72	14
Total Retained Revenue	7,515	31,372	7,509
NET COST OF SERVICES	194,989	421,994	173,132
RECURRENT FUNDING STATEMENT			
Net Cost of Services	194,989	421,994	173,132
Recurrent Services Appropriation	196,205	423,605	173,509
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	50	50	50
Capital Works and Services Appropriation	50	50	50

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46 NEW SOUTH WALES RURAL ASSISTANCE AUTHORITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	13,757	18,286	23,582
Receivables	3,226	6,180	1,300
Other financial assets	4,073	4,017	4,017
Total Current Assets	21,056	28,483	28,899
Non Current Assets -			
Other financial assets	81,045	73,842	73,842
Property, plant and equipment - Plant and equipment	164	154	180
Total Non Current Assets	81,209	73,996	74,022
Total Assets	102,265	102,479	102,921
LIABILITIES -			
Current Liabilities -			
Payables	7,507	7,130	7,130
Borrowings at amortised cost	10,957	12,000	12,000
Provisions	351	374	255
Total Current Liabilities	18,815	19,504	19,385
Non Current Liabilities -			
Borrowings at amortised cost	74,347	65,886	65,886
Provisions	51	3	3
Total Non Current Liabilities	74,398	65,889	65,889
Total Liabilities	93,213	85,393	85,274
NET ASSETS	9,052	17,086	17,647
EQUITY			
Accumulated funds	9,052	17,086	17,647
TOTAL EQUITY	9,052	17,086	17,647

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
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46 NEW SOUTH WALES RURAL ASSISTANCE AUTHORITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	2,911	3,034	2,160
Grants and subsidies	191,197	440,613	170,645
Finance costs	3,730	3,730	3,800
Other	8,747	49,022	3,897
Total Payments	206,585	496,399	180,502
Receipts			
Sale of goods and services	...	60	...
Interest	413	1,831	1,075
Other	8,072	69,954	7,414
Total Receipts	8,485	71,845	8,489
NET CASH FLOWS FROM OPERATING ACTIVITIES	(198,100)	(424,554)	(172,013)
CASH FLOWS FROM INVESTING ACTIVITIES			
Advance repayments received	18,030	23,757	23,800
Purchases of property, plant and equipment	(50)	(50)	(50)
Advances made	(18,000)	(19,000)	(19,000)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(20)	4,707	4,750
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings and advances	18,000	19,000	19,000
Repayment of borrowings and advances	(14,514)	(20,000)	(20,000)
NET CASH FLOWS FROM FINANCING ACTIVITIES	3,486	(1,000)	(1,000)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	196,205	423,605	173,509
Capital appropriation	50	50	50
Cash transfers to Consolidated Fund	...	(820)	...
NET CASH FLOWS FROM GOVERNMENT	196,255	422,835	173,559
NET INCREASE/(DECREASE) IN CASH	1,621	1,988	5,296

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46 NEW SOUTH WALES RURAL ASSISTANCE AUTHORITY

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
CASH FLOW STATEMENT (cont)			
Opening Cash and Cash Equivalents	12,136	16,298	18,286
CLOSING CASH AND CASH EQUIVALENTS	13,757	18,286	23,582
CASH FLOW RECONCILIATION			
Net cost of services	(194,989)	(421,994)	(173,132)
Non cash items added back	(3,571)	(3,570)	(3,642)
Change in operating assets and liabilities	460	1,010	4,761
Net cash flow from operating activities	(198,100)	(424,554)	(172,013)

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
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47 DEPARTMENT OF WATER AND ENERGY

47.1 Urban Water Utilities

Service Description: This service group covers planning and policy development for urban water industries; coordination and review of the Metropolitan Water Plan; facilitating water recycling across New South Wales; leadership, guidance and technical assistance in best-practice management; operation and maintenance for non-metropolitan urban water utilities; overseeing and monitoring utility performance; funding backlog water and sewerage infrastructure and providing emergency drought assistance.

Linkage to Results: This service group contributes to reliable and sustainable water supplies and well managed, efficient, and equitable services across New South Wales by working towards a range of intermediate results that include the following:

- ◆ diversified water supplies balanced with demand
- ◆ enhanced local water utility performance and management
- ◆ value-for-money water infrastructure in place
- ◆ water education, conservation and recycling programs in place and
- ◆ equitable access to water services and supported customers.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Volume of sewerage effluent recycled (gigalitres)	no.	29	60	93	93	128
Water supply and sewerage projects completed	no.	303	326	345	349	368
People aware of water savings devices or programs	%	23	72	73	73	75
<u>Employees:</u>	EFT	66	69	69	80	80

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47 DEPARTMENT OF WATER AND ENERGY

47.1 Urban Water Utilities (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	192,537	152,470	188,977
Total expenses include the following:			
Sydney Water concession programs	94,127	94,127	107,248
Hunter Water concession programs	12,028	12,028	9,429
Country Towns Water Supply and Sewerage Scheme	61,215	39,215	53,545
Goulburn pipeline	20,000	150	...
NET COST OF SERVICES	170,560	133,810	177,222
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CAPITAL EXPENDITURE	300	150	300

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
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47 DEPARTMENT OF WATER AND ENERGY

47.2 Water Management

Service Description: This service group covers the sharing of water to provide stimulus for businesses and social benefits, and to improve the condition of our rivers, wetlands and aquifers. Key services include interstate water management; statutory water sharing planning; licence administration and compliance; water quantity and quality assessment; allocation of available water; development and implementation of water trading rules; and advice on ecosystem protection strategies and plans.

Linkage to Results: This service group contributes to the secure and sustainable allocation of water between communities, industry, farmers and the environment by working towards a range of intermediate results that include the following:

- ◆ water for business investment in rural and regional economies and
- ◆ water extraction restored to sustainable levels.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Water sharing arrangements in place or commenced <i>Water Act 1912</i>	%	39	45	55	51	65
licences with volumetric entitlements converted to water access licences under <i>Water Management Act 2000</i>	%	22	30	30	31	40
Free flowing bores remaining to be controlled	no.	321	301	290	290	275
<u>Employees:</u>	EFT	618	514	514	509	519

—————2007-08—————		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	128,900	251,806	150,188
Total expenses include the following:			
Subsidy to State Water	23,850	23,850	21,515

MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
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47 DEPARTMENT OF WATER AND ENERGY

47.2 Water Management (cont)

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
FINANCIAL INDICATORS (cont)			
Irrigation area asset renewals	21,525	21,525	21,299
Rehabilitation of artesian bores	5,538	7,038	5,538
NET COST OF SERVICES	82,376	209,117	92,945
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CAPITAL EXPENDITURE	8,510	9,669	9,483

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
MINISTER FOR MINERAL RESOURCES, AND MINISTER FOR
STATE DEVELOPMENT**

47 DEPARTMENT OF WATER AND ENERGY

47.3 Energy Supply and Use

Service Description: This service group covers promoting and maintaining competition in energy supply markets; developing national energy market frameworks in partnership with other states; forecasting energy supply and demand; developing electricity and gas network and licensed pipeline regulation and monitoring performance; promoting renewable energy and energy saving schemes; and implementing consumer protection strategies for residential energy and urban water customers.

Linkage to Results: This service group contributes to reliable and sustainable energy supplies, safe and efficient services and support for vulnerable customers by working towards a range of intermediate results that include the following:

- ◆ New South Wales participating in an efficient national energy market
- ◆ network operators complying with an improved regulatory framework
- ◆ renewable energy and efficiency incentive programs in place and
- ◆ a robust consumer protection framework for all energy customers and specific programs for protecting vulnerable customers.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Product registrations for energy labelling or minimum energy performance standards	no.	417	450	900	894	1,072
<u>Employees:</u>	EFT	68	57	57	54	57

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
MINISTER FOR MINERAL RESOURCES, AND MINISTER FOR
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47 DEPARTMENT OF WATER AND ENERGY

47.3 Energy Supply and Use (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	107,939	108,667	108,239
Total expenses include the following:			
Energy concessions	93,956	93,956	94,256
NET COST OF SERVICES	105,763	108,064	104,080
<hr/>			
CAPITAL EXPENDITURE	388	188	358

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
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47 DEPARTMENT OF WATER AND ENERGY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	59,716	63,826	65,363
Other operating expenses	27,238	36,447	42,470
Depreciation and amortisation	6,090	6,038	5,738
Grants and subsidies	308,906	376,356	303,437
Finance costs	163	163	159
Other expenses	27,263	30,113	30,237
Total Expenses Excluding Losses	429,376	512,943	447,404
Less:			
Retained Revenue -			
Sales of goods and services	45,364	40,314	43,470
Investment income	1,179	3,179	2,821
Grants and contributions	24,442	18,267	21,257
Other revenue	1,502	2,002	8,723
Total Retained Revenue	72,487	63,762	76,271
Gain/(loss) on disposal of non current assets	(1,560)	(1,560)	(1,560)
Other gains/(losses)	(250)	(250)	(1,554)
NET COST OF SERVICES	358,699	450,991	374,247
RECURRENT FUNDING STATEMENT			
Net Cost of Services	358,699	450,991	374,247
Recurrent Services Appropriation	372,822	460,202	388,133
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	9,198	10,007	10,141
Capital Works and Services Appropriation	7,855	8,664	8,798

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MINISTER FOR MINERAL RESOURCES, AND MINISTER FOR
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47 DEPARTMENT OF WATER AND ENERGY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	42,728	46,940	46,190
Receivables	50,230	56,562	56,666
Other financial assets	170	287	302
Other	300
Total Current Assets	93,428	103,789	103,158
Non Current Assets -			
Other financial assets	678,700	682,708	710,736
Property, plant and equipment -			
Land and building	48,849	23,174	23,974
Plant and equipment	7,375	2,787	3,165
Infrastructure systems	12,814	19,765	15,118
Intangibles	20,440	10,391	15,863
Other	752
Total Non Current Assets	768,930	738,825	768,856
Total Assets	862,358	842,614	872,014
LIABILITIES -			
Current Liabilities -			
Payables	29,553	24,269	24,269
Borrowings at amortised cost	150	142	156
Provisions	15,219	8,452	8,452
Other	...	9,579	9,579
Total Current Liabilities	44,922	42,442	42,456

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47 DEPARTMENT OF WATER AND ENERGY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET (cont)			
Non Current Liabilities -			
Borrowings at amortised cost	1,253	1,413	1,257
Provisions	3,021	524	524
Other	752
Total Non Current Liabilities	5,026	1,937	1,781
Total Liabilities	49,948	44,379	44,237
NET ASSETS	812,410	798,235	827,777
EQUITY			
Reserves	155,573	179,503	179,503
Accumulated funds	656,837	618,732	648,274
TOTAL EQUITY	812,410	798,235	827,777

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47 DEPARTMENT OF WATER AND ENERGY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	53,573	57,004	58,505
Grants and subsidies	309,706	377,156	304,237
Finance costs	163	163	159
Other	90,969	103,165	110,882
Total Payments	454,411	537,488	473,783
Receipts			
Sale of goods and services	45,264	21,123	43,370
Interest	1,179	4,622	2,721
Other	34,823	48,162	39,256
Total Receipts	81,266	73,907	85,347
NET CASH FLOWS FROM OPERATING ACTIVITIES	(373,145)	(463,581)	(388,436)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	840	840	840
Advance repayments received	133	185	198
Purchases of property, plant and equipment	(3,011)	(3,820)	(4,627)
Other	(6,187)	(6,187)	(5,514)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(8,225)	(8,982)	(9,103)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings and advances	(150)	(129)	(142)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(150)	(129)	(142)

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47 DEPARTMENT OF WATER AND ENERGY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT (cont)			
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	372,822	460,202	388,133
Capital appropriation	7,855	8,664	8,798
Cash transfers to Consolidated Fund	...	(4,001)	...
NET CASH FLOWS FROM GOVERNMENT	380,677	464,865	396,931
NET INCREASE/(DECREASE) IN CASH	(843)	(7,827)	(750)
Opening Cash and Cash Equivalents	43,571	54,767	46,940
CLOSING CASH AND CASH EQUIVALENTS	42,728	46,940	46,190
CASH FLOW RECONCILIATION			
Net cost of services	(358,699)	(450,991)	(374,247)
Non cash items added back	(15,976)	(15,616)	(15,645)
Change in operating assets and liabilities	1,530	3,026	1,456
Net cash flow from operating activities	(373,145)	(463,581)	(388,436)

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
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48 NEW SOUTH WALES COAL COMPENSATION BOARD

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	3,885	2,780	...
Other operating expenses	1,260	822	...
Depreciation and amortisation	25	63	...
Total Expenses Excluding Losses	5,170	3,665	...
Less:			
Retained Revenue -			
Sales of goods and services	7	11	...
Investment income	10	117	...
Total Retained Revenue	17	128	...
Gain/(loss) on disposal of non current assets	...	(23)	...
NET COST OF SERVICES	5,153	3,560	...
RECURRENT FUNDING STATEMENT			
Net Cost of Services	5,153	3,560	...
Recurrent Services Appropriation	12,105	13,905	...

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
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48 NEW SOUTH WALES COAL COMPENSATION BOARD

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	2,987
Receivables	246
Total Current Assets	3,233
Non Current Assets -			
Property, plant and equipment - Plant and equipment	148
Total Non Current Assets	148
Total Assets	3,381
LIABILITIES -			
Current Liabilities -			
Payables	27
Provisions	82
Total Current Liabilities	109
Non Current Liabilities -			
Provisions	18
Total Non Current Liabilities	18
Total Liabilities	127
NET ASSETS	3,254
EQUITY			
Accumulated funds	3,254
TOTAL EQUITY	3,254

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
MINISTER FOR MINERAL RESOURCES, AND MINISTER FOR
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48 NEW SOUTH WALES COAL COMPENSATION BOARD

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	4,857	2,612	...
Other	8,925	7,792	...
Total Payments	13,782	10,404	...
Receipts			
Sale of goods and services	7	11	...
Interest	(29)	217	...
Other	(66)	(72)	...
Total Receipts	(88)	156	...
NET CASH FLOWS FROM OPERATING ACTIVITIES	(13,870)	(10,248)	...
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	...	18	...
Other	...	(4,886)	...
NET CASH FLOWS FROM INVESTING ACTIVITIES	...	(4,868)	...
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	12,105	13,905	...
Cash transfers to Consolidated Fund	...	(2,437)	...
NET CASH FLOWS FROM GOVERNMENT	12,105	11,468	...
NET INCREASE/(DECREASE) IN CASH	(1,765)	(3,648)	...
Opening Cash and Cash Equivalents	4,752	3,648	...
CLOSING CASH AND CASH EQUIVALENTS	2,987
CASH FLOW RECONCILIATION			
Net cost of services	(5,153)	(3,560)	...
Non cash items added back	318	96	...
Change in operating assets and liabilities	(9,035)	(6,784)	...
Net cash flow from operating activities	(13,870)	(10,248)	...

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
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49 DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

49.1 State Development

Service Description: This service group covers facilitating and encouraging business investment in the State. It includes innovation and industry development in growth sectors of the NSW economy to increase business growth, internationalisation and investment in metropolitan and regional areas.

Linkage to Results: This service group contributes by working towards a range of intermediate results that include the following:

- ◆ increased investment in New South Wales
- ◆ NSW's competitive strengths identified and marketed to investors
- ◆ greater adoption of innovation as a growth strategy and
- ◆ impediments to innovation in high growth industries addressed.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Metropolitan projects facilitated or financially assisted:						
Investment projects assisted	no.	25	22	25	26	25
Funding required to assist investment projects	\$m	7	2	7	18	7
Business/technology innovation events						
Events	no.	550	550	550	370	400
Participants	no.	18,000	18,000	18,000	22,000	20,000
Economic impact of film projects supported	\$m	100	30	60	60	60
Investment clients satisfied with assistance	%	74	82	80	80	80
<u>Employees:</u>	EFT	n.a.	78	78	78	86

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
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49 DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

49.1 State Development (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	27,190	30,248	38,331
Total expenses include the following:			
Assistance to industry	5,600	5,600	10,600
Industry Capability Network	1,247	1,247	1,247
Katoomba Echo Point Development	2,519	400	3,000
National ICT Centre of Excellence	5,000	5,000	5,000
Australian Technology Showcase	1,000	1,000	1,000
Innovation and biotechnology strategies	3,836	2,963	3,463
NET COST OF SERVICES	26,834	29,894	37,845
CAPITAL EXPENDITURE	113	113	774

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49 DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

49.2. Regional Development

Service Description: This service group covers facilitating and encouraging increased business investment in regional NSW, including working with domestic and international firms to start-up, expand in, or relocate to regional New South Wales.

Linkage to Results: This service group contributes by working towards a range of intermediate results that include the following:

- ◆ increased business investment in regional New South Wales
- ◆ regional communities identify and promote business opportunities
- ◆ improvements in regional investment coordination by government and
- ◆ regional businesses adopt new technologies and business practices.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Regional projects facilitated or financially assisted:						
Investment projects assisted	no.	130	156	130	200	200
Funding required to assist investment projects	\$m	8	12	8	15	15
Industry/geographic business clusters assisted in regions	no.	20	33	20	25	25
Regional businesses assisted	no.	n.a.	3,813	3,000	3,000	2,900
Regional communities assisted	no.	60	82	45	45	40
<u>Employees:</u>	EFT	n.a.	105	105	97	97

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	38,513	40,666	44,859
Total expenses include the following:			
Regional development boards	1,690	1,690	1,690

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49 DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

49.2. Regional Development (cont)

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
FINANCIAL INDICATORS (cont)			
Illawarra Advantage Fund	1,000	1,000	1,000
Hunter Advantage Fund	593	593	593
Payroll Tax Incentive Scheme	5,132	5,132	13,000
Regional development assistance	11,754	12,254	11,754
Business drought assistance	...	2,700	...
NET COST OF SERVICES	37,968	40,121	44,242

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49 DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

49.3 Small Business

Service Description: This service group covers encouraging growth of the small business sector by reducing red tape, promoting innovation and expanding sales into international markets.

Linkage to Results: This service group contributes by working towards a range of intermediate results that include the following:

- ◆ exporters enter new markets and more firms start to export goods and services
- ◆ new technologies and practices are adopted by businesses
- ◆ new businesses start and employment grows and
- ◆ NSW technologies and skills promoted in international markets.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Small and medium businesses assisted by small business and trade programs	no.	2,500	1,700	1,700	1,850	1,700
Total services provided to micro and start-up business clients	no.	120,000	135,000	135,000	135,000	135,000
Retail Tenancy Unit Mediations	no.	900	350	350	280	300
Phone assisted services	no.	10,000	8,150	8,500	5,000	7,000
Bonds lodged	no.	n.a.	13,200	16,000	15,000	16,000
Red tape reviews	no.	2	2	3	3	3
<u>Employees:</u>	EFT	n.a.	75	75	83	83

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	19,780	22,129	22,131
Total expenses include the following: Small business programs	3,219	3,219	3,219

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49 DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

49.3 Small Business (cont)

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
FINANCIAL INDICATORS (cont)			
Business advisory services	3,000	3,000	3,000
Trade programs	...	1,300	800
Retail tenancy mediation services	1,380	1,380	1,599
Innovation and biotechnology strategies	...	873	673
NET COST OF SERVICES	17,796	20,111	19,908

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49 DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

49.4 Science and Medical Research

Service Description: This service group covers creation of a dynamic research and development sector by attracting increased investment from the Commonwealth, industry and international sources, and aligning these with business strengths and broader health and environmental outcomes.

Linkage to Results: This service group contributes by working towards a range of intermediate results that include the following:

- ◆ New South Wales wins a greater share of Commonwealth medical and science research funds
- ◆ creation of research hubs and critical mass development
- ◆ supported research commercialisation programs result in marketing new products and services and
- ◆ government policy and regulation support research and development.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Science and medical research projects						
Grants	no.	n.a.	30	28	62	53
Funding to assist science and medical research projects	\$m	n.a.	44	32	36	34
Advice and partnerships on significant State and national policy and regulatory initiatives	no.	n.a.	25	25	25	25
Major stakeholder consultation and advisory forums	no.	40	40	35	35	35
<u>Employees:</u>	EFT	n.a.	26	26	26	29

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49 DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

49.4 Science and Medical Research (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	40,523	40,461	36,932
Total expenses include the following:			
Medical research support grants	25,020	25,020	22,331
Science Leveraging Fund	10,000	10,000	10,000
Innovation and biotechnology strategies	1,164	1,164	664
NET COST OF SERVICES	40,431	40,369	36,795

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49 DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

49.5 Tourism

Service Description: This service group covers promoting New South Wales to domestic and international tourism markets and providing opportunities for an increase in jobs and tourist expenditure.

Linkage to Results: This service group contributes by working towards a range of intermediate results that include the following:

- ◆ international and domestic tourism visitation grows
- ◆ Sydney is ranked highly as a destination amongst target groups in international surveys and
- ◆ market share of visitor nights for Sydney and regional New South Wales is maintained.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Domestic consideration of NSW as a holiday destination	%	n.a.	80	80	80	80
Total user sessions generated to tourism website	mill	2.0	2.0	2.1	2.5	2.8
Value of cooperative funding	\$m	n.a.	4.5	4.7	4.7	5.0
Equivalent advertising value of publicly generated domestic public relations activity	\$m	n.a.	30	30	30	30
Equivalent advertising value of publicly generated international public relations activity	\$m	n.a.	65	65	65	65
<u>Employees:</u>	EFT	n.a.	163	163	163	145

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49 DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

49.5 Tourism (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	55,900	47,809	43,633
Total expenses include the following:			
Tourism project and marketing activities	21,100	22,691	22,672
Grants to regional tourism organisations	1,633	1,633	1,633
Major events and Sydney Convention and Visitors Bureau	11,500	2,333	...
Hunter and Far North Coast Flood relief	...	600	...
NET COST OF SERVICES	49,480	40,111	36,893
<hr/>			
CAPITAL EXPENDITURE	300	300	300

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49 DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	48,110	47,761	48,978
Other operating expenses	20,421	19,179	18,876
Depreciation and amortisation	1,368	1,368	1,393
Grants and subsidies	61,634	55,348	59,794
Other expenses	50,373	57,657	56,845
Total Expenses Excluding Losses	181,906	181,313	185,886
Less:			
Retained Revenue -			
Sales of goods and services	1,023	673	635
Investment income	2,283	2,283	2,818
Grants and contributions	5,567	7,167	6,350
Other revenue	524	584	400
Total Retained Revenue	9,397	10,707	10,203
Gain/(loss) on disposal of non current assets	...	3	...
Other gains/(losses)	...	(3)	...
NET COST OF SERVICES	172,509	170,606	175,683
RECURRENT FUNDING STATEMENT			
Net Cost of Services	172,509	170,606	175,683
Recurrent Services Appropriation	167,713	165,812	170,752
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	413	413	1,074
Capital Works and Services Appropriation	413	413	1,074

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49 DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	21,994	24,072	24,218
Receivables	8,249	8,036	8,032
Assets held for sale	119	764	764
Other	200
Total Current Assets	30,562	32,872	33,014
Non Current Assets -			
Other financial assets	959	469	469
Property, plant and equipment -			
Land and building	2,635	2,635	2,635
Plant and equipment	4,085	5,593	5,411
Intangibles	434	642	505
Other	735
Total Non Current Assets	8,848	9,339	9,020
Total Assets	39,410	42,211	42,034
LIABILITIES -			
Current Liabilities -			
Payables	5,490	4,395	4,248
Provisions	4,829	4,841	4,940
Other	926	178	178
Total Current Liabilities	11,245	9,414	9,366
Non Current Liabilities -			
Provisions	362	36	38
Other	1,245	1,409	1,409
Total Non Current Liabilities	1,607	1,445	1,447
Total Liabilities	12,852	10,859	10,813
NET ASSETS	26,558	31,352	31,221

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
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49 DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
BALANCE SHEET (cont)			
EQUITY			
Reserves	17	662	662
Accumulated funds	26,541	30,690	30,559
TOTAL EQUITY	26,558	31,352	31,221

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49 DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	44,925	44,628	45,073
Grants and subsidies	66,634	60,348	63,594
Other	74,535	81,002	80,056
Total Payments	186,094	185,978	188,723
Receipts			
Sale of goods and services	1,023	1,088	635
Interest	2,283	2,283	2,818
Other	13,997	15,657	14,664
Total Receipts	17,303	19,028	18,117
NET CASH FLOWS FROM OPERATING ACTIVITIES	(168,791)	(166,950)	(170,606)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	...	3	...
Purchases of property, plant and equipment	(413)	(413)	(1,074)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(413)	(410)	(1,074)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	167,713	165,812	170,752
Capital appropriation	413	413	1,074
NET CASH FLOWS FROM GOVERNMENT	168,126	166,225	171,826
NET INCREASE/(DECREASE) IN CASH	(1,078)	(1,135)	146
Opening Cash and Cash Equivalents	23,072	25,207	24,072
CLOSING CASH AND CASH EQUIVALENTS	21,994	24,072	24,218
CASH FLOW RECONCILIATION			
Net cost of services	(172,509)	(170,606)	(175,683)
Non cash items added back	4,496	4,463	5,119
Change in operating assets and liabilities	(778)	(807)	(42)
Net cash flow from operating activities	(168,791)	(166,950)	(170,606)

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
MINISTER FOR MINERAL RESOURCES, AND MINISTER FOR
STATE DEVELOPMENT**

NSW FOOD AUTHORITY

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	300	1,283	1,771
Investment income	900	1,100	1,100
Retained taxes, fees and fines	6,947	5,528	6,221
Grants and contributions	11,462	11,462	11,747
Total Retained Revenue	19,609	19,373	20,839
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	14,032	13,778	13,819
Other operating expenses	6,502	6,563	6,285
Depreciation and amortisation	706	686	720
Total Expenses Excluding Losses	21,240	21,027	20,824
SURPLUS/(DEFICIT)	(1,631)	(1,654)	15

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
MINISTER FOR MINERAL RESOURCES, AND MINISTER FOR
STATE DEVELOPMENT
NSW FOOD AUTHORITY**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	4,130	2,770	2,720
Receivables	1,793	1,617	1,618
Other financial assets	8,665	8,713	8,406
Total Current Assets	14,588	13,100	12,744
Non Current Assets -			
Property, plant and equipment -			
Land and building	6,224	6,040	5,834
Plant and equipment	1,909	2,618	2,777
Intangibles	1,711	2,072	2,579
Other	1,047	1,731	1,731
Total Non Current Assets	10,891	12,461	12,921
Total Assets	25,479	25,561	25,665
LIABILITIES -			
Current Liabilities -			
Payables	1,861	1,950	1,950
Provisions	6,810	4,460	4,549
Other	1,017	1,178	1,178
Total Current Liabilities	9,688	7,588	7,677
Total Liabilities	9,688	7,588	7,677
NET ASSETS	15,791	17,973	17,988
EQUITY			
Accumulated funds	15,791	17,973	17,988
TOTAL EQUITY	15,791	17,973	17,988

**MINISTER FOR PRIMARY INDUSTRIES, MINISTER FOR ENERGY,
MINISTER FOR MINERAL RESOURCES, AND MINISTER FOR
STATE DEVELOPMENT
NSW FOOD AUTHORITY**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	300	1,283	1,771
Retained taxes	1,053	1,000	1,000
Interest	900	1,100	1,100
Other	17,106	16,503	17,479
Total Receipts	19,359	19,886	21,350
Payments			
Employee related	12,991	13,524	13,730
Other	7,274	8,014	6,797
Total Payments	20,265	21,538	20,527
NET CASH FLOWS FROM OPERATING ACTIVITIES	(906)	(1,652)	823
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	600	500	500
Proceeds from sale of investments	307
Purchases of property, plant and equipment	(1,000)	(1,106)	(960)
Other	(200)	(769)	(720)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(600)	(1,375)	(873)
NET INCREASE/(DECREASE) IN CASH	(1,506)	(3,027)	(50)
Opening Cash and Cash Equivalents	5,636	5,797	2,770
CLOSING CASH AND CASH EQUIVALENTS	4,130	2,770	2,720
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(1,631)	(1,654)	15
Non cash items added back	706	686	720
Change in operating assets and liabilities	19	(684)	88
Net cash flow from operating activities	(906)	(1,652)	823

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE

OVERVIEW

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
Roads and Traffic Authority of New South Wales			
Total Expenses	2,330.1	2,612.8	12.1
Capital Expenditure	1,910.5	2,200.3	15.2
Department of Commerce			
Total Expenses	815.5	827.1	1.4
Capital Expenditure	317.1	307.1	-3.2
State Records Authority			
Total Expenses	16.1	15.8	-1.8
Capital Expenditure	1.4	0.3	-74.7
NSWbusinesslink Pty Limited			
Total Expenses	118.5	142.9	20.6
Capital Expenditure	6.0	12.5	108.3
Total, Minister for Roads, and Minister for Commerce			
Total Expenses	3,280.2	3,598.6	9.7
Capital Expenditure	2,235.0	2,520.2	12.8

ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

As a statutory authority established in 1989 under the *Transport Administration Act 1988* the focus of the Roads and Traffic Authority of New South Wales (RTA) is to deliver a safe, sustainable and efficient road transport system. It achieves this by managing, operating, maintaining and developing the road network, regulating road use and educating road users.

As at 30 June 2007, there were 5.08 million vehicles registered and 4.58 million licensed drivers and riders in New South Wales.

RESULTS AND SERVICES

The RTA has lead agency responsibility for coordinating with partner agencies to deliver the following State Plan priority:

- ◆ S7: Safer roads.

The RTA contributes to providing safer roads and reducing road fatalities by working towards the following results:

- ◆ The road transport system supplies reliable and efficient movement of people and goods.
- ◆ The condition and value of the road network meets acceptable standards.
- ◆ The safety of the road environment, vehicles and road user behaviour is maximised.
- ◆ Impacts on natural, cultural and built environments are minimised.

Key services provided by RTA to contribute to these results include:

- ◆ developing the road network and infrastructure to provide safer roads and increased capacity
- ◆ providing road management, including strategic network planning, traffic and transport management, road environment safety management and infrastructure maintenance to maintain and improve the functionality, efficiency and safety of the road network
- ◆ managing road use issues including road safety, driver and vehicle management and customer service and camera enforcement and working on initiatives designed to reduce road trauma and
- ◆ providing a refund of tolls paid (excluding GST) for privately registered vehicles on the M4 and M5 Motorways.

The key services provided by the RTA and the way in which they are expected to contribute to these results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results			
		The road transport system supports reliable and efficient movement of people and goods.	The condition and value of the road network meets acceptable standards.	The safety of the road environment, vehicles and road user behaviour is maximised.	Impacts on the natural, cultural and built environments are minimised.
Road Development	966.7	✓	✓	✓	✓
M4/M5 Cash Back	102.0	✓			
Road Use	534.0	✓	✓	✓	✓
Road Management	1,010.1	✓	✓	✓	✓
Total Expenses Excluding Losses	2,612.8				

RECENT ACHIEVEMENTS

Road Development

The Sydney Motorway network

The opening of the \$1.1 billion Lane Cove Tunnel and expanded Gore Hill Freeway in 2007 completed the 110 kilometres Sydney Orbital Motorway network. This network improves road links between business and residential areas, reduces congestion on surrounding roads, and improves road safety.

Additional improvements have been introduced to improve public transport services following the opening of the Lane Cove Tunnel, including bus lanes on Epping Road.

Modifications to surface traffic arrangements for the Cross City Tunnel have resulted in traffic flow improvements across and into the city and improved access to the harbour crossings.

Western Sydney

Sydney's north-west and south-west are currently experiencing high rates of residential and commercial growth. The RTA has upgraded key routes serving these areas including Windsor and Old Windsor Roads. The Windsor Flood Evacuation Route was opened to traffic in September 2007. This represents the final stage of the Windsor Road upgrade, the largest urban arterial expansion undertaken by any state government.

Projects opened to traffic in Sydney's south-west include the \$40 million upgrade to four lanes of Cowpasture Road between Hoxton Park Road and Main Street, the upgrading of Camden Valley Way to four lanes between the M5 South West Motorway and Bernera Road at Prestons, and the extension of Narellan Road from Camden Valley Way to The Northern Road.

North-West T-way Network

The \$483 million North-West T-way Network comprises two new bus transitway links: Parramatta to Rouse Hill Regional Centre (17 kilometres with 20 stations) and Blacktown to Parklea (seven kilometres with 10 stations). Stage 1, the Parramatta to Rouse Hill Regional Centre link, was completed and buses commenced services in March 2007. Stage 2, the Blacktown to Parklea link, was completed and buses commenced services in November 2007.

The T-way provides better public transport connections to educational, recreational, employment and health facilities, and the CityRail train network.

Great Western Highway

Stage 1 of the Leura to Katoomba upgrade opened to traffic in May 2006 as part of the \$460 million Great Western Highway upgrade program. The Great Western Highway upgrade program is improving travel times for motorists and providing a safer road environment for all road users including pedestrians and cyclists.

Pacific Highway

By June 2007, 263 kilometres of the Pacific Highway between Newcastle and the Queensland border was dual carriageway providing travel time savings of more than one hour for both heavy and light vehicles. Approximately 50 per cent of the highway is either a dual carriageway, being converted to a dual carriageway, or subject to a contract to construct a dual carriageway. Preferred routes for the remaining 370 kilometres have been announced.

Projects that have been opened to traffic since 2006 include the Tomago Road and Old Punt Road intersection upgrades, Karuah to Bulahdelah Section 1, Bundacree Creek to Possum Brush, and Brunswick Heads to Yelgun.

Hume Highway

The Australian Government has set an objective of completing a four lane dual carriageway for the length of the Hume Highway by 2012. Projects opened to traffic since 2006 include the Albury bypass (see below), an overpass linking West Street to the northbound carriageway of the Hume Highway providing grade separated access for vehicles leaving North Gundagai travelling north on the Hume Highway, the Tarcutta truck and trailer interchange facility, and the Towrang Road and Carrick Road intersection improvements, north of Goulburn.

Albury Wodonga Hume Freeway project

The Albury Wodonga Hume Freeway project opened to traffic in March 2007. In NSW the freeway comprises 14.6 kilometres of dual carriageway from Ettamogah to the Murray River through the City of Albury. The project also includes 31 bridges and a 7.5 kilometre shared bicycle/pedestrian footway.

The new freeway dramatically improves road safety and travel conditions in the area and strengthens the major link connecting Sydney to Melbourne. It eliminated more than 15 highway black spots and six railway level crossings and reduced the number of light and heavy vehicles travelling through local streets. The Australian Government fully funded the \$374 million NSW section of the project.

Central Coast and Hunter

The Central Coast and Hunter road widening program continued. Since 2006 works have been completed on the Central Coast Highway, Avoca Drive, Ocean View Drive, Pacific Highway, Nelson Bay Road and Five Islands Road.

Regional projects

Since 2006 works have been completed on New England Highway, Newell Highway, the new Murray River Crossing, Burley Griffin Way and Main Road 92 Nowra to Nerriga, Stage 1.

Road Management

Cashless tolling for the Sydney Harbour Tunnel

In July 2007, the Sydney Harbour Tunnel moved to completely cashless tolling, resulting in improved traffic flow and reduced congestion around the Sydney Harbour crossings, allowing for reduced travel times through the tunnel, in line with Government priorities. The opening of the Lane Cove Tunnel and expanded Gore Hill Freeway also made it more important to reduce congestion on and around the crossings.

Pinch Point Strategy

The NSW Government's Urban Transport Statement included \$100 million for the Pinch Points program. This strategy includes capacity improvements like widening intersections, lengthening turning bays, upgrading congested roundabouts with signals and upgrading clearway and local parking restrictions. Work is underway on the strategy which will ease congestion at pinch points on more than 20 sections of the road network by 2012.

Public transport initiatives

The \$483 million North-West Bus T-way, linking Rouse Hill with Parramatta and Blacktown, is now fully operational.

The bus priority program (\$295 million) implements measures on strategic bus corridors, including bus lane enforcement cameras, the Public Transport Information and Priority System (PTIPS) and bus priority infrastructure works. This program is part of an integrated approach to reduce total vehicle kilometres travelled and car dependency. Ongoing integration of bus priority opportunities in major infrastructure development projects and strategic plans contribute to the State Plan.

Network maintenance

In 2007-08 an additional \$50 million was provided to address pavement surfacing and replacement issues identified by the Auditor-General in his report, *Condition of State Roads*.

The Timber Bridge Partnership replaces old timber bridges on council managed Regional Roads. Since October 2006, 157 bridge upgrades have been announced as part of the program. Funding of \$60 million is being provided over three years to June 2009, conditional upon matching contributions by councils.

Railway level crossings

Enhanced funding of railway level crossing upgrades has been extended. Annual expenditure of \$7 million will occur in the four years to June 2011, an increase of 33 per cent on the previous four years. Additionally, \$7.5 million has been provided for improvements to the railway level crossing at Riverstone during the two years commencing in 2007-08, as an interim measure prior to bridge construction in the future.

Intelligent Access Program (IAP) for freight vehicles

The IAP was developed through Austroads in partnerships with all Australian road agencies. This provides transport operators with the opportunity to obtain improved road network access, while providing the RTA with greater assurance over compliance, through the use of satellite technology. This results in benefits for asset management and compliance monitoring and enforcement.

Adoption of Higher Mass Limits vehicles in NSW

Access for Higher Mass Limits (HML) vehicles to the NSW road network was expanded in July 2006 to cover Sydney, Wollongong, Newcastle, western NSW and south-western NSW. This allows some vehicles to transport an increased payload capacity under rigorous regulatory conditions, including road friendly suspension and satellite tracking through the Intelligent Access Program.

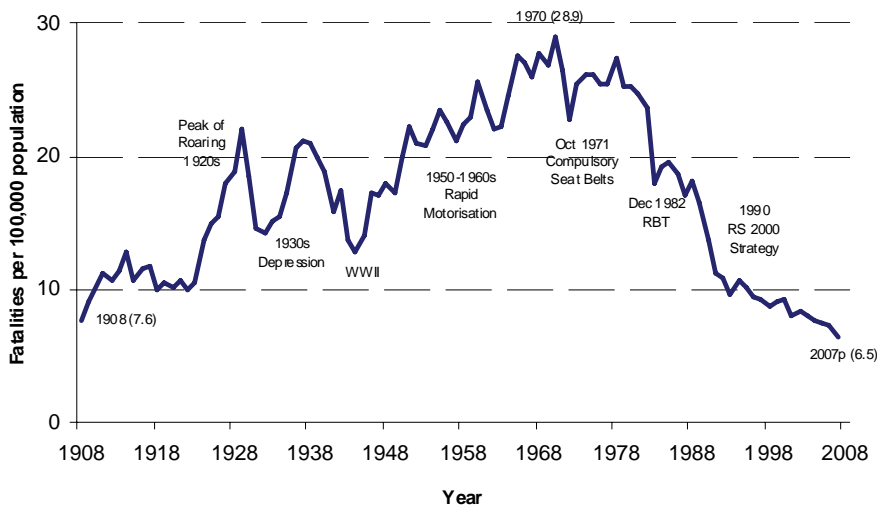
Accordingly, HML has the potential to reduce the total number of individual truck trips, providing economic benefits by reducing the cost of transporting goods and produce, while contributing to improved road safety and environmental outcomes.

Road Use

NSW fatality rates

Fatality rates from motor vehicle accidents have generally been on a downward trend over the last 40 years, notwithstanding a significant rise in distance travelled.

Chart 20.1: NSW Road Traffic Crash Fatalities per 100,000 Population NSW, 1908-2007



Notwithstanding the favourable results, the RTA remains committed, in accord with the State Plan, to continuing to reduce the fatality rate on a distance travelled as well as per head of population basis. The target is 0.7 fatality per 100 million kilometres travelled. The fatality rate has reduced from 1.11 fatalities per 100 million kilometres travelled in 1997-98 to 0.71 in 2006-07. These recent outcomes have been the result of a number of programs supporting Government priorities.

Anti-speeding campaigns

In June 2007 a new, award winning anti-speeding campaign *Speeding. No one thinks big of you.* was launched, aimed at young drivers. This campaign focuses on the need to make speeding socially unacceptable, and to change risk taking behaviours.

Highway reviews and remedial works

In 2004, safety reviews were conducted on the Pacific and Princes highways using a safe systems partnerships approach. The multi-disciplinary approach resulted in a program of works being delivered that incorporated strategically targeted road engineering, behavioural and enforcement strategies. Key elements of this strategy included shoulder widening, improved delineation, shoulder and median wire rope safety barriers, speed limit reviews, police enforcement, education campaigns, intersection and black spot treatments.

The rollout of this program has resulted in dramatic road safety improvements. On the Pacific Highway fatalities dropped from 55 in 2003 to 25 in 2006, while injuries dropped from 617 to 483 over the same period. Likewise on the Princes Highway, fatalities dropped from 24 in 2004 to four in 2006 with injuries decreasing from 324 to 294 over the same period.

The Safety Review program has continued, with a review of the Newell Highway being finalised and other highways to be reviewed in the future.

Younger driver initiatives

People aged under 26 comprise 16 per cent of all licence holders (driver and motorcycle licence holders) but the crashes in which they are involved account for 31 per cent of all road crash fatalities. Following recommendations from the *Improving Safety for Young Drivers Discussion Paper*, initiatives were implemented to reduce the death and injury of young people on NSW roads. These initiatives included changes in licensing conditions, mobile phone usage bans and passenger restrictions.

Engineering crash reduction

A total of \$24.2 million is being spent in 2007-08 on treatments to 160 high crash locations. Work by the RTA included intersection improvements, road realignments, clear zone enhancements and safety barrier installations. The Australian Government's AusLink Black Spot Program, administered by the RTA, is implementing a further 131 crash reduction projects with total federal funding of more than \$19.9 million in 2007-08.

School zone safety

The school road safety package included installation of 50 additional fixed cameras to allow greater enforcement of the 40 kilometre per hour school zone speed limits. As at December 2007, 39 cameras had been installed. Pending site approvals, the remaining 11 cameras will be installed during 2008. Common selection criteria are applied to all school zones in NSW.

Flashing light technology will now be installed in 100 school zone sites each year over the next four years.

On 21 May 2007 the NSW Government introduced new fines and demerit points for offences committed in school zones.

Pedestrian facilities

The RTA has a program to upgrade 59 non-signalised pedestrian crossings located on multi-lane State Government controlled roads. As at the end of February 2008, of the 59 sites identified, 22 have been upgraded, with traffic signals installed at 19 sites. A further 20 sites will be completed or under construction by 30 June 2008.

Introduction of random drug testing

The *Road Transport Legislation Amendment (Drug Testing) Act 2006* commenced on 15 December 2006. As at the end of February 2008, the NSW Police Force had conducted 62 operations resulting in 7,827 roadside drug tests of 2,882 heavy vehicle drivers and 4,945 light vehicle drivers. Overall, 216 drivers have tested positive to the presence of at least one of the three illicit drugs at the roadside.

STRATEGIC DIRECTIONS

The NSW State Plan is the key focus for the RTA's activities. In addition to the State Plan, the RTA has a key role in contributing to the implementation of other State Government plans and strategies, including the State Infrastructure Strategy (SIS); the Urban Transport Statement; the Metropolitan Strategy; Action for Air; and other announced Government commitments.

2008-09 BUDGET INITIATIVES

The NSW Government is delivering a record roads budget of more than \$4 billion in 2008-09, an increase of \$400 million on the 2007-08 budget. Key highlights of the budget include:

- ◆ continued implementation of improved road safety, licensing and vehicle management strategies
- ◆ enhanced transport management throughout New South Wales
- ◆ major infrastructure projects in Sydney, regional and rural New South Wales
- ◆ delivery of an integrated road maintenance program and
- ◆ continuation of the M4/M5 cashback scheme.

Total Expenses

The RTA's total operating expenditure is estimated at more than \$2.6 billion in 2008-09.

Capital Expenditure

Capital expenditure is estimated at almost \$2.2 billion in 2008-09, which is almost \$300 million higher than 2007-08 due primarily to expanded programs on the Pacific, Hume and Great Western Highways, Victoria Road and M5 East Tunnel Filtration.

The RTA's major capital expenditure projects include:

- ◆ the Pacific Highway upgrade program
- ◆ southern Hume Highway duplication
- ◆ improved facilities for buses on Victoria Road in Drummoyne and Rozelle
- ◆ the major upgrade program for key roads in Sydney's south-west and
- ◆ the Great Western Highway upgrade to four lanes east of Katoomba.

Please refer to Budget Paper 4 for detailed descriptions and costings of major infrastructure projects.

AGENCY RESULT INDICATORS

The road transport system supports reliable and efficient movement of people and goods

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Benefit of development program (excludes private partnerships)	\$m	2,257	3,041	3,635	4,612
ii) Travel speed: 7 major routes AM peak	km/h	32	30	30	30
iii) Travel speed: 7 major routes PM peak	km/h	42	41	41	41
iv) Pacific Highway: travel time for heavy vehicles	mins	469	465	465	465
v) Pacific Highway: travel time for light vehicles	mins	448	454	454	454

Notes:

i) This indicator assesses the value of benefits, including road safety and travel time savings expected, to be provided by the annual RTA's Road Development Program. The value is derived from benefit cost analysis for projects in the Program. The desired movement for this indicator is an increase on current levels.

ii) - iii) The seven major routes in Sydney that are used in traffic speed analysis are:

- ◆ Princes Highway route, Heathcote to Railway Square.
- ◆ M5 Motorway route, the Crossroads to the Eastern Distributor toll gates.
- ◆ M4 and City West Link route, Blacktown to the city.
- ◆ Victoria Road route, Parramatta to the city.
- ◆ M2, Epping Road, Gore Hill Freeway and Sydney Harbour Tunnel, Seven Hills to the Domain.
- ◆ F3, Pacific Highway, Gore Hill Freeway and Sydney Harbour Bridge, Brooklyn to southern Harbour Bridge toll gates.
- ◆ Pittwater, Spit and Military Roads, Warringah Freeway and Sydney Harbour Tunnel route, Mona Vale to the Domain.

The desired movement of these indicators is to maintain current levels.

iv) - v) These figures provide the average travel times between Hexham and the Queensland border. They are based on an average of the north and south bound travel time surveys with the average observed work site delay effect removed, giving an indication of overall "free speed" on the Pacific Highway. The desired movement of these indicators is to reduce current levels.

The condition and value of the road network meets acceptable standards

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Ride quality: smoothness of State roads (% rated good)	%	88	88	89	90
ii) Pavement durability: cracking country State roads (% rated good)	%	90	87	87	89
iii) Average roughness of sealed State roads (NAASRA Roughness Meter Counts)	NAASRA	70	70	70	69
iv) Carriageway kilometres of poor roughness on sealed State roads	km	720	730	740	755
v) Carriageway kilometres of narrow high trafficked rural State roads	km	4,933	4,900	4,850	4,800

Notes:

- i) The reporting methodology changed from 2006-07 to provide a more consistent sample of the road network being reported on each year. About 18,500 of the 20,000 lane kilometres surveyed each year are consistent for reporting. The desired movements of the State roads (% rated good) indicator is to maintain current levels.
- ii) Pavement durability indicates the average rate of cracking on State roads in NSW. The desired movements of the State roads (% rated good) indicator is to increase current levels.
- iii) This indicator measures the roads roughness by recording the upward vertical movement of the rear axle of a standard station wagon relative to the vehicle's body as the vehicle travels at a standard speed along the road being tested. A cumulative upward vertical movement of 15.2 mm corresponds to one NAASRA Roughness Count (1 NRM/km). The desired movements of this indicator is to maintain current levels.
- iv) This indicator details the length of sealed State roads that are classified as being of poor roughness.
- v) This indicator measures the number of bridges, on State roads, with an imposed load limit. A decreasing trend indicates a favourable result.

The safety of the road environment, vehicles and road user behaviour is maximised

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Fatalities / 100,000 population	no.	7.9	6.5	6.5	≤ 07-08
ii) Fatalities / 100 million vehicle km travelled	no.	0.87	0.71	≤ 0.79	≤ 07-08
iii) Young motor vehicle controllers (<=25yrs) involved in fatal crashes per 10,000 licence holders (<=25yrs)	no.	2.4	2.0	2.0.	≤ 07-08
iv) Fatalities from heavy truck crashes per 10,000 heavy trucks on register	no.	9.5	8.4	8.4	≤ 07-08

Notes:

- i) - ii) These indicators estimate the road crash fatality risk per person and per kilometre travelled respectively. The S7 Safer Roads State Plan target is set at 0.7 fatalities per 100 million VKT by 2016, 2007-08 and 2008-09 based on State Plan target.
- iii) This indicator estimates the fatal crash involvement risk for young motor vehicle controllers per licence held by this age group. The desired movements of this indicator is to decrease current levels.
- iv) This indicator estimates the fatality risk for heavy truck crashes per heavy truck registered. The desired movements of this indicator is to decrease current levels.

Impacts on the natural, cultural and built environments are minimised

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Non compliances with environmental licences	no.	0	26	4	0
ii) RTA's total annual greenhouse gases (tonnes CO ₂ -equivalent)	tonnes	116,118	119,600	122,000	124,400
iii) RTA's total office energy consumption	gigajoule	73,203	72,471	71,746	71,029

Notes:

i) This indicator measures the number of non compliances recorded with environment protection licences held by the RTA. In 2007, a detailed compliance audit was undertaken which identified a number of non compliances. These are being rectified and the forecast is expected to trend towards zero. The desired movements of this indicator is to decrease current levels.

ii) This indicator measures the RTA's total direct greenhouse gas contribution. It includes electricity, fuels, and gas, but excludes emissions associated with the production of materials used and contributions by contractors. The RTA is aiming to decrease its greenhouse emissions. The desired movements of this indicator is to decrease current levels.

iii) This indicator measures RTA's total office energy consumption, including offices, motor registries and depots, but does not include plant and equipment. The RTA follows the Government's policy on Australian Building Greenhouse rating (for all offices over 1,000m²). The desired movements of this indicator is to decrease current levels.

DEPARTMENT OF COMMERCE

The Department of Commerce is responsible to the Minister for Commerce, the Minister for Industrial Relations (Section 8) and the Minister for Fair Trading (Section 10).

The Department of Commerce is a service provider and regulator dedicated to delivering better services to clients, customers and the community and contributing to a prosperous New South Wales.

The Office of Fair Trading, the Office of Industrial Relations, the Office of Public Works and Services, New South Wales Procurement, Government Chief Information Office, and Strategic Communication and Advertising form the Department of Commerce.

The Department's staff also provides employee related services to Businesslink Pty Ltd and the State Records Authority.

RESULTS AND SERVICES

The Department contributes to Government priorities by making doing business in New South Wales simple and fair and obtaining the best value for the NSW Government by delivering four priority results:

- ◆ Fair and productive workplaces.
- ◆ Fair marketplace for consumers and traders.
- ◆ Maximise value for government agencies in delivering services to communities.
- ◆ Simplify processes for dealing with government.

Key services provided by the Department to contribute to these results include:

- ◆ reviewing policy and enforcing fair trading and industrial relations legislation
- ◆ providing marketplace and workplace information and helping in fair trading and industrial relations
- ◆ delivering online procurement tools and solutions and support operations of the State Contracts Control Board, assisting New South Wales Treasury in the development and implementation of the New South Wales Government procurement policy and providing fleet management and vehicle leasing services
- ◆ providing architectural and engineering design services and project management services for water, engineering and waste water services, managing the engineering response to emergencies and providing facilities management services
- ◆ providing Government advertising and publication services
- ◆ developing and overseeing implementation of the NSW Government Information and Communications Technology (ICT) plan, managing operations of key government ICT infrastructure and coordinating emergency services communications and
- ◆ providing business and personnel services to a number of government entities.

A range of key services in fair trading, industrial relations and public works are delivered through a regional network.

The key services provided by the Agency and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results			
		Fair marketplace for consumers and traders	Fair and productive workplace	Maximise value for government agencies in delivering services	Simplify processes for dealing with government
Fair Trading	167.0	✓			
Industrial Relations	23.7		✓		
Procurement	251.5			✓	✓
Public Works and Services	184.3			✓	
Communications and Advertising	7.0			✓	✓
Government Chief Information Office	58.7			✓	✓
Corporate Services	134.9			✓	
Total Expenses Excluding Losses	827.1				

RECENT ACHIEVEMENTS

The Department of Commerce works extensively with other NSW Government agencies to help reduce costs and improve government-wide capability in procurement and information and communications technology.

During 2007-08:

- ◆ As part of a \$371 million three year program, Commerce delivered 48 major capital school projects valued at \$118 million, 12 TAFE college projects valued at \$44 million and managed \$72 million of minor works for schools.
- ◆ Commerce managed a \$557 million capital works program for the Department of Corrective Services, including the construction of the Wellington Correctional Centre and Silverwater Women's Prison staged redevelopment.
- ◆ Commerce identified potential savings of over 1,720 megalitres of water each day through the provision of specialist water saving advice and water use monitoring.

- ◆ Electricity costs in Government buildings were reduced by up to 20 per cent over the last year.
- ◆ Commerce launched the *Agency Accreditation Scheme* for government goods and services procurement.
- ◆ Commerce introduced new Government Telecommunications Agreements (GTAs), which will significantly reduce the State's annual telecommunications costs.
- ◆ StateFleet helped government agencies exceed the Government Cleaner Fleet target.
- ◆ Commerce launched the New South Wales Government ICT Strategy, *People First*, which is expected to deliver capital and recurrent savings of \$565 million over four years.
- ◆ Aggregated purchasing contracts and e-procurement solutions avoided expenditure or provided savings of \$410 million to government through a range of procurement initiatives.
- ◆ Centralised booking of all Government advertising through Media Contracts saved the Government an estimated \$44 million on general advertising rates.
- ◆ The Office of Fair Trading led national legislative reform on the regulation of finance brokers. A draft exposure Finance Brokers Bill was released for consultation during the year.
- ◆ Red tape reforms have resulted in builders and plumbers saving time and money by being able to renew their licences every three years rather than annually and motor dealers being able to reduce the number of prescribed forms, a reform estimated to save the industry \$1.1 million per annum.
- ◆ The Office of Industrial Relations carried out Australia's largest workplace compliance program, with more than 12,850 workplaces inspected.

STRATEGIC DIRECTIONS

In order to achieve its major results in 2008-09, the Department of Commerce is pursuing a number of broad strategies.

The Office of Fair Trading is ensuring consumers and traders operate in a fair and productive marketplace by:

- ◆ enhancing marketplace compliance through cost effective fair trading law enforcement strategies and
- ◆ providing better services, matching resources to changing customer service delivery preference.

The Office of Industrial Relations is ensuring New South Wales has fair and productive workplaces by:

- ◆ advising the Government on the fairness and responsiveness of the industrial relations framework and regulations and
- ◆ providing effective compliance with industrial relations regulations including access to information on rights and obligations.

The Office of NSW Procurement and the Office of Public Works and Services is improving the performance of the NSW Government by:

- ◆ removing duplication across government through central delivery of procurement systems and services
- ◆ developing *Better Government Access*, the NSW Government's single toll-free number and unified government services web portal
- ◆ improving government procurement capability and productivity through greater use of electronic systems and by using solutions and services tailored to each client
- ◆ establishing and delivering common ICT infrastructure strategies for government by setting standards and encouraging collaboration across agencies.
- ◆ assisting client agencies in the design, construction, maintenance and sustainability of public infrastructure through the provision of professional engineering, architectural and project management services and
- ◆ delivering optimal outcomes for infrastructure projects of State significance and mitigating the impact on service delivery from natural disasters or terrorism.

2008-09 BUDGET INITIATIVES

Total Expenses

The Department's total expenses for 2008-09 are budgeted to be \$827.1 million compared to the budget estimate of \$815.5 million for 2007-08.

The budgeted operating surplus for 2008-09 from commercial activities is \$56.8 million compared to the estimate of \$54.7 million for 2007-08. Commerce has budgeted to pay \$15 million to the Consolidated Fund in dividend payments for 2008-09.

Budgeted expenses of the Department of Commerce include:

- ◆ \$121 million for project management services to assist agencies in the construction of buildings and engineering works
- ◆ \$60 million for enforcement of fair trading laws including business licensing/registration and the Consumer, Trader and Tenancy Tribunal
- ◆ \$98 million for fair trading information and assistance services to consumers and traders
- ◆ \$57 million for Government ICT services, including managing the Government Radio Network and Long Term Radio Strategy projects, and providing advice to NSW Government agencies to minimise risk and gain the best value from information and communications technology
- ◆ \$28 million for the Central Corporate Services Unit to manage corporate services on behalf of 30 agencies and to reduce the cost of corporate services generally across the public sector
- ◆ \$30 million to provide technical expert advice to agencies and the community on the management and use of water
- ◆ \$23 million for expert technical advice from the Government Architect's Office
- ◆ \$22.5 million for review and advice on industrial relations regulations, compliance and provision of information to employers and employees
- ◆ \$18 million for the management of goods and services standing offer agreements and client specific contracts and

- ◆ \$16 million to deliver online procurement tools including smartbuy® and e-tendering and other tools and services.

Capital Expenditure

The Department's capital expenditure in 2008-09 is estimated at \$307 million compared to \$317 million for the 2007-08 Budget, a decrease of 3 per cent. This decrease is mainly a result of changes to motor vehicles purchased by StateFleet.

An amount of \$265 million is allocated to motor vehicles for StateFleet, \$8 million for whole of Government single call centre and web portal, \$16.6 million for computer projects including upgrades and replacement and \$11.6 million for accommodation.

AGENCY RESULT INDICATORS

Fair marketplace for consumers and traders

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Public knows where to get Fair Trading help	%	70	66	65-70	65-70
ii) Consumers confident in fair operation of marketplace	%	69	73	68-74	68-74
Note: These indicators show the effectiveness of Office of Fair Trading (OFT) in promoting community awareness and information delivery and the effectiveness of OFT Services.					

Fair and productive workplaces

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Employees confident in fair operation of NSW Industrial Relations system	%	n.a.	76	70	70
ii) Office of Industrial Relations client satisfaction meets or exceeds benchmark	%	n.a.	90	85	85
iii) Accuracy of Industrial Relations information provided	%	99	n.a.	98	95
iv) Employees satisfied with Office of Industrial Relations advisory services	%	n.a.	95	95	95
Note: These indicators show the effectiveness of Office of Industrial Relations (OIR) processes and decision making, to provide accurate information and advice.					

Maximise value for government agencies in delivering services

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Projects managed on time	%	92	87	85	85
ii) Projects managed on budget	%	95	92	85	85
iii) Cost savings for government agencies using NSW Procurement services	\$m	563	660	410	335
iv) Savings to government achieved through Commerce media contracts compared to market rates	\$m	32	44	35	35
v) Client satisfaction with shared corporate services	%	85	94	80	80

Notes:

- i - ii) These indicators show the effectiveness of Office of Public Works and Services (OPWS) to deliver projects on time or budget.
- iii) This indicator shows the effectiveness of the Office of NSW Procurement (NSWP) in assisting government agencies to minimise procurement costs. The 2006-07 figure comprises cost savings from State Contracts, avoided/ duplicated efforts, process efficiency savings, and estimated strategic sourcing savings. For 2007-08 onwards, a revised methodology only reports savings for whole-of-government State Contracts, duplicated efforts and process efficiency savings from eProcurement. In 2007-08, the Government Chief Information Office, Communication and Advertising, and State Records are no longer part of NSW Procurement.
- iv) This indicator shows the effectiveness of Communications and Advertising in assisting government to minimise costs associated with media services.
- v) This indicator shows the effectiveness of Commerce in delivering shared corporate services to government agencies.

Simplify processes for dealing with Government

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Customer satisfaction with NSW Procurement services	%	62.0	61.7	61.7	62.0
ii) Visits to the NSW Government Portal	m	3.1	4.0	4.0	4.0

Notes:

i) This indicator shows the effectiveness of NSW Procurement in providing procurement services to government agencies and suppliers.

ii) This indicator shows the effectiveness of Government Chief Information Office in providing an entry point for the NSW community to access NSW Government information.

STATE RECORDS AUTHORITY

The State Records Authority is the State's archives institution and records management authority and administers the *State Records Act 1998*. The Authority's whole-of-government strategy, regulatory and archival functions and services receive funding support from the Budget (through the Department of Commerce) while the Government Records Repository, operated by the State Records Authority, is self-funded.

RESULTS AND SERVICES

The Authority contributes to good governance and to the enrichment of the community by working towards the following results:

- ◆ Good governance is assisted by reliable, well-managed public sector records that are available when needed.
- ◆ The community is enriched by the State's official archives that are preserved and available as a cultural and information resource.

Key services provided by the Authority contributing to these results include:

- ◆ regulating, guiding and promoting best practice in public sector records retention, disposal and management
- ◆ providing non current records storage and associated services to the sector
- ◆ identifying, documenting and preserving the State's official archives and
- ◆ promoting and providing access to the State archives by the community.

The key services provided by the Authority and the way in which they are expected to contribute to these results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results	
		Good governance assisted by quality official records	Community enriched by official archives
Regulation, Guidance and Promoting Best Practice	1.4	✓	✓
Storing Non-Current Records	8.0	✓	✓
Documenting and Preserving the Archives	3.5		✓
Reference Services and Outreach	2.9		✓
Total Expenses Excluding Losses	15.8		

RECENT ACHIEVEMENTS

Following a review by the Council on the Cost and Quality of Government in 2005-06, the Authority has focused particular attention on improving the retention and disposal of records by public sector bodies and on better management of digital records across the sector.

The proportion of public offices with comprehensive retention/disposal authorities (defining how long their records must be retained) reached an expected 80 per cent in 2007-08. The Authority provided centralised storage for an expected 390 kilometres of public sector non current records, representing significant savings through the avoided costs of using office accommodation.

The Authority worked with the Government Chief Information Office on a range of whole-of-government digital records and archives projects as part of the *People First* information and communication technology strategy.

The Authority completed the consolidation of the two main online catalogues to the State archives into one and increased the number of individual records catalogued to an expected 235,000 in 2007-08. Visits to the Authority's reading rooms remained steady at an expected 61,000 but online visits (unique user sessions) grew by 42 per cent to an expected 1.4 million.

Over the last five years total expenses have increased from \$13.5 million in 2003-04 to an expected \$16.1 million in 2007-08.

STRATEGIC DIRECTIONS

The Authority's key priority in 2008-09 will be to continue the whole-of-government records management strategies noted above, with the aim that all agencies have:

- ◆ comprehensive records retention and disposal authority coverage by 2010 and
- ◆ records management and business application systems that are fully compliant with the Government's standards and specifications for digital records by 2012.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses are budgeted at \$15.8 million in 2008-09. This includes:

- ◆ \$7.8 million for the Authority's regulatory and archival collection and service delivery functions and
- ◆ \$8 million for operating expenses of the Government Records Repository.

Capital Expenditure

Total capital expenditure in 2008-09 is estimated at \$345,000 for the replacement and upgrade of plant and equipment.

NSWBUSINESSLINK PTY LIMITED

NSWbusinesslink Pty Ltd (Businesslink) is a wholly government owned company that provides the full suite of finance, human resources, project, property, records management, recruitment, information management and technology services to its clients the Departments of Ageing, Disability and Home Care, Community Services and Housing.

Businesslink aims to support these agencies in their service delivery by providing more efficient and better services through economies of scale.

RECENT ACHIEVEMENTS

During 2007-08, Businesslink:

- ◆ benchmarked its product pricing structure and validated its competitiveness with similar products provided in the broader shared services market place
- ◆ continued development of centres of capability in data centre management, SAP, Siebel and recruitment and
- ◆ continued to implement its Future Directions Strategy, which will promote efficiency in service delivery and Businesslink's overall long term sustainability.

STRATEGIC DIRECTIONS

In 2008-09, Businesslink will continue to:

- ◆ seek opportunities that improve service delivery and capabilities for our clients
- ◆ provide rigorous governance, compliance, quality and control solutions and
- ◆ realise benefits through financial performance transparency.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses for Businesslink in 2008-09 are estimated at \$142.9 million.

Capital Expenditure

Businesslink's 2008-09 asset acquisition program of \$12.5 million will fund the following minor works program initiatives:

- ◆ maintenance of shared services technology infrastructure including desktops, networks, printers, servers, databases and data storage (\$5.8 million)
- ◆ enhancement of shared services technology infrastructure including desktops, networks, printers, servers, databases and data storage (\$5.6 million) and
- ◆ periodic replacement of plant, equipment, motor vehicles and administrative assets (\$1.1 million).

There is scope for Businesslink's capital program to vary in response to changing priorities and emerging demand of its clients.

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

50.1 Road Development

Service Description: This service group seeks to ensure safe and efficient movement of people and goods on the arterial road network to facilitate and support changes in land use and the economy, facilitate greater use of public transport and meet environmental targets. Services include planning, designing, scheduling and delivering the development of the road network capacity.

Linkage to Results: This service group contributes to a safe, sustainable and efficient transport system by working towards a range of intermediate results that include the following:

- ◆ ensuring that network development meets future growth, population and freight needs
- ◆ alternative forms of transport are supported
- ◆ the safety of the road environment is maximised and
- ◆ the impact of roadworks on the environment is minimised and positive urban design outcomes are produced.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
Major works completed within 10% of planned duration	%	82	75	90	90	90
Major works completed within 10% of authorised cost	%	82	87	90	90	90
<u>Bus Priority Measures</u>						
% length of strategic bus corridor treated (infrastructure)	%	5	11	38	38	46
Bus lane length	km.	89	96	99	102	107
Transit lane length	km.	86	87	87	87	90
Environmental assessments undertaken	no.	311	320	310	310	320
<u>Employees:</u>	EFT	n.a.	231	237	216	224

**MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES**

50.1 Road Development (cont)

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	906,286	915,244	966,689
NET COST OF SERVICES	742,480	519,579	739,882
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CAPITAL EXPENDITURE	1,505,259	1,494,625	1,823,602
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MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

50.2 M4/M5 Cashback

Service Description: This service group covers the reimbursement of motorists for the toll component paid using Electronic Toll Tags on the M4 and M5 Motorways when driving NSW privately registered cars and motorcycles.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
M4/M5 cashback claims	thous	580	725	830	760	840
M4/M5 cashback claims paid	\$m	81.8	92.0	97.0	97.0	102.0

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	97,000	97,000	102,000
NET COST OF SERVICES	97,000	97,000	102,000

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

50.3 Road Use

Service Description: This service group seeks to implement initiatives to increase safe road use by ensuring that drivers and riders are eligible, competent and identified, and vehicles meet the relevant standards. Service objectives include reducing the trauma and cost of road deaths and injuries by reducing adverse impacts of vehicles on roads and the environment and ensuring compliance with licensing, registration and network access requirements.

Linkage to Results: This service group contributes to a safe, sustainable and efficient transport system by working towards the following intermediate results:

- ◆ ensuring that network development meets future growth, population and freight needs
- ◆ people and freight movement and incident management is optimised
- ◆ ensuring more vulnerable road users such as pedestrians and motorcyclists are safer when mixing with car drivers and heavy vehicles
- ◆ ensuring the safety of the road environment, by improving vehicle condition and road user behaviour and
- ◆ ensuring heavy vehicles' access to the road network is sustainable and safe and heavy vehicle emissions are reduced.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
State funded crash treatments	no.	143	101	150	150	150
Heavy vehicle inspection scheme						
number of inspections	thous	87	89	91	91	99
Enhanced enforcement hours	thous	149.63	124.19	160.00	145.20	160.00
Licensed drivers and riders	mill	4.47	4.58	4.65	4.65	4.73
Registered vehicles	mill	4.97	5.08	5.20	5.20	5.32
Total service cost (registration and licensing) per weighted transaction	\$	7.66	6.50	7.00	7.00	7.00
<u>Employees:</u>	EFT	n.a.	2,017	1,682	2,001	1,967

**MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES**

50.3 Road Use (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	460,899	572,226	534,002
Total expenses include the following:			
Toll operations	23,516	26,600	24,400
Driver and vehicle management and customer service	332,090	407,286	380,851
Road safety	91,405	109,775	101,500
Camera enforcement	15,062	20,565	18,900
NET COST OF SERVICES	330,162	411,683	360,761
CAPITAL EXPENDITURE	63,792	63,515	39,059

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

50.4 Road Management

Service Description: This service group 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. This is achieved by maintenance and rebuilding works, traffic control systems, incident and special event management systems and route management strategies and partial funding of local roads.

Linkage to Results: This service group contributes to a safe, sustainable and efficient road transport system by working towards the following intermediate results:

- ◆ ensuring that network development meets future growth, population and freight needs
- ◆ alternative forms of transport are supported
- ◆ people and freight movement and incident management is optimised
- ◆ the road network has been maintained to the required condition and value
- ◆ the safety of the road environment and road user behaviour is maximised and
- ◆ the impact of roadworks on the environment is minimised and positive urban design outcomes are produced.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Maintenance and reconstruction expenditure on state roads per km of roadway	\$000	37	40	38	41	41
Average annual rate of rebuilding of sealed roads	%	1.2	1.1	1.0	1.1	1.1
Maintenance and reconstruction expenditure on state roads per million VKT	\$000	16	17	16	17	17
<u>Employees:</u>	EFT	n.a.	4,613	4,558	4,561	4,577

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

50.4 Road Management (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	865,867	1,007,000	1,010,081
Total expenses include the following:			
Infrastructure maintenance	652,959	754,188	766,000
Road environment safety management	7,345	7,427	7,185
Traffic and transport management	192,004	226,500	218,901
Strategic network planning	6,331	9,735	9,393
NET COST OF SERVICES	758,108	867,640	856,358
CAPITAL EXPENDITURE	341,474	351,885	337,639

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	501,856	577,278	478,871
Other operating expenses	949,489	1,070,814	1,138,614
Depreciation and amortisation	785,639	799,639	838,639
Grants and subsidies	40,906	82,581	99,906
Finance costs	51,352	60,348	55,932
Other expenses	810	810	810
Total Expenses Excluding Losses	2,330,052	2,591,470	2,612,772
Less:			
Retained Revenue -			
Sales of goods and services	281,821	333,246	361,632
Investment income	6,385	14,385	13,385
Grants and contributions	28,183	181,173	21,696
Other revenue	86,691	150,017	157,829
Total Retained Revenue	403,080	678,821	554,542
Gain/(loss) on disposal of non current assets	222	17,747	229
Other gains/(losses)	(1,000)	(1,000)	(1,000)
NET COST OF SERVICES	1,927,750	1,895,902	2,059,001
RECURRENT FUNDING STATEMENT			
Net Cost of Services	1,927,750	1,895,902	2,059,001
Recurrent Services Appropriation	1,429,710	1,449,530	1,536,128
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	1,910,525	1,910,025	2,200,300
Capital Works and Services Appropriation	1,828,911	1,834,411	2,115,154

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	166,877	196,428	222,689
Receivables	111,143	106,133	106,133
Inventories	7,446	10,034	10,034
Assets held for sale	38,282	60,958	60,958
Total Current Assets	323,748	373,553	399,814
Non Current Assets -			
Receivables	12,419	12,512	14,811
Other financial assets	85,737	85,738	91,564
Property, plant and equipment -			
Land and building	2,850,571	2,856,200	2,905,274
Plant and equipment	106,615	105,111	112,611
Infrastructure systems	69,637,922	72,556,420	73,800,401
Intangibles	26,329	20,180	16,741
Other	1,029,059	1,265,592	1,397,439
Total Non Current Assets	73,748,652	76,901,753	78,338,841
Total Assets	74,072,400	77,275,306	78,738,655
LIABILITIES -			
Current Liabilities -			
Payables	384,389	433,397	433,397
Borrowings at amortised cost	147,188	146,946	147,041
Other financial liabilities at fair value	21
Provisions	241,762	223,109	228,829
Other	111,292	128,172	129,303
Total Current Liabilities	884,652	931,624	938,570
Borrowings at amortised cost	611,792	606,588	524,858
Provisions	90,121	147,311	147,298
Other	663,391	663,875	631,069
Total Non Current Liabilities	1,365,304	1,417,774	1,303,225
Total Liabilities	2,249,956	2,349,398	2,241,795

**MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
<hr/>			
BALANCE SHEET (cont)			
NET ASSETS	71,822,444	74,925,908	76,496,860
EQUITY			
Reserves	27,761,023	30,541,686	30,513,686
Accumulated funds	44,061,421	44,384,222	45,983,174
TOTAL EQUITY	71,822,444	74,925,908	76,496,860

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	540,008	498,248	473,164
Grants and subsidies	41,716	83,391	100,716
Finance costs	49,617	61,315	53,769
Other	1,204,878	1,324,300	1,390,031
Total Payments	1,836,219	1,967,254	2,017,680
Receipts			
Sale of goods and services	280,821	332,246	365,036
Interest	6,385	13,945	13,385
Other	261,377	277,846	254,891
Total Receipts	548,583	624,037	633,312
NET CASH FLOWS FROM OPERATING ACTIVITIES	(1,287,636)	(1,343,217)	(1,384,368)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	23,247	63,747	43,445
Purchases of property, plant and equipment	(1,906,525)	(1,909,025)	(2,199,300)
Other	(4,000)	(892)	(1,000)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(1,887,278)	(1,846,170)	(2,156,885)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings and advances	(83,707)	(84,434)	(83,798)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(83,707)	(84,434)	(83,798)
Recurrent appropriation	1,429,710	1,449,530	1,536,128
Capital appropriation	1,828,911	1,834,411	2,115,154
NET CASH FLOWS FROM GOVERNMENT	3,258,621	3,283,941	3,651,282
NET INCREASE/(DECREASE) IN CASH	...	10,120	26,261
Opening Cash and Cash Equivalents	166,877	186,308	196,428
CLOSING CASH AND CASH EQUIVALENTS	166,877	196,428	222,689

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000

CASH FLOW STATEMENT (cont)

CASH FLOW RECONCILIATION

Net cost of services	(1,927,750)	(1,895,902)	(2,059,001)
Non cash items added back	714,275	525,726	703,129
Change in operating assets and liabilities	(74,161)	26,959	(28,496)
Net cash flow from operating activities	(1,287,636)	(1,343,217)	(1,384,368)

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE

51 DEPARTMENT OF COMMERCE

51.1 Fair Trading

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

Linkage to Results: This service group contributes to ensuring a fair marketplace for consumers and traders by working towards a range of intermediate results that include the following:

- ◆ fair trading regulation with minimal red tape
- ◆ community able to access information and services and
- ◆ compliance with fair trading laws.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Complaints finalised within 30 days	%	95	96	80	80	80
Telephone enquiries answered within the guarantee of service	%	79	83	85	85	85
Consumer Trader and Tenancy Tribunal matters finalised prior to or at first hearing	%	77	78	78	75	75
Proportion of prosecutions successful	%	86	95	97	90	90
<u>Employees:</u>	EFT	1,169	1,155	1,181	1,181	1,194

2007-08		2008-09 Budget
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	157,158	162,508	167,035
NET COST OF SERVICES	50,549	47,690	52,758
<hr/>			
CAPITAL EXPENDITURE	5,920	10,420	11,581

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE

51 DEPARTMENT OF COMMERCE

51.2 Industrial Relations

Service Description: This service group covers industrial relations policy development and review, provision of information to employers and employees, enforcement of compliance with industrial relations laws through inspection of NSW workplaces and administration of the process for appeals against promotion and disciplinary decisions in the public sector.

Linkage to Results: This service group contributes to ensuring fair workplaces by working towards a range of intermediate results that include the following:

- ◆ fair industrial relations legislation with minimal red tape
- ◆ accessible information and help for employers and employees to ensure industrial relations laws are understood
- ◆ compliance with industrial relations laws and
- ◆ best practice employment advice.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Enquiries and complaints satisfactorily resolved within targeted timeframes	%	90	92	85	85	85
Employers satisfied with advisory services	%	...	95	95	95	95
Employers investigated who are subject to NSW industrial relations laws	%	82	86	85	85	85
<u>Employees:</u>	EFT	164	161	167	167	179

———2007-08———		2008-09 Budget
Budget \$000	Revised \$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	21,541	21,803	23,743
NET COST OF SERVICES	21,251	20,938	22,619
<hr/>			
CAPITAL EXPENDITURE	508	2,139	2,789

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE

51 DEPARTMENT OF COMMERCE

51.3 Procurement

Service Description: This service group covers the development and implementation of procurement policy and tendering services, provision of operational support for the State Contracts Control Board (SCCB) and the delivery of electronic procurement tools and solutions.

Linkage to Results: This service group contributes to maximising value to government agencies in delivering services to clients, customers and the community by working towards a range of intermediate results that include the following:

- ◆ minimise procurement costs for government and agencies
- ◆ simplifying processes for dealing with government
- ◆ improving access to procurement contracts for customers and suppliers and
- ◆ minimise procurement contractual risks for the government and agencies.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Transactions through SCCB goods and services contracts	\$m	3,100	3,600	3,900	3,900	3,900
Average performance score of "Best Practice" accredited contractors for capital works	%	...	73	70	70	70
Government average motor vehicle fleet environmental performance score target met (target 12.0)	no.	9.9	10.8	12.0	11.3	12.0
Value of contracts managed online through smartbuy and eTendering	\$m	2.5	5.0	10.0
Manage motor vehicle clearance rates at initial auction between 70% to 80%	%	...	80	80	80	80
<u>Employees:</u>	EFT	370	313	276	276	278

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
51 DEPARTMENT OF COMMERCE

51.3 Procurement (cont)

	<u>2007-08</u>		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	259,087	247,092	251,508
NET COST OF SERVICES	(27,737)	(34,437)	(43,938)
<hr/>			
CAPITAL EXPENDITURE	288,196	301,751	265,712

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE

51 DEPARTMENT OF COMMERCE

51.4 Public Works and Services

Service Description: This service group covers the commercial services provided to government agencies, including the provision of planning and building, design services, management of construction projects, finding sustainable solutions to the problems of capturing, treating and distributing water and the management of motor vehicle fleets for government agencies.

Linkage to Results: This service group contributes to maximising value to government agencies in delivering services to clients, customers and the community by working towards a range of intermediate results that include the following:

- ◆ managing construction and maintenance projects so they are delivered on time, within scope and safety standards, and within budget
- ◆ minimising project management risks and costs for the government and agencies and
- ◆ providing engineering services for state emergency management.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Projects managed on time	%	92	87	85	85	85
Projects managed within budget	%	95	92	85	85	85
Lost time injury frequency ratio lower than other providers	%	52	82	20	20	20
<u>Employees:</u>	EFT	1,728	1,275	1,250	1,250	1,317

2007-08		2008-09 Budget
Budget \$000	Revised \$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	211,349	183,579	184,277
NET COST OF SERVICES	(3,227)	6,771	1,504
CAPITAL EXPENDITURE	18,865	9,381	14,187

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE

51 DEPARTMENT OF COMMERCE

51.5 Communications and Advertising

Service Description: This service group covers the provision of public awareness advertising, providing all recruitment advertising and public notices including the publication of the Government Gazette, advertising public sector job vacancies and managing the government recruitment website.

Linkage to Results: This service group contributes to maximising value to government agencies in delivering services to clients, customers and the community by working towards a range of intermediate results that include the following:

- ◆ improving access for customers and suppliers to communications contracts
- ◆ managing advertising projects so they are delivered on time, within scope and within budget
- ◆ minimising communications costs for government and agencies and
- ◆ minimising management risks for the government and agency advertising and communications.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Savings to government achieved through centralised media contracts	\$m	32	44	44	44	44
Visits to jobs, nsw website	mill	...	2.5	3.2	3.0	3.2
<u>Employees:</u>	EFT	41	41	42

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	4,877	5,039	7,032
NET COST OF SERVICES	73	105	2,316

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE

51 DEPARTMENT OF COMMERCE

51.6 Government Chief Information Office

Service Description: This service group covers the provision of strategic whole of government information communication technology (ICT) policy advice and guidelines. Government Chief Information Office initiatives include the provision and management of the NSW Government internet web portal, the provision of the online licence application and renewal system, maintaining the government mobile radio communications network, and the government broadband service.

Linkage to Results: This service group contributes to maximising value to government agencies in delivering services to clients, customers and the community by working towards a range of intermediate results that include the following:

- ◆ improving access for customers and suppliers
- ◆ managing ICT projects so they are delivered on time, within scope and within budget and
- ◆ minimising ICT project management risks and costs for the government and agencies.

		2005-06	2006-07	2007-08	2007-08	2008-09
	Units	Actual	Actual	Budget	Revised	Forecast
<u>Service Measures:</u>						
Government radio network monthly availability	%	...	99.99	99.95	99.95	99.95
People First ICT plan savings and recurrent expenditure (annualised)	\$m	45	45	70
Government licences administered through Government Licensing System	no.	...	93,683	300,000	300,000	300,000
Visits to the NSW Government portal	mill	...	4	4	4	4
<u>Employees:</u>	EFT	93	93	94

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
51 DEPARTMENT OF COMMERCE

51.6 Government Chief Information Office (cont)

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	55,518	54,831	58,687
NET COST OF SERVICES	44,064	37,942	48,158
<hr/>			
CAPITAL EXPENDITURE	...	6,050	4,594

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE

51 DEPARTMENT OF COMMERCE

51.7 Corporate Services

Service Description: This service group covers the provision of corporate services to a selection of government agencies including accounting and financial services, payroll and human resource services, information technology services, asset facilities management, information and research services, mail and records management and switchboard services.

Linkage to Results: This service group contributes to maximising value to government agencies in delivering services to clients, customers and the community by working towards a range of intermediate results that include the following:

- ◆ managing corporate services projects so they are delivered on time, within scope and within budget and
- ◆ minimising corporate services costs and risks for government and agencies.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Transaction processing variance performance against a basket of benchmarks	%	18	24	24	20	20
Client satisfaction with shared corporate services	%	85	94	80	85	85
Client satisfaction with the delivery of human services net (HSNet)	%	...	81.3	81.3	80.0	80.0
<u>Employees:</u>	EFT	...	992	994	994	1,056

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	105,946	130,893	134,859
NET COST OF SERVICES	29,506	35,227	31,942
<hr/>			
CAPITAL EXPENDITURE	3,591	6,419	8,199

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE**51 DEPARTMENT OF COMMERCE**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	396,319	391,265	393,937
Other operating expenses	169,933	178,389	178,845
Depreciation and amortisation	177,759	176,751	188,815
Grants and subsidies	29,148	20,037	22,218
Finance costs	40,245	37,186	41,213
Other expenses	2,072	2,117	2,113
Total Expenses Excluding Losses	815,476	805,745	827,141
Less:			
Retained Revenue -			
Sales of goods and services	633,990	592,640	619,570
Investment income	14,557	19,607	18,512
Retained taxes, fees and fines	46,208	52,708	48,324
Grants and contributions	9,338	15,283	12,301
Other revenue	1,750	1,426	112
Total Retained Revenue	705,843	681,664	698,819
Gain/(loss) on disposal of non current assets	(3,176)	9,725	13,715
Other gains/(losses)	(1,670)	120	(752)
NET COST OF SERVICES	114,479	114,236	115,359
Government Contributions	179,200	168,657	172,174
SURPLUS/(DEFICIT) BEFORE DISTRIBUTIONS	64,721	54,421	56,815
Distributions -			
Dividends	8,800	8,800	15,000
SURPLUS/(DEFICIT) AFTER DISTRIBUTIONS	55,921	45,621	41,815
RECURRENT FUNDING STATEMENT			
Net Cost of Services	114,479	114,236	115,359
Recurrent Services Appropriation	150,546	147,444	153,039
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	317,080	336,160	307,062
Capital Works and Services Appropriation	21,191	14,318	11,309

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
51 DEPARTMENT OF COMMERCE

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	405,235	350,368	484,853
Receivables	157,785	218,018	222,738
Other financial assets	29,072	25,478	26,115
Inventories	670	638	638
Other	153,802	106,660	103,180
Total Current Assets	746,564	701,162	837,524
Non Current Assets -			
Other financial assets	17
Inventories	6,099	5,229	4,929
Property, plant and equipment -			
Land and building	24,258	107,681	121,996
Plant and equipment	548,537	610,595	509,388
Intangibles	91,659	59,949	70,897
Other	82
Total Non Current Assets	670,652	783,454	707,210
Total Assets	1,417,216	1,484,616	1,544,734
LIABILITIES -			
Current Liabilities -			
Payables	284,621	295,082	302,457
Borrowings at amortised cost	241,449	237,186	238,032
Provisions	137,731	121,756	130,779
Other	2,139	2,092	2,144
Total Current Liabilities	665,940	656,116	673,412
Non Current Liabilities -			
Borrowings at amortised cost	241,463	237,201	238,047
Provisions	5,756
Other	217	6,461	6,622
Total Non Current Liabilities	247,436	243,662	244,669
Total Liabilities	913,376	899,778	918,081

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
51 DEPARTMENT OF COMMERCE

	2007-08	
	Budget	Revised
	\$000	\$000
		2008-09
		Budget
		\$000
<hr/>		
<i>BALANCE SHEET (cont)</i>		
NET ASSETS	503,840	584,838
		626,653
EQUITY		
Reserves	18,607	18,607
Accumulated funds	485,233	566,231
		608,046
TOTAL EQUITY	503,840	584,838
		626,653

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
51 DEPARTMENT OF COMMERCE

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	403,711	377,096	379,634
Grants and subsidies	29,148	20,037	22,218
Finance costs	40,245	37,186	41,213
Other	459,934	467,623	475,119
Total Payments	933,038	901,942	918,184
Receipts			
Sale of goods and services	632,715	579,158	617,701
Retained taxes	(1,472)	(522)	(516)
Interest	11,222	13,453	14,548
Other	349,723	360,733	359,189
Total Receipts	992,188	952,822	990,922
NET CASH FLOWS FROM OPERATING ACTIVITIES	59,150	50,880	72,738
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	166,800	167,400	207,906
Proceeds from sale of investments	5,630	5,104	3,663
Purchases of property, plant and equipment	(296,158)	(321,906)	(289,809)
Purchases of investments	(3,039)
Other	(20,922)	(14,254)	(17,253)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(147,689)	(163,656)	(95,493)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings and advances	...	298,636	331,027
Repayment of borrowings and advances	(26,271)	(352,573)	(329,335)
Other	(24,800)	(8,800)	(8,800)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(51,071)	(62,737)	(7,108)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	150,546	147,444	153,039
Capital appropriation	21,191	14,318	11,309
Cash transfers to Consolidated Fund	...	(1,712)	...
NET CASH FLOWS FROM GOVERNMENT	171,737	160,050	164,348

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
51 DEPARTMENT OF COMMERCE

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT (cont)			
NET INCREASE/(DECREASE) IN CASH	32,127	(15,463)	134,485
Opening Cash and Cash Equivalents	373,108	365,831	350,368
CLOSING CASH AND CASH EQUIVALENTS	405,235	350,368	484,853
CASH FLOW RECONCILIATION			
Net cost of services	(114,479)	(114,236)	(115,359)
Non cash items added back	181,922	177,049	192,341
Change in operating assets and liabilities	(8,293)	(11,933)	(4,244)
Net cash flow from operating activities	59,150	50,880	72,738

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
STATE RECORDS AUTHORITY

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	10,793	10,993	11,348
Investment income	50	80	55
Grants and contributions	6,220	6,020	5,849
Total Retained Revenue	17,063	17,093	17,252
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Other operating expenses	13,682	13,707	13,501
Depreciation and amortisation	1,900	1,905	1,905
Finance costs	486	486	375
Total Expenses Excluding Losses	16,068	16,098	15,781
SURPLUS/(DEFICIT)	995	995	1,471

**MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
STATE RECORDS AUTHORITY**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	844	1,932	3,821
Receivables	1,830	1,499	1,555
Inventories	80	107	107
Other	835	852	877
Total Current Assets	3,589	4,390	6,360
Non Current Assets -			
Property, plant and equipment -			
Land and building	41,871	41,128	40,376
Plant and equipment	7,162	7,917	7,114
Intangibles	...	19	14
Total Non Current Assets	49,033	49,064	47,504
Total Assets	52,622	53,454	53,864
LIABILITIES -			
Current Liabilities -			
Payables	1,020	1,093	1,113
Borrowings at amortised cost	127	127	...
Provisions	1,840	1,942	1,987
Total Current Liabilities	2,987	3,162	3,100
Non Current Liabilities -			
Borrowings at amortised cost	6,735	6,734	5,735
Total Non Current Liabilities	6,735	6,734	5,735
Total Liabilities	9,722	9,896	8,835
NET ASSETS	42,900	43,558	45,029
EQUITY			
Reserves	4,823	4,823	4,823
Accumulated funds	38,077	38,735	40,206
TOTAL EQUITY	42,900	43,558	45,029

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
STATE RECORDS AUTHORITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	10,748	10,948	11,303
Interest	80	110	55
Other	7,410	7,190	7,020
Total Receipts	18,238	18,248	18,378
Payments			
Employee related	25	25	25
Finance costs	486	486	375
Other	14,858	14,862	14,618
Total Payments	15,369	15,373	15,018
NET CASH FLOWS FROM OPERATING ACTIVITIES	2,869	2,875	3,360
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(1,365)	(1,365)	(345)
Other	...	(22)	...
NET CASH FLOWS FROM INVESTING ACTIVITIES	(1,365)	(1,387)	(345)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings and advances	(2,175)	(2,175)	(1,126)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(2,175)	(2,175)	(1,126)
NET INCREASE/(DECREASE) IN CASH	(671)	(687)	1,889
Opening Cash and Cash Equivalents	1,515	2,619	1,932
CLOSING CASH AND CASH EQUIVALENTS	844	1,932	3,821
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	995	995	1,471
Non cash items added back	1,900	1,905	1,905
Change in operating assets and liabilities	(26)	(25)	(16)
Net cash flow from operating activities	2,869	2,875	3,360

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
NSWBUSINESSLINK PTY LIMITED

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	85,497	119,751	113,216
Investment income	345	644	500
Grants and contributions	29,235	34,075	29,771
Other revenue	3,115
Total Retained Revenue	118,192	154,470	143,487
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	5,254	37,103	23,594
Other operating expenses	99,401	102,136	104,497
Depreciation and amortisation	12,697	14,278	13,885
Finance costs	1,125	1,000	950
Total Expenses Excluding Losses	118,477	154,517	142,926
SURPLUS/(DEFICIT)	(285)	(47)	561

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
NSWBUSINESSLINK PTY LIMITED

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	16,439	8,846	8,792
Receivables	11,842	14,800	14,800
Total Current Assets	28,281	23,646	23,592
Non Current Assets -			
Receivables	2,202
Property, plant and equipment -			
Land and building	3,116	1,614	434
Plant and equipment	7,382	11,843	14,469
Intangibles	15,989	15,327	12,496
Total Non Current Assets	28,689	28,784	27,399
Total Assets	56,970	52,430	50,991
LIABILITIES -			
Current Liabilities -			
Payables	28,549	22,009	22,009
Borrowings at amortised cost	2,000	9,300	7,300
Total Current Liabilities	30,549	31,309	29,309
Non Current Liabilities -			
Borrowings at amortised cost	14,000	4,569	4,569
Total Non Current Liabilities	14,000	4,569	4,569
Total Liabilities	44,549	35,878	33,878
NET ASSETS	12,421	16,552	17,113
EQUITY			
Accumulated funds	12,421	16,552	17,113
TOTAL EQUITY	12,421	16,552	17,113

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
NSWBUSINESSLINK PTY LIMITED

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	85,497	119,751	113,216
Interest	345	644	500
Other	50,977	59,130	49,003
Total Receipts	136,819	179,525	162,719
Payments			
Employee related	5,254	37,103	23,594
Finance costs	1,125	1,000	950
Other	127,028	128,592	123,729
Total Payments	133,407	166,695	148,273
NET CASH FLOWS FROM OPERATING ACTIVITIES	3,412	12,830	14,446
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(3,500)	(7,000)	(7,000)
Other	(2,500)	(5,000)	(5,500)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(6,000)	(12,000)	(12,500)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings and advances	(2,000)	...	(2,000)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(2,000)	...	(2,000)
NET INCREASE/(DECREASE) IN CASH	(4,588)	830	(54)
Opening Cash and Cash Equivalents	21,027	8,016	8,846
CLOSING CASH AND CASH EQUIVALENTS	16,439	8,846	8,792
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(285)	(47)	561
Non cash items added back	12,697	14,278	13,885
Change in operating assets and liabilities	(9,000)	(1,401)	...
Net cash flow from operating activities	3,412	12,830	14,446

MINISTER FOR SMALL BUSINESS, MINISTER FOR REGULATORY REFORM, AND MINISTER FOR PORTS AND WATERWAYS

OVERVIEW

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
Maritime Authority of New South Wales			
Total Expenses	106.5	102.0	-4.3
Capital Expenditure	23.0	18.7	-18.5
Total, Minister for Small Business, Minister for Regulatory Reform, and Minister for Ports and Waterways			
Total Expenses	106.5	102.0	-4.3
Capital Expenditure	23.0	18.7	-18.5

In addition to the agency above, the Minister is also supported by the Department of State and Regional Development (Section 19) for the Small Business portfolio area and the Department of Premier and Cabinet (Section 2) for the Regulatory Reform portfolio area.

MARITIME AUTHORITY OF NEW SOUTH WALES

The Maritime Authority of New South Wales works with the boating community, maritime industries and all levels of government to promote boating, maritime safety and other maritime based activities.

The Authority is also responsible for the management of its properties in Sydney Harbour, Botany Bay, Newcastle and Port Kembla.

RESULTS AND SERVICES

The Authority works towards a number of results for the community, including:

- ◆ Ports support a growing economy.
- ◆ Waterways are safe and sustainable.
- ◆ Infrastructure and access to waterways is improved.

Key services provided by the Authority which contribute to these results include:

- ◆ providing advice to the Minister on maritime and port matters
- ◆ regulating the safe navigation of recreational and commercial vessels
- ◆ administering Port Safety Operating Licences at the major ports and managing the regional ports of Eden and Yamba
- ◆ ensuring the protection of the environment in State waters and
- ◆ managing vested maritime properties.

The key services provided by the Authority and the way in which they are expected to contribute to these results are outlined in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results		
		Ports to Support a Growing Economy	Safe and Sustainable Waterways	Improved Infrastructure and Access to Waterways
Ports and Shipping	6.1	✓	✓	
Recreational Boating and Regional Services	27.5		✓	
Commercial Vessels	8.7		✓	✓
Maritime Property	47.2			✓
Corporate Services	12.4	✓	✓	✓
Total Expenses Excluding Losses	101.9			

RECENT ACHIEVEMENTS

The Authority's major recent achievements include:

- ◆ new policies and guidelines for the management of its properties
- ◆ rejuvenating the infrastructure grants program, including the introduction of the Better Boating Program
- ◆ improving passenger access and safety at Manly Wharf

- ◆ upgrading of a number of Sydney Harbour commuter wharves, such as improvements to safety and access for people with disabilities at Taronga Zoo wharf and
- ◆ developing the Rozelle Bay maritime precinct including the re-alignment of James Craig Road.

STRATEGIC DIRECTIONS

The Authority is committed to working with all sectors of the boating community, maritime industry, government and the general community to strive for equity, safety and environmental sustainability in the use of our waterways.

The Authority has developed a number of strategies to meet this objective, including:

- ◆ reviewing the operation and audit mechanisms of the Port Safety Operating Licence
- ◆ investigating maritime incidents to identify safety and compliance issues
- ◆ coordinating Government policy with respect to maritime security for ports and for commercial vessels
- ◆ providing input into port planning
- ◆ providing safe commuter wharves
- ◆ a compulsory boating safety course for all recreational licence applicants
- ◆ using the audit process to ensure commercial operators fully implement effective safety management systems and
- ◆ developing a 10 year Maritime Infrastructure Program.

Commercial strategies developed for the Authority's property assets are:

- ◆ completing the implementation of the Independent Pricing and Regulatory Tribunal recommendations on rentals for private residential wetland leases
- ◆ introducing and implementing a commercial lease policy and
- ◆ ongoing development of maritime precincts in Sydney Harbour.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses in 2008-09 are expected to be \$101.9 million. This includes providing recreational boating functions involving the promotion of safety and environmental protection on the water through boat licences and registrations, patrols, contributions to volunteer marine rescue organisations, education programs, seminars, publications, compliance and enforcement activities.

Funds will be spent conducting commercial vessel surveys, providing environmental services in Sydney Harbour and Myall Lakes, navigation aid maintenance, accident investigation, wharf and building maintenance, construction of key waterway infrastructure as well as conducting safety audits of commuter wharves.

Capital Expenditure

The total capital program for 2008-09 is \$18.7 million. This includes: refurbishment of commuter wharves; the Port of Eden development, including stage two of the cargo storage area; work on Ballast Point sewage pumpout and day berth facilities; and various projects in the redevelopment of the Rozelle Bay maritime precinct.

**MINISTER FOR SMALL BUSINESS, MINISTER FOR REGULATORY
REFORM, AND MINISTER FOR PORTS AND WATERWAYS**

MARITIME AUTHORITY OF NEW SOUTH WALES

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	67,388	67,492	70,829
Investment income	6,264	6,366	5,147
Retained taxes, fees and fines	36,636	37,486	38,323
Grants and contributions	23,400	31,205	340
Other revenue	3,873	6,062	7,155
Total Retained Revenue	137,561	148,611	121,794
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	37,426	37,907	36,437
Other operating expenses	39,491	43,051	31,033
Depreciation and amortisation	7,661	7,573	9,695
Grants and subsidies	3,689	3,689	5,025
Finance costs	18,260	18,260	19,783
Total Expenses Excluding Losses	106,527	110,480	101,973
Gain/(loss) on disposal of non current assets	84	84	(62)
SURPLUS/(DEFICIT) BEFORE DISTRIBUTIONS	31,118	38,215	19,759
Distributions -			
Dividends and capital repatriations	27,277	27,277	15,309
SURPLUS/(DEFICIT) AFTER DISTRIBUTIONS	3,841	10,938	4,450

**MINISTER FOR SMALL BUSINESS, MINISTER FOR REGULATORY
REFORM, AND MINISTER FOR PORTS AND WATERWAYS
MARITIME AUTHORITY OF NEW SOUTH WALES**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	14,420	36,810	21,565
Receivables	4,815	7,757	7,618
Other financial assets	63,730	49,968	49,968
Inventories	130	197	197
Total Current Assets	83,095	94,732	79,348
Non Current Assets -			
Receivables	4,948	4,948	3,613
Investment properties	130,000	130,000	130,000
Property, plant and equipment -			
Land and building	127,001	122,993	127,558
Plant and equipment	16,113	17,604	21,072
Infrastructure systems	373,236	372,918	378,530
Intangibles	292	1,305	1,123
Other	4,049	6,641	5,486
Total Non Current Assets	655,639	656,409	667,382
Total Assets	738,734	751,141	746,730
LIABILITIES -			
Current Liabilities -			
Payables	20,479	18,775	15,046
Borrowings at amortised cost	1,880	1,880	1,780
Provisions	27,605	31,992	29,449
Other	24,128	25,121	25,122
Total Current Liabilities	74,092	77,768	71,397
Non Current Liabilities -			
Borrowings at amortised cost	6,573	6,573	4,793
Provisions	3,822	3,440	3,440
Other	69,317	70,717	70,007
Total Non Current Liabilities	79,712	80,730	78,240
Total Liabilities	153,804	158,498	149,637
NET ASSETS	584,930	592,643	597,093

**MINISTER FOR SMALL BUSINESS, MINISTER FOR REGULATORY
REFORM, AND MINISTER FOR PORTS AND WATERWAYS**

MARITIME AUTHORITY OF NEW SOUTH WALES

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
BALANCE SHEET (cont)			
EQUITY			
Reserves	127,566	131,049	131,049
Accumulated funds	457,364	461,594	466,044
TOTAL EQUITY	584,930	592,643	597,093

**MINISTER FOR SMALL BUSINESS, MINISTER FOR REGULATORY
REFORM, AND MINISTER FOR PORTS AND WATERWAYS
MARITIME AUTHORITY OF NEW SOUTH WALES**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	67,388	68,576	70,952
Interest	5,561	5,662	4,575
Other	72,024	83,816	47,133
Total Receipts	144,973	158,054	122,660
Payments			
Employee related	36,062	36,666	34,084
Grants and subsidies	3,689	3,689	5,025
Finance costs	18,260	18,260	19,783
Other	72,559	80,436	46,119
Total Payments	130,570	139,051	105,011
NET CASH FLOWS FROM OPERATING ACTIVITIES	14,403	19,003	17,649
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	750	2,223	2,305
Purchases of property, plant and equipment	(22,865)	(21,932)	(18,682)
Other	(107)	(1,040)	(30)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(22,222)	(20,749)	(16,407)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings and advances	(1,985)	(1,985)	(1,880)
Dividends paid	(26,420)	(26,420)	(14,607)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(28,405)	(28,405)	(16,487)
NET INCREASE/(DECREASE) IN CASH	(36,224)	(30,151)	(15,245)
Opening Cash and Cash Equivalents	50,644	66,961	36,810
CLOSING CASH AND CASH EQUIVALENTS	14,420	36,810	21,565

**MINISTER FOR SMALL BUSINESS, MINISTER FOR REGULATORY
REFORM, AND MINISTER FOR PORTS AND WATERWAYS**

MARITIME AUTHORITY OF NEW SOUTH WALES

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
CASH FLOW STATEMENT (cont)			
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year before distributions	31,118	38,215	19,759
Non cash items added back	7,507	7,290	4,167
Change in operating assets and liabilities	(24,222)	(26,502)	(6,277)
Net cash flow from operating activities	14,403	19,003	17,649

TREASURER, MINISTER FOR INFRASTRUCTURE, AND MINISTER FOR THE HUNTER

OVERVIEW

<i>Agency</i>	<i>2007-08 Budget \$m</i>	<i>2008-09 Budget \$m</i>	<i>Variation %</i>
Treasury			
Total Expenses	525.7	214.2	-59.2
Capital Expenditure	5.1	8.9	73.0
Crown Finance Entity			
Total Expenses	3,309.0	4,122.0	24.6
Capital Expenditure	10.0	3.0	-70.0
Crown Leaseholds Entity			
Total Expenses	24.2	24.7	2.3
Capital Expenditure
NSW Self Insurance Corporation			
Total Expenses	1,353.3	1,134.4	-16.2
Capital Expenditure	0.3	0.1	-53.3
Liability Management Ministerial Corporation			
Total Expenses	0.1	n.a.
Capital Expenditure
Electricity Tariff Equalisation Ministerial Corporation			
Total Expenses	0.5	0.3	-36.8
Capital Expenditure
Advance to the Treasurer			
Total Expenses	215.0	300.0	39.5
Capital Expenditure	110.0	100.0	-9.1
Total, Treasurer, Minister for Infrastructure, and Minister for the Hunter			
Total Expenses	5,427.7	5,795.7	6.8
Capital Expenditure	125.4	112.0	-10.7

In addition to the agencies listed above, the Minister is also supported by the Department of Premier and Cabinet (Section 2) for the Hunter portfolio area.

TREASURY

Treasury comprises the Office of Financial Management and the Office of State Revenue. Treasury is the Government's principal financial and economic adviser and revenue administration agency. In this role: it provides advice on economic and fiscal strategies, infrastructure and asset management, balance sheet management and the State Budget; provides revenue assessment and collection services; and processes and enforces fines and penalties. It manages a number of government payment programs including the First Home Owner Grant Scheme, petroleum subsidies and the GST rebate for clubs.

Treasury administers the *Public Authorities (Financial Arrangements) Act 1987*, *Public Finance and Audit Act 1983*, *Fiscal Responsibility Act 2005*, *Annual Reports Act 1984*, *Tax Administration Act 1996*, *Fines Act 1996*, *First Home Owner Grant Act 2000*, *Unclaimed Money Act 1995*, *Petroleum Products Subsidy Act 1997* and the *Duties Act 1997*.

RESULTS AND SERVICES

Treasury has lead agency responsibility for coordinating with partner agencies to ensure the delivery of the following State Plan priorities:

- ◆ P5: AAA rating maintained.
- ◆ P2: Maintain and invest in infrastructure.

Treasury aims to achieve better public services and a stronger State economy by working towards the following results:

- ◆ State finances support the delivery and long run affordability of Government services.
- ◆ Policy settings promote a competitive State economy.
- ◆ All due revenue is collected.
- ◆ All fines are processed and enforced correctly.
- ◆ Eligible applicants receive the benefits (grants and subsidies).

Key services provided by Treasury which contribute to these results include:

- ◆ advising on economic and fiscal strategies, public sector management, infrastructure and asset management, and managing the State Budget and Crown Finance Entity's financial assets and liabilities

- ◆ assessing and collecting tax revenue
- ◆ processing infringements and enforcing fines on behalf of the Crown, commercial clients and other NSW government agencies and
- ◆ administering benefit services relating to the unclaimed money program, First Home Owner Grant Scheme, First Home Plus Scheme (including First Home Plus One), GST rebate for clubs and petroleum product subsidies.

The key services provided by Treasury and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results				
		State finances support delivery/affordability of government services	Policy settings promote a competitive State economy	All due revenue is collected	All fines are processed and enforced correctly	Eligible applicants receive their benefits
State Resource Management	49.7	✓	✓			
Revenue Administration Services	100.1			✓		
Infringement Processing and Fine Enforcement Management	56.7				✓	
Benefits Services	7.7					✓
Total Expenses Excluding Losses	214.2					

RECENT ACHIEVEMENTS

The Office of Financial Management (OFM) implemented reforms in the management of State liabilities and procurement activities. Microeconomic and intergovernmental relations reforms were pursued according to the National Reform Agenda.

During 2007-08, funding was transferred from the Department of Commerce to Treasury to facilitate the transfer of procurement functions from the Department to OFM.

During the year, the State's payroll tax legislation was harmonised with Victoria's. This has led to reductions in compliance costs and less red tape for businesses.

The Office of State Revenue (OSR) successfully managed the abolition of lease duty, hire of goods duty and a reduction in mortgage duty under the Intergovernmental Agreement.

OSR improved client service delivery by providing more effective services online and by launching e-learning programs for State Debt Recovery Office (SDRO) commercial clients.

OSR completed the integration of SDRO's Infringement Processing and Fine Enforcement branches and the amalgamation of its Client Services and Compliance Divisions into the Operations Division. These structural changes will enable OSR to deliver improved services to clients with lower costs of operation.

STRATEGIC DIRECTIONS

The State Fiscal Strategy aims to ensure appropriate service delivery and investment in infrastructure while promoting fiscal outcomes that preserve the State's Triple A rating.

Key strategies in OFM involve applying the Performance Management and Budgeting System, implementing the long term capital budget process that supports the State Infrastructure Strategy, and pursuing microeconomic reform through the Council of Australian Governments reform program, which incorporates the previous National Reform Agenda process.

OSR continues to implement taxation reforms and red tape reduction. During 2008-09, OSR will manage the abolition of marketable securities duty and a further reduction in mortgage duty as part of the Intergovernmental Agreement to reform State taxation.

The red tape reduction effort seeks to reduce the administrative burden and compliance costs for individuals and businesses, making it easier for clients to accurately assess their legislative obligations. With a simplified system, non-compliance is expected to be reduced.

OSR is working with other states and territories to harmonise legislation and administration for both taxes and fines. Improvements to legislation, administrative procedures, systems and client interaction are required to ensure that this project is implemented smoothly.

OSR continues to focus on increasing compliance activity undertaken earlier in the revenue administration process through improving its approaches to client education and awareness, more effective data matching technology and greater knowledge sharing with other jurisdictions on best practice approaches.

In 2008-09, OSR will continue to implement the agreed recommendations of its best practice debt management review to improve debt management processes for revenue and fines administration.

2008-09 BUDGET INITIATIVES

Total Expenses

The estimated expenses for Treasury are \$214.2 million. This is a significant drop from last year as funding for the First Home Owner Grant Scheme of \$325 million was transferred to the Crown Finance Entity. The scheme continues to be administered by Treasury.

Capital Expenditure

Treasury's capital allocation is \$8.9 million. Of this, \$8.2 million is for OSR for the following key programs planned for 2008-09:

- ◆ \$4.7 million for the general maintenance of OSR's information technology infrastructure and core business applications and
- ◆ \$3.5 million for the modernisation of OSR's major software application – RECOUPS – to upgrade platforms, address risks and allow greater connectivity with other systems.

OFM's allocation of \$650,000 will be used for refurbishment, upgrading existing equipment under the asset replacement program and for general enhancements to existing financial collection and information systems.

AGENCY RESULT INDICATORS

State finances support the delivery and long run affordability of Government services

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Maintaining a Triple A credit rating for New South Wales		Triple A	Triple A	Triple A	Triple A
ii) Maintaining a downward trend in GG sector net financial liabilities compared to GSP	%	8.7	7.7	8.2	8.1
iii) Deviation of actual expenses from budget	%	0.1	0.2	≤1.0	≤1.0
Notes:					
i) Triple A is the most important signal that government finances are being well managed.					
ii) General government (GG) sector net financial liabilities provide an indicator of balance sheet strength. GSP – Gross State Product.					
iii) Deviation of expenses within tolerance limits is an indication of appropriate funding at budget time. From 2007-08, this performance indicator is based on changes to underlying expenses.					

Policy settings promote a competitive State economy

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) NSW's total State revenue per capita to be less than or equal to the all States' average					
- New South Wales	\$	6,476	6,879	6,700	6,834
- All States	\$	6,947	7,343	7,253	7,363
Note:					
i) Signals whether NSW taxes are competitive taking into account limitations imposed by NSW share of Commonwealth funding. From 2007-08 there is a break in the series due to changed accounting treatment.					

All due revenue is collected

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Total overdue debt as a percentage of revenue (tax)	%	1.06	1.05	≤1.00	≤1.00
ii) Revenue collected to original budget	%	98	107	≥98	≥98
iii) Additional revenue identified through compliance activities	\$m	229	217	237	246

Notes:

i) This indicator shows the effectiveness of OSR's debt management process.

ii) This indicator shows OSR's performance in collecting all revenue due to the government.

iii) This indicator measures the effectiveness of OSR's audit and compliance programs.

All fines are processed and enforced correctly

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Closure rate of penalty notices	%	75	73	≥77	≥70
ii) Closure rate of enforcement orders	%	44	46	≥48	≥50
iii) Percentage of fines statute barred	%	0.06	0.20	≤0.20	≤0.20

Notes:

i) This indicator measures the effectiveness of OSR's infringement processing.

ii) This indicator measures the effectiveness of OSR's fine enforcement.

iii) This indicator is a measure of the timeliness of the end-to-end process of infringement processing and fine enforcement management.

Eligible applicants receive their benefits

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) First Home Owner Grant Scheme grants paid	\$m	286	319	322	325
ii) First Home Plus exemptions and concessions granted	\$m	397	433	440	444

Notes:

i) This indicator measures the value of benefits paid.

ii) This indicator measures the value of exemptions and concessions granted.

CROWN FINANCE ENTITY

The Crown Finance Entity is responsible for the management and reporting of service wide assets, liabilities and associated transactions. The overall responsibility for these transactions is with the Government rather than individual departments and statutory bodies. The major expense components are defined benefits superannuation contributions, long service leave payments on behalf of general government budget dependent agencies, and interest payments on government debt and bank balances held by general government agencies in the Treasury Banking System.

In addition, the State is required to contribute to the cost of administration of the GST by the Australian Taxation Office. Other major payments include HIH policyholder claims, refunds and remissions of Crown revenue, natural disasters assistance, and debt and investment management costs. From 2008-09, the cost of grants under the First Home Owner Grant Scheme is also included under the Crown Finance Entity rather than NSW Treasury.

RESULTS AND SERVICES

The Crown Finance Entity contributes to the management of service-wide assets, and liabilities and ensures efficiency of related transactions by working towards the following results:

- ◆ The level and cost of State liabilities are minimised.
- ◆ The Crown Finance Entity's payment system is efficient and effective.

Key services provided by the Crown to contribute to these results include:

- ◆ managing superannuation liabilities in accordance with the Government's long term funding plan
- ◆ managing the Crown debt portfolio in order to minimise the market value of debt within specified risk constraints and
- ◆ managing the Treasury Banking System to ensure effective cash management.

The key services provided by the Crown Finance Entity and the way in which they are expected to contribute to results are set out in the following table:

Service Groups	2008-09 Budget Expenses \$m	Results	
		The level and cost of State liabilities is minimised	The State's payment system is efficient and effective
Debt Liability Management	987.4	✓	
Superannuation Liability Management	1,429.2	✓	
Central Financial Services	1,705.4		✓
Total Expenses Excluding Losses	4,122.0		

RECENT ACHIEVEMENTS

Due to ongoing favourable insurance claim experience the Treasury Managed Fund, administered by the NSW Self Insurance Corporation, transferred \$300 million to the Consolidated Fund during 2007-08. Furthermore, in light of the improved Budget position for 2007-08, the Government has taken the opportunity to bring forward by one year the \$390 million repayment of rail debt foreshadowed in the Half-Yearly Budget Review.

STRATEGIC DIRECTIONS

The Crown Finance Entity will continue to monitor the service-wide assets, liabilities and transactions that are the overall responsibility of the Government, to ensure consistency with government targets, including:

- ◆ liaising with appointed actuaries in regard to funding superannuation liabilities by 2030 and
- ◆ monitoring the level of general government debt and associated finance costs.

2008-09 BUDGET INITIATIVES

Total Expenses

Estimated total expenses in 2008-09 are \$4.1 billion, with the major components being:

- ◆ \$1.4 billion for payment on behalf of general government budget dependent agencies of employer superannuation contributions under the defined benefit schemes and long service leave expenses
- ◆ \$974.8 million for interest expenses on new and existing debt held mainly with New South Wales Treasury Corporation and the Commonwealth Government.
- ◆ \$376.9 million in capital grants including \$325 million for the First Home Owner Grant Scheme and \$23 million to the Department of Health which was formerly funded from investment earnings of the Health Super Growth Fund
- ◆ \$210.2 million reimbursement to the Australian Taxation Office for GST administration and related payments
- ◆ \$200 million redundancy payments for various government agencies which are restructuring for improved efficiency
- ◆ \$43 million to subsidise petroleum products for on-road use near the Queensland border
- ◆ \$40 million as provision for natural disaster relief grants
- ◆ \$25 million to be invested in projects with the aim of increasing the flow of water in the Snowy River and
- ◆ \$19.9 million to offset GST payments for clubs.

The appropriation to the Crown Finance Entity also includes funding for the costs associated with the sale of electricity retailers and the lease of generation assets. These costs will be netted off against the proceeds from the transactions.

Capital Expenditure

In 2008-09, purchase of property, plant and equipment will total \$3 million.

AGENCY RESULT INDICATORS

Minimise level and cost of State liabilities

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) General government funded superannuation liabilities	%	76.0	79.1	71.7	71.6
ii) Crown Finance Entity interest cost as proportion of debt	%	6.3	6.2	6.1	6.2
Notes:					
i) This measures the percentage of defined benefit superannuation liabilities covered by superannuation assets valued on a funding basis.					

Provide and effective payment system

Result Indicator	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Forecast
i) Crown Finance Entity payments made on time	%	n.a.	n.a.	90	95
Note:					
i) Measures timeliness of remittance of funds to agencies.					

CROWN LEASEHOLDS ENTITY

The Crown Leaseholds Entity is administered by the Department of Lands under the *Crown Lands Act 1989*.

The Crown Leaseholds Entity receives revenue from holders of leases, licences and permissive occupancies and collects the proceeds from the sale of Crown land. The Crown Leaseholds Entity also collects fees and levies associated with the *Water Act 1912*.

The Crown Leasehold Entity land holdings include unallocated Crown land and Crown reserves for which no reserve trust has been established. Unallocated Crown land includes land on the continental shelf within the three nautical mile zone.

The value of land within the Crown Leaseholds Entity is approximately \$6.1 billion. The Crown Leaseholds Entity revalues land holdings yearly.

The Crown Leaseholds Entity has provided for the liability of land claims which have been granted to local Aboriginal Land Councils under the *Aboriginal Rights Act 1983* but not yet transferred. These parcels of land remain under the care, control and management of the Crown Leaseholds Entity pending formal land boundary surveys being undertaken so that freehold title can be prepared and transferred to the respective Aboriginal Land Councils.

Operating expenses relate mainly to the movement of land between the Crown and those who manage the land on its behalf i.e. local councils and community reserve trust boards. Total expenses for 2008-09 are \$24.7 million (2007-08 \$24.2 million). The administrative effort involved in collection and sale of Crown Land is shown under the Budget estimates for the Department of Lands

Retained revenues in 2008-09 are estimated at \$60.3 million (2007-08 \$48.9 million). The increase on 2007-08 reflects an increase in transfers of land from those managing Crown Reserves on behalf of the Crown to Crown Leaseholds Entity. Volatility in the level of Crown Leaseholds Entity land holdings is expected given that there are 37,000 Crown reserve trusts.

NSW SELF INSURANCE CORPORATION

The NSW Self Insurance Corporation (SICorp) was established by the *NSW Self Insurance Corporation Act 2004*. Its main functions are:

- ◆ the administration of the Treasury Managed Fund (TMF), which provides insurance cover for general government sector budget dependent agencies (other than compulsory third party insurance) and for other public sector agencies on a voluntary basis
- ◆ the management of the Governmental Workers' Compensation Account, the Transport Accidents Compensation Fund and the Pre-Managed Fund Reserve and
- ◆ the collection and analysis of data provided by contracted TMF claims managers; systems management of the TMF data warehouse; provision of reporting functions to member agencies; and monitoring performance of the claims managers.

RECENT ACHIEVEMENTS

The State accumulates financial assets in order to meet the Government's insurance liability costs as they fall due rather than place an undue burden on future generations of taxpayers.

SICorp manages assets in compliance with its Net Assets Holding Level Policy to fund the Government's insurance liability costs. The policy dictates the appropriate level of reserves for the TMF. This policy sets the TMF reserve for insurance activity at an amount equal to 10 per cent of outstanding claims liabilities plus the amount the Fund retains for a single major loss before its reinsurance protection is activated. The net assets position is reviewed each 31 December. Excess reserves are paid to the Consolidated Fund via the Crown Finance Entity while deficits will require contributions from the Crown Finance Entity.

Strong investment returns up until August 2007, together with a favourable claims experience, created ongoing surpluses above the threshold level. The excess in accumulated reserves enabled the Fund to make repayments to the Consolidated Fund of Crown Finance Entity contributions of \$1 billion and \$910 million in 2006 and 2007, respectively.

Following the 2007 review of reserve requirements, a further surplus was identified. A transfer of \$300 million to the Consolidated Fund via the Crown Finance Entity was made in 2007-08.

The TMF target premium for 2008-09 of \$838.1 million is 2.2 per cent lower than for 2007-08. Major variations are in respect of workers' compensation premiums (down \$27.5 million or 6 per cent) and public liability premiums (down \$26.1 million or 9 per cent).

Workers compensation improvements have been driven by a reduction in the cost of weekly benefits, primarily due to better experience for active claims and reductions in rehabilitation costs. Public liability improvements are a result of reductions in claims costs, particularly in relation to medical indemnity claims.

STRATEGIC DIRECTIONS

Since 1 July 2005, the claims management of the insurance businesses (workers' compensation, motor vehicle, property, liability and miscellaneous) has been distributed between three claims managers.

Workers' compensation providers are Employers Mutual Limited, Allianz Australia Limited and GIO Australia Limited. The management of other claims, including liability and property, is undertaken by GIO Australia Limited. There are also separate long-term contracts for risk management (Suncorp Risk Management Services), reinsurance (Benfield (Australia) Pty Limited) and actuarial services (PricewaterhouseCoopers and Taylor Fry).

The key objectives of outsourcing are to improve TMF performance by promoting competition; generate cost savings and efficiency gains; reduce the systemic risk associated with a single provider; and enable comparison and benchmarking between providers.

In 2008-09, the TMF will provide coverage to over 117 public sector agencies.

2008-09 BUDGET INITIATIVES

Total Expenses

Total expenses in 2008-09 are estimated at \$1.1 billion. The TMF actuary has projected a small increase in workers' compensation liabilities. Overall, the trend over the last few years and forward years is relatively stable. Public liability actuarial forecasts for 2008-09 and future years reflect an expected resumption of claims growth.

Investment returns are assumed to return to long term trends following major market volatility and fluctuations in recent months. The forward estimates assume investment returns will meet the long term trend of 7.2 per cent per annum.

From 1 July 2008, the Fund will assume management of outstanding State Rail Authority workers' compensation claims from the Crown Finance Entity. The total liability transferred will be approximately \$138.5 million and will come fully funded by the Crown Finance Entity.

A further contribution of \$40 million will be received from the Crown Finance Entity in order to maintain full funding of the Transport Accidents Compensation Fund and the Pre-Managed Fund.

Capital Expenditure

The capital program of \$135,000 in 2008-09 is primarily for computer requirements.

LIABILITY MANAGEMENT MINISTERIAL CORPORATION

The Liability Management Ministerial Corporation controls the General Government Liability Management Fund. The Fund was established to accumulate financial assets to improve the financial management of the general government sector's balance sheet and allow flexibility in the timing of superannuation contributions to the public sector defined benefit schemes.

In 2006-07 the balance of the Fund, \$7.2 billion, was transferred to SAS Trustee Corporation (State Super) and invested in line with the strategic asset allocation of State Super. The operations of the Fund were then discontinued, however both the Corporation and the General Government Liability Management Fund remain in existence to assist in the future management of the State's assets and liabilities.

In 2008-09 the Fund will be utilised as a mechanism to fully fund the pension scheme for Judges by 2030.

RECENT ACHIEVEMENTS

Contributions made to the General Government Liability Management Fund are in accordance with the funding profile established under the Crown Funding Plan for the elimination of Judges' Pension Scheme unfunded superannuation liabilities. Contributions received by the fund are invested through NSW Treasury Corporation.

The Funding Plan for the Judges' Pension Scheme was developed through actuarial assessment of the minimum level of contributions necessary to meet the superannuation funding target. This Funding Plan is consistent with the *Fiscal Responsibility Act 2005* which includes the long term fiscal target of eliminating total state sector unfunded superannuation liabilities by 2030.

The cash contribution to the fund, to meet future service liabilities, is \$19 million in 2008-09.

STRATEGIC DIRECTIONS

In accordance with the provisions of the *General Government Liability Management Fund Act 2002*, a Management Committee advises the Secretary of the Treasury on matters relating to the management of the fund, including:

- ◆ investment strategy
- ◆ appointment of asset custodians, consultants, investment managers and other service providers
- ◆ monitoring and reviewing the performance of assets, investments and service providers
- ◆ compliance with the Government's fiscal strategy and
- ◆ transfer of funds to Attorney General's Department for payment of pensions and superannuation benefits under the *Judges' Pension Act 1953*.

2008-09 BUDGET INITIATIVES

Total Expenses

Estimated total expenses in 2008-09 are \$73,000. Judges pension benefit cash payments are currently being met from a separate Crown Finance Entity recurrent appropriation.

ELECTRICITY TARIFF EQUALISATION MINISTERIAL CORPORATION

The Electricity Tariff Equalisation Ministerial Corporation commenced administration of the Electricity Tariff Equalisation Fund (ETEF) on 1 January 2001.

The Fund manages the cost risk of electricity purchases by standard State-owned electricity retail suppliers (Energy Australia, Integral Energy and Country Energy) that are required to supply electricity to small retail customers in New South Wales at tariffs determined by the Independent Pricing and Regulatory Tribunal (IPART).

IPART determinations cover residential and small business customers consuming less than 160 MWh per annum who have not elected to enter into a negotiated supply contract.

Standard retail suppliers are required to contribute to the fund when wholesale prices are lower than the energy cost component charged to customers buying power under regulated tariffs. When wholesale prices are higher than the energy cost component in the regulated tariff, the ETEF makes payments to the standard retail suppliers from the fund to ensure they earn the regulated return.

In this way, the fund is able to smooth the volatility in wholesale prices for those State-owned retailers that are required to sell at regulated tariffs. At the same time, the fund ensures that standard retail suppliers do not face a commercial advantage or disadvantage because they supply regulated customers.

In the event there is a sustained rise in pool prices and there are insufficient funds within the ETEF, New South Wales State-owned electricity generators are well placed to top up the ETEF from funds generated by high wholesale prices. Generator payments to the fund are repaid whenever standard retail suppliers make a payment into the fund. The involvement of generators ensures that the fund can never be in deficit.

RECENT ACHIEVEMENTS

Section 43ES of the *Electricity Supply Act 1995* states the fund was to cease operation on 30 June 2004. A regulation gazetted on 19 September 2003 extended the fund until 30 June 2007. An amendment gazetted on 2 March 2007 further extended the fund until 30 June 2010. The Government recently decided to gradually phase out the fund in the period to June 2010.

The average NSW wholesale electricity price for 2006-07 was \$58.72 MWh with average monthly prices varying from \$21 MWh to \$230.66 MWh. Currently, average monthly prices for 2007-08 have varied from \$34.08 MWh to \$77.87 MWh. The fund balance at 30 June 2008 is estimated at \$100,000.

While for accounting reasons the movement in the ETEF balance is treated as Budget revenue, in practice the ETEF is managed as a separate fund which can be called upon in periods of high prices.

STRATEGIC DIRECTIONS

The ETEF arrangement is aimed at managing the electricity purchase risk of standard retail suppliers. Phasing out the fund by June 2010 will allow adequate time for adjustments to occur in the energy trading market. Although this will expose retailers to price risk, it is expected to provide the right incentives to attract investment in electricity generation. There will be no impact on retail customers as electricity prices are determined by IPART.

The Treasurer has initiated a regular audit of the standard retail suppliers. The focus of the audit is a review of the data provided by the standard retail suppliers to the Fund Administrator.

2008-09 BUDGET INITIATIVES

The fund is an equalisation mechanism in that surpluses resulting from low prices in one period are paid out in future periods to offset higher prices. The regulated energy price is set by IPART and is based on the long run generation costs. On this basis, the fund is forecast to increase only by investment income in 2008-09.

ADVANCE TO THE TREASURER

\$400 million has been allocated in 2008-09 to the Treasurer as an advance to allow for supplementary expenses, comprising \$300 million for recurrent services and \$100 million for capital works and services. Actual expenses will be recorded in the expenses of the appropriate agencies.

At \$300 million the recurrent services advance represents a contingency of 0.6 per cent of budgeted operating expenses.

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

52 TREASURY

52.1 State Resource Management

Service Description: This service group covers delivery of advice on economic and fiscal strategies, advice on efficiency and effectiveness of public sector agencies, and advice on infrastructure, asset management and procurement. It also includes the delivery of budget management services, public sector management systems, and financial asset and liability management services.

Linkage to Results: This service group contributes to strong state finances that support the delivery and long run affordability of services, as well as policy settings that promote a competitive State economy, by working towards a range of intermediate results that include the following:

- ◆ efficient management of financial assets and liabilities
- ◆ better resource allocation decisions linked to Government priorities
- ◆ sustainable investment, maintenance and management of infrastructure assets
- ◆ sustainable and predictable revenue flows and
- ◆ implementation of competition, regulatory and human capital reforms with a focus on the Council of Australian Governments program.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Major general government agencies with a finalised Results and Services Plan	%	94	100	100	100	100
General government agencies with a Total Asset Management Plan	%	80	96	90	90	95
Required government businesses with a signed Statement of Corporate Intent or Statement of Business Intent	%	83	90	100	100	100
<u>Employees:</u>	EFT	235	234	270	280	290

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

52 TREASURY

52.1 State Resource Management (cont)

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	44,708	47,376	49,739
Total expenses include the following:			
National Reform Agenda	2,138	1,768	1,069
Grant to accounting standards and research bodies	169	170	169
NET COST OF SERVICES	38,615	40,245	40,810
CAPITAL EXPENDITURE	350	950	650

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

52 TREASURY

52.2 Revenue Administration Services

Service Description: This service group covers the assessment and collection of tax revenue, the provision of information and education on state taxes and duties to ensure people know what and how to pay, the management of client enquiries through multiple service channels to make it easy to pay, the implementation of targeted compliance programs to ensure tax evaders are caught and unpaid liabilities recovered, and the management and collection of tax debt.

Linkage to Results: This service group contributes to ensuring the collection of all due revenue from taxes, duties and other sources due to the State of New South Wales, by working towards a range of intermediate results that include:

- ◆ people pay their taxes
- ◆ tax evaders are caught
- ◆ people know what to pay
- ◆ payment of tax is made easy and
- ◆ unpaid tax obligations are identified and recovered.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Payments received electronically	%	69	64	68	68	71
Cost to collect \$100 tax revenue	\$	0.68	0.63	0.66	0.58	0.59
Telephone calls answered within 2 minutes	%	84	85	80	80	80
<u>Employees:</u>	EFT	659	585	633	601	613

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

52 TREASURY

52.2 Revenue Administration Services (cont)

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	101,845	96,419	100,084
Total expenses include the following:			
Fee for services of Valuer General's Office	22,182	22,182	22,739
NET COST OF SERVICES	97,878	91,326	95,020
CAPITAL EXPENDITURE	2,451	2,135	5,583

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

52 TREASURY

52.3 Infringement Processing and Fine Enforcement Management

Service Description: This service group covers the issuing and processing of infringements on behalf of the Crown and commercial clients in NSW, education and information programs for clients and representative groups to ensure people know what and how to pay, fine enforcement on behalf of the Crown and other government agencies, and compliance programs to recover outstanding fines.

Linkage to Results: This service group contributes to ensuring all fines are processed and enforced correctly, by working towards a range of intermediate results that include the following:

- ◆ people pay their fines
- ◆ outstanding fines are recovered
- ◆ people know what to pay
- ◆ payment is made easy and
- ◆ enforcement action is taken against clients with outstanding fines.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Cost to collect \$100 fines revenue	\$	10.89	11.55	11.83	11.83	11.23
Average call waiting time	mins	n.a.	n.a.	3.5	3.5	3.0
<u>Employees:</u>	EFT	413	436	459	534	534

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	49,986	52,723	56,708
NET COST OF SERVICES	22,021	25,794	30,110
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CAPITAL EXPENDITURE	2,239	2,332	2,322

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

52 TREASURY

52.4 Benefits Services

Service Description: This service group covers the payment of benefits to eligible applicants through the provision of information and education on grants and subsidies to ensure people get the right information; the administration of payments relating to unclaimed money, First Home Owner Grant Scheme, First Home Plus Scheme, GST rebate for clubs, First Home Plus One Scheme and petroleum subsidies; and targeted compliance programs to ensure that fraudulent claims are identified and recovered.

Linkage to Results: This service group contributes to ensuring all eligible applicants receive their benefits by working towards a range of intermediate results that include the following:

- ◆ enabling people to make claims
- ◆ providing the right information to people
- ◆ ineligible claims are not paid and
- ◆ fraudulent claims are identified and recovered.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
FHOG payments issued < 10 days from receipt of a completed claim	%	94	93	95	95	95
Unclaimed money payments issued < 10 days from receipt of a completed claim	%	96	98	95	95	85
<u>Employees:</u>	EFT	59	54	58	55	55

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

52 TREASURY

52.4 Benefits Services (cont)

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
FINANCIAL INDICATORS			
Total Expenses Excluding Losses*	329,185	359,730	7,710
Total expenses include the following:			
First Home Owner Grant*	322,000	353,000	...
NET COST OF SERVICES	329,101	359,568	7,556
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CAPITAL EXPENDITURE	79	302	301

* Reduction in 2008-09 mainly reflects transfer of funding for First Home Owner Grant Scheme to Crown Finance Entity.

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

52 TREASURY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	123,753	119,364	132,703
Other operating expenses	42,948	48,499	46,354
Depreciation and amortisation	14,630	13,011	12,276
Grants and subsidies*	344,351	375,352	22,908
Other expenses	42	22	...
Total Expenses Excluding Losses	525,724	556,248	214,241
Less:			
Retained Revenue -			
Sales of goods and services	30,286	35,827	37,182
Investment income	1,769	2,554	2,698
Retained taxes, fees and fines	180	388	465
Other revenue	5,874	616	400
Total Retained Revenue	38,109	39,385	40,745
Gain/(loss) on disposal of non current assets	...	(70)	...
NET COST OF SERVICES	487,615	516,933	173,496
RECURRENT FUNDING STATEMENT			
Net Cost of Services*	487,615	516,933	173,496
Recurrent Services Appropriation*	465,229	500,782	150,904
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	5,119	5,719	8,856
Capital Works and Services Appropriation	5,119	5,119	8,556

* Reduction in 2008-09 mainly reflects transfer of funding for First Home Owner Grant Scheme to Crown Finance Entity.

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

52 TREASURY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	17,058	23,924	23,652
Receivables	11,205	13,078	10,978
Total Current Assets	28,263	37,002	34,630
Non Current Assets -			
Receivables	110	37	37
Property, plant and equipment - Plant and equipment	25,317	21,783	18,438
Intangibles	12,598	15,561	15,486
Total Non Current Assets	38,025	37,381	33,961
Total Assets	66,288	74,383	68,591
LIABILITIES -			
Current Liabilities -			
Payables	5,366	7,069	7,069
Provisions	10,338	8,659	8,659
Other	165	74	74
Total Current Liabilities	15,869	15,802	15,802
Non Current Liabilities -			
Provisions	121	128	128
Other	43	59	59
Total Non Current Liabilities	164	187	187
Total Liabilities	16,033	15,989	15,989
NET ASSETS	50,255	58,394	52,602
EQUITY			
Accumulated funds	50,255	58,394	52,602
TOTAL EQUITY	50,255	58,394	52,602

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

52 TREASURY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	117,633	113,014	124,459
Grants and subsidies	344,351	375,352	22,908
Other	50,674	54,491	56,599
Total Payments	512,658	542,857	203,966
Receipts			
Sale of goods and services	30,286	35,828	37,182
Interest	1,769	2,116	2,698
Other	13,738	6,749	13,210
Total Receipts	45,793	44,693	53,090
NET CASH FLOWS FROM OPERATING ACTIVITIES	(466,865)	(498,164)	(150,876)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	...	177	...
Purchases of property, plant and equipment	(1,834)	(2,763)	(1,768)
Other	(3,285)	(3,020)	(7,088)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(5,119)	(5,606)	(8,856)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	465,229	500,782	150,904
Capital appropriation	5,119	5,119	8,556
Cash transfers to Consolidated Fund	...	(165)	...
NET CASH FLOWS FROM GOVERNMENT	470,348	505,736	159,460
NET INCREASE/(DECREASE) IN CASH	(1,636)	1,966	(272)
Opening Cash and Cash Equivalents	18,694	21,958	23,924
CLOSING CASH AND CASH EQUIVALENTS	17,058	23,924	23,652

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

52 TREASURY

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
<hr/>			
CASH FLOW STATEMENT (cont)			
CASH FLOW RECONCILIATION			
Net cost of services	(487,615)	(516,933)	(173,496)
Non cash items added back	20,750	19,934	20,520
Change in operating assets and liabilities	...	(1,165)	2,100
Net cash flow from operating activities	(466,865)	(498,164)	(150,876)

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

53 CROWN FINANCE ENTITY

53.1 Debt Liability Management

Service Description: This service group covers the management of the Crown debt portfolio and the Treasury Banking System (TBS), which in conjunction with NSW Treasury Corporation, are managed to meet the objectives of minimising the market value of debt within specified risk constraints, minimising the cost of debt and maximising investment returns.

Linkage to Results: This service group contributes towards minimising the level and cost of the State's net debt liabilities by working towards a range of intermediate results that include the following:

- ◆ maintain underlying general government net debt as a proportion of gross state product
- ◆ ensure liabilities are managed to minimise associated costs and
- ◆ maximise returns within risk constraints through appropriate investment of any surplus funds.

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	883,509	879,869	987,408
Total expenses include the following:			
Interest paid to Commonwealth	66,419	66,411	64,193
Interest paid to agencies' TBS accounts	82,650	92,799	115,475
Interest on overdraft	70,100	100,700	101,200
Interest on long term debt	644,856	583,951	641,842
NET COST OF SERVICES	883,509	879,869	987,408

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

53 CROWN FINANCE ENTITY

53.2 Superannuation Liability Management

Service Description: This service group covers the management of unfunded superannuation liabilities of New South Wales public sector defined benefit superannuation schemes in accordance with the Government's long-term funding plan.

Linkage to Results: This service group contributes towards elimination of Total State Sector unfunded superannuation liabilities by 30 June 2030.

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	1,311,094	3,786,170	1,429,162
Total expenses include the following:			
Current year service cost	613,228	603,054	565,257
Interest cost	2,394,987	2,550,885	2,593,194
Expected return on plan assets	(1,885,203)	(2,087,072)	(1,956,633)
Actuarial losses *	151,288	2,681,473	193,382
NET COST OF SERVICES	1,311,094	3,786,170	1,429,162

* Revised figure for 2007-08 reflects adjustment in investment return and discount rate assumptions.

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

53 CROWN FINANCE ENTITY

53.3 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 involved in the administration of joint Commonwealth/State natural disaster schemes.

Linkage to Results: This service group contributes to efficient operation of the State's finances by working towards a range of intermediate results that include the following:

- ◆ management of payment system to ensure agencies receive funding in timely manner and
- ◆ efficient management of other financial assets and liabilities.

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	1,114,443	1,507,913	1,705,412
Total expenses include the following:			
Long service leave	458,123	472,058	420,764
Member entitlements - LSL pool	15,600	12,100	12,400
Redundancy	75,000	60,809	200,000
Compensation to ATO for GST administration	209,600	208,200	210,200
Capital grant to Transport Infrastructure Development Corporation	...	390,000	...
First Home Owner Grant Scheme	325,000
Capital grants to other agencies	122,895	107,771	51,890
Natural disaster relief	30,000	86,386	40,000
Petrol subsidy payments	41,000	42,000	43,000
GST offset payments for clubs	19,900	19,900	19,900
Snowy Scheme reform	5,104	24,294	25,000
Share in higher education superannuation cost	10,000	...	10,000
NET COST OF SERVICES	655,198	914,553	1,623,962
CAPITAL EXPENDITURE	10,000	1,000	3,000

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

53 CROWN FINANCE ENTITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	1,883,317	4,268,902	2,049,926
Other operating expenses	58,094	46,162	283,276
Depreciation and amortisation	5,574	7,189	1,139
Grants and subsidies	172,588	698,893	518,065
Finance costs	883,509	874,417	979,802
Other expenses	305,964	278,389	289,774
Total Expenses Excluding Losses	3,309,046	6,173,952	4,121,982
Less:			
Retained Revenue -			
Sales of goods and services	22,796	20,028	11,956
Investment income	101,222	94,756	98,678
Grants and contributions	200,000	300,000	...
Other revenue	73,363	119,156	36,656
Total Retained Revenue	397,381	533,940	147,290
Gain/(loss) on disposal of non current assets*	(7,400)	(12,500)	(151,100)
Other gains/(losses)	69,264	71,920	85,260
NET COST OF SERVICES	2,849,801	5,580,592	4,040,532
RECURRENT FUNDING STATEMENT			
Net Cost of Services	2,849,801	5,580,592	4,040,532
Recurrent Services Appropriation	2,925,643	3,327,254	3,901,569
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	10,000	1,000	3,000
Capital Works and Services Appropriation	187,776	187,776	185,642

* Includes expenses arising from the privatisation of electricity retailers and the lease of generation assets.

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

53 CROWN FINANCE ENTITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	206,942	261,608	251,612
Receivables	10,536	9,984	28,694
Other financial assets	66,012	62,549	67,137
Other	...	30	30
Total Current Assets	283,490	334,171	347,473
Non Current Assets -			
Other financial assets	1,874,776	1,767,077	1,881,432
Property, plant and equipment -			
Land and building	13,000	800	3,800
Plant and equipment	3,621	8,051	156
Total Non Current Assets	1,891,397	1,775,928	1,885,388
Total Assets	2,174,887	2,110,099	2,232,861
LIABILITIES -			
Current Liabilities -			
Payables	210,353	230,132	265,786
Borrowings at amortised cost	3,584,440	957,925	1,857,763
Provisions	3,763,383	3,818,200	3,911,310
Other	132,954	137,653	133,286
Total Current Liabilities	7,691,130	5,143,910	6,168,145
Non Current Liabilities -			
Borrowings at amortised cost	10,108,488	11,281,754	11,939,114
Provisions	16,151,819	16,489,539	16,698,825
Other	67,563	69,869	50,654
Total Non Current Liabilities	26,327,870	27,841,162	28,688,593
Total Liabilities	34,019,000	32,985,072	34,856,738
NET ASSETS	(31,844,113)	(30,874,973)	(32,623,877)

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**
53 CROWN FINANCE ENTITY

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
<hr/>			
<i>BALANCE SHEET (cont)</i>			
EQUITY			
Accumulated funds	(31,844,113)	(30,874,973)	(32,623,877)
TOTAL EQUITY	(31,844,113)	(30,874,973)	(32,623,877)

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

53 CROWN FINANCE ENTITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	1,482,593	1,399,868	1,747,545
Grants and subsidies	231,124	741,057	564,065
Finance costs	901,114	876,933	895,738
Other	343,137	320,831	410,891
Total Payments	2,957,968	3,338,689	3,618,239
Receipts			
Sale of goods and services	7,795	10,752	1,556
Interest	82,742	76,522	80,244
Other	295,364	435,156	35,181
Total Receipts	385,901	522,430	116,981
NET CASH FLOWS FROM OPERATING ACTIVITIES	(2,572,067)	(2,816,259)	(3,501,258)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	31,284	27,923	5,656
Proceeds from sale of investments	95	(9,905)	(149,905)
Advance repayments received	90,890	62,759	81,863
Purchases of property, plant and equipment	(10,000)	(1,000)	(3,000)
Advances made	(100,000)	(97,040)	(97,042)
Other	(138,494)
NET CASH FLOWS FROM INVESTING ACTIVITIES	12,269	(17,263)	(300,922)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings and advances	2,318,270	1,115,772	1,591,067
Repayment of borrowings and advances	(94,675)	(389,506)	(90,511)
NET CASH FLOWS FROM FINANCING ACTIVITIES	2,223,595	726,266	1,500,556

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

53 CROWN FINANCE ENTITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT (cont)			
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	2,925,643	3,327,254	3,901,569
Capital appropriation	187,776	187,776	185,642
Amount collected on behalf of and transferred to the Consolidated Fund	(2,762,674)	(1,412,908)	(1,795,583)
NET CASH FLOWS FROM GOVERNMENT	350,745	2,102,122	2,291,628
NET INCREASE/(DECREASE) IN CASH	14,542	(5,134)	(9,996)
Opening Cash and Cash Equivalents	192,400	266,742	261,608
CLOSING CASH AND CASH EQUIVALENTS	206,942	261,608	251,612
CASH FLOW RECONCILIATION			
Net cost of services	(2,849,801)	(5,580,592)	(4,040,532)
Non cash items added back	(64,835)	(55,486)	(46,078)
Change in operating assets and liabilities	342,569	2,819,819	585,352
Net cash flow from operating activities	(2,572,067)	(2,816,259)	(3,501,258)

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

54 CROWN LEASEHOLDS ENTITY

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Other operating expenses	166	166	170
Grants and subsidies	23,999	51,039	24,561
Total Expenses Excluding Losses	24,165	51,205	24,731
Less:			
Retained Revenue -			
Sales of goods and services	43,352	43,352	45,202
Investment income	2,915	2,915	3,005
Retained taxes, fees and fines	1,597	1,597	1,623
Grants and contributions	1,031	60,000	10,479
Total Retained Revenue	48,895	107,864	60,309
Gain/(loss) on disposal of non current assets	6,615	6,612	5,706
Other gains/(losses)	(5,089)	(64,516)	(5,091)
NET COST OF SERVICES	(26,256)	1,245	(36,193)

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

54 CROWN LEASEHOLDS ENTITY

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	16,704	19,097	21,368
Receivables	35,857	21,469	21,212
Other financial assets	2,112	1,408	1,408
Total Current Assets	54,673	41,974	43,988
Non Current Assets -			
Other financial assets	22,365	22,729	22,624
Property, plant and equipment - Land and building	6,500,000	6,092,683	6,086,899
Total Non Current Assets	6,522,365	6,115,412	6,109,523
Total Assets	6,577,038	6,157,386	6,153,511
LIABILITIES -			
Current Liabilities -			
Payables	7,328	3,967	3,863
Other	27,268	25,099	25,781
Total Current Liabilities	34,596	29,066	29,644
Non Current Liabilities -			
Other*	...	1,009,359	1,009,359
Total Non Current Liabilities	...	1,009,359	1,009,359
Total Liabilities	34,596	1,038,425	1,039,003
NET ASSETS	6,542,442	5,118,961	5,114,508
EQUITY			
Reserves	2,945,690	2,578,066	2,595,473
Accumulated funds	3,596,752	2,540,895	2,519,035
TOTAL EQUITY	6,542,442	5,118,961	5,114,508

* Estimated value of claims granted to local Aboriginal Land Councils under the *Aboriginal Land Rights Act 1983*.

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER
54 CROWN LEASEHOLDS ENTITY**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Grants and subsidies	1,500	1,500	1,500
Other	4,810	3,841	3,708
Total Payments	6,310	5,341	5,208
Receipts			
Sale of goods and services	44,793	44,793	45,459
Interest	2,915	2,915	3,005
Other	7,471	7,471	5,648
Total Receipts	55,179	55,179	54,112
NET CASH FLOWS FROM OPERATING ACTIVITIES	48,869	49,838	48,904
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	13,999	13,998	11,315
Advance repayments received	589	589	105
Advances made	(612)	(611)	...
NET CASH FLOWS FROM INVESTING ACTIVITIES	13,976	13,976	11,420
CASH FLOWS FROM GOVERNMENT			
Asset sale proceeds transferred to the Consolidated Fund Entity	...	(2,000)	(2,000)
Cash transfers to Consolidated Fund	(57,388)	(55,388)	(56,053)
NET CASH FLOWS FROM GOVERNMENT	(57,388)	(57,388)	(58,053)
NET INCREASE/(DECREASE) IN CASH	5,457	6,426	2,271
Opening Cash and Cash Equivalents	11,247	12,671	19,097
CLOSING CASH AND CASH EQUIVALENTS	16,704	19,097	21,368
CASH FLOW RECONCILIATION			
Net cost of services	26,256	(1,245)	36,193
Non cash items added back	26,468	53,966	17,582
Change in operating assets and liabilities	(3,855)	(2,883)	(4,871)
Net cash flow from operating activities	48,869	49,838	48,904

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER
NSW SELF INSURANCE CORPORATION**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	819,040	798,927	802,714
Investment income	369,720	(131,734)	365,008
Grants and contributions	40,000
Total Retained Revenue	1,188,760	667,193	1,207,722
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Other operating expenses	872,541	511,865	864,083
Depreciation and amortisation	1,150	1,116	1,134
Grants and subsidies	200,000	300,000	...
Finance costs	277,038	267,694	267,048
Other expenses	2,549	2,067	2,119
Total Expenses Excluding Losses	1,353,278	1,082,742	1,134,384
Other gains/(losses)	1,100	(4,537)	...
SURPLUS/(DEFICIT)	(163,418)	(420,086)	73,338

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER
NSW SELF INSURANCE CORPORATION**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	201,638	90,161	95,393
Receivables	121,887	115,690	118,080
Other financial assets	900	277,926	295,352
Total Current Assets	324,425	483,777	508,825
Non Current Assets -			
Receivables	173,187	156,993	166,951
Other financial assets	4,897,137	4,127,259	4,542,458
Property, plant and equipment - Plant and equipment	334	333	211
Intangibles	2,539	2,505	1,628
Other	82	42	34
Total Non Current Assets	5,073,279	4,287,132	4,711,282
Total Assets	5,397,704	4,770,909	5,220,107
LIABILITIES -			
Current Liabilities -			
Payables	116,366	125,646	130,281
Other financial liabilities at fair value	2,200
Provisions	620,700	627,349	637,248
Other	...	2,406	2,493
Total Current Liabilities	739,266	755,401	770,022
Non Current Liabilities -			
Provisions	3,912,949	3,587,046	3,948,285
Total Non Current Liabilities	3,912,949	3,587,046	3,948,285
Total Liabilities	4,652,215	4,342,447	4,718,307
NET ASSETS	745,489	428,462	501,800
EQUITY			
Accumulated funds	745,489	428,462	501,800
TOTAL EQUITY	745,489	428,462	501,800

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER
NSW SELF INSURANCE CORPORATION**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	819,040	798,927	802,714
Interest	4,297	3,864	3,961
Other	77,742	123,648	118,469
Total Receipts	901,079	926,439	925,144
Payments			
Grants and subsidies	200,000	300,000	...
Other*	961,575	966,065	986,693
Total Payments	1,161,575	1,266,065	986,693
NET CASH FLOWS FROM OPERATING ACTIVITIES	(260,496)	(339,626)	(61,549)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of investments	265,479	330,466	...
Purchases of property, plant and equipment	(19)	(20)	(65)
Purchases of investments	(71,578)
Other	(270)	(420)	(70)
NET CASH FLOWS FROM INVESTING ACTIVITIES	265,190	330,026	(71,713)
CASH FLOWS FROM FINANCING ACTIVITIES			
Other	138,494
NET CASH FLOWS FROM FINANCING ACTIVITIES	138,494
NET INCREASE/(DECREASE) IN CASH	4,694	(9,600)	5,232
Opening Cash and Cash Equivalents	196,944	99,761	90,161
CLOSING CASH AND CASH EQUIVALENTS	201,638	90,161	95,393

* Represents primarily insurance claims.

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER
NSW SELF INSURANCE CORPORATION**

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
CASH FLOW STATEMENT (cont)			
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	(163,418)	(420,086)	73,338
Non cash items added back	(365,373)	141,251	(359,913)
Change in operating assets and liabilities	268,295	(60,791)	225,026
Net cash flow from operating activities	(260,496)	(339,626)	(61,549)

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

LIABILITY MANAGEMENT MINISTERIAL CORPORATION

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Retained Revenue -			
Investment income	701
Grants and contributions	73
Total Retained Revenue	774
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Other operating expenses	73
Total Expenses Excluding Losses	73
SURPLUS/(DEFICIT)	701

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

LIABILITY MANAGEMENT MINISTERIAL CORPORATION

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Other financial assets	996
Total Current Assets	996
Non Current Assets -			
Other financial assets	18,927
Total Non Current Assets	18,927
Total Assets	19,923
LIABILITIES -			
Current Liabilities -			
Payables	19,222
Total Current Liabilities	19,222
Total Liabilities	19,222
NET ASSETS	701
EQUITY			
Accumulated funds	701
TOTAL EQUITY	701

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

LIABILITY MANAGEMENT MINISTERIAL CORPORATION

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Other	19,283
Total Receipts	19,283
Payments			
Other	(61)
Total Payments	(61)
NET CASH FLOWS FROM OPERATING ACTIVITIES	19,222
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of investments	61
Purchases of investments	(19,283)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(19,222)
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	701
Non cash items added back	(701)
Change in operating assets and liabilities	19,222
Net cash flow from operating activities	19,222

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

ELECTRICITY TARIFF EQUALISATION MINISTERIAL CORPORATION

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Investment income	12,000	915	7
Total Retained Revenue	12,000	915	7
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Other operating expenses	489	320	309
Total Expenses Excluding Losses	489	320	309
SURPLUS/(DEFICIT)	11,511	595	(302)

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**

ELECTRICITY TARIFF EQUALISATION MINISTERIAL CORPORATION

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets*	278,522	102	100
Receivables	20,784
Total Current Assets	299,306	102	100
Total Assets	299,306	102	100
LIABILITIES -			
Current Liabilities -			
Payables	43	329	629
Total Current Liabilities	43	329	629
Total Liabilities	43	329	629
NET ASSETS	299,263	(227)	(529)
EQUITY			
Accumulated funds	299,263	(227)	(529)
TOTAL EQUITY	299,263	(227)	(529)

* Reflects the payment ETEF made to electricity retailers as a result of higher than regulated electricity prices.

**TREASURER, MINISTER FOR INFRASTRUCTURE,
AND MINISTER FOR THE HUNTER**
ELECTRICITY TARIFF EQUALISATION MINISTERIAL CORPORATION

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Retained taxes	...	120,984	300
Interest	12,000	915	7
Other	...	6	...
Total Receipts	12,000	121,905	307
Payments			
Other*	489	434,840	309
Total Payments	489	434,840	309
NET CASH FLOWS FROM OPERATING ACTIVITIES	11,511	(312,935)	(2)
NET INCREASE/(DECREASE) IN CASH	11,511	(312,935)	(2)
Opening Cash and Cash Equivalents	267,011	313,037	102
CLOSING CASH AND CASH EQUIVALENTS	278,522	102	100
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	11,511	595	(302)
Change in operating assets and liabilities	...	(313,530)	300
Net cash flow from operating activities	11,511	(312,935)	(2)

* This represents the cash flow entry for the payment to retailers.

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