

# **Budget Estimates**

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**2014-15**



**Budget Paper No. 3**

Circulated by The Hon. Andrew Constance MP, Treasurer,  
and Minister for Industrial Relations, New South Wales

# Table of Contents

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<b>About this Budget Paper</b> .....	i
<b>1. The Legislature</b> .....	1 - 1
The Legislature .....	1 - 2
<b>2. Education and Communities Cluster</b> .....	2 - 1
Department of Education and Communities .....	2 - 8
Board of Studies, Teaching and Educational Standards .....	2 - 20
Community Relations Commission of New South Wales .....	2 - 26
Sydney Olympic Park Authority .....	2 - 31
TAFE Commission.....	2 - 35
<b>3. Family and Community Services Cluster</b> .....	3 - 1
Department of Family and Community Services .....	3 - 6
Home Care Service of New South Wales .....	3 - 17
Aboriginal Housing Office .....	3 - 20
Home Purchase Assistance Fund .....	3 - 23
NSW Businesslink Pty Limited.....	3 - 26
<b>Independent Offices</b>	
Office of the Children's Guardian .....	3 - 29
<b>4. Health Cluster</b> .....	4 - 1
Ministry of Health .....	4 - 8
Health Care Complaints Commission .....	4 - 20
Mental Health Commission of New South Wales .....	4 - 24
<b>5. Planning and Environment Cluster</b> .....	5 - 1
Department of Planning and Environment .....	5 - 8
Environment Protection Authority .....	5 - 15
Environmental Trust .....	5 - 19
Office of Environment and Heritage .....	5 - 23
Office of Local Government .....	5 - 30
Royal Botanic Gardens and Domain Trust .....	5 - 36
Centennial Park and Moore Park Trust .....	5 - 41
Historic Houses Trust of New South Wales .....	5 - 44
Hunter Development Corporation .....	5 - 47
Luna Park Reserve Trust .....	5 - 50
Minister Administering the Environmental Planning and Assessment Act .....	5 - 53
UrbanGrowth NSW Development Corporation.....	5 - 56
Western Sydney Parklands Trust .....	5 - 59

<b>6. Police and Justice Cluster</b> .....	6 - 1
Department of Police and Justice .....	6 - 8
Crown Solicitor's Office .....	6 - 23
Fire and Rescue NSW .....	6 - 27
Information and Privacy Commission .....	6 - 33
Legal Aid Commission of New South Wales .....	6 - 37
Ministry for Police and Emergency Services .....	6 - 44
New South Wales Crime Commission .....	6 - 49
NSW Police Force .....	6 - 53
Office of the NSW Rural Fire Service .....	6 - 60
Office of the NSW State Emergency Service .....	6 - 66
NSW Trustee and Guardian .....	6 - 71
<b>Independent Offices</b>	
Judicial Commission of New South Wales .....	6 - 74
Office of the Director of Public Prosecutions .....	6 - 79
<b>7. Premier and Cabinet Cluster</b> .....	7 - 1
Department of Premier and Cabinet .....	7 - 6
Infrastructure NSW .....	7 - 19
Natural Resources Commission .....	7 - 22
Parliamentary Counsel's Office .....	7 - 26
Service NSW .....	7 - 30
Barangaroo Delivery Authority .....	7 - 34
<b>Independent Offices</b>	
Audit Office of New South Wales .....	7 - 37
Independent Commission Against Corruption .....	7 - 41
Independent Pricing and Regulatory Tribunal .....	7 - 46
New South Wales Electoral Commission .....	7 - 51
Ombudsman's Office .....	7 - 56
Police Integrity Commission .....	7 - 61
Public Service Commission .....	7 - 66
<b>8. Trade and Investment, Regional Infrastructure and Services Cluster</b> .....	8 - 1
Department of Trade and Investment, Regional Infrastructure and Services .....	8 - 8
Independent Liquor and Gaming Authority .....	8 - 16
New South Wales Rural Assistance Authority .....	8 - 20
Art Gallery of New South Wales .....	8 - 24
Australian Museum.....	8 - 27
Catchment Management Authorities .....	8 - 30
Destination NSW .....	8 - 63
Local Land Services .....	8 - 66
Museum of Applied Arts and Sciences .....	8 - 69
New South Wales Film and Television Office .....	8 - 72
NSW Food Authority .....	8 - 75
State Library of New South Wales .....	8 - 78
Water Administration Ministerial Corporation .....	8 - 81

---

<b>9. Transport Cluster</b> .....	9 - 1
Transport for NSW .....	9 - 7
Roads and Maritime Services .....	9 - 14
Independent Transport Safety Regulator .....	9 - 19
Office of Transport Safety Investigations .....	9 - 23
<b>10. Treasury and Finance Cluster</b> .....	10 - 1
The Treasury .....	10 - 7
Crown Finance Entity .....	10 - 12
Office of Finance and Services .....	10 - 17
Building Insurers' Guarantee Corporation .....	10 - 28
Electricity Assets Ministerial Holding Corporation.....	10 - 31
Government Property NSW.....	10 - 34
Liability Management Ministerial Corporation .....	10 - 37
Long Service Corporation .....	10 - 40
Motor Accidents Authority of New South Wales .....	10 - 43
New South Wales Government Telecommunications Authority .....	10 - 46
NSW Self Insurance Corporation .....	10 - 49
Ports Assets Ministerial Holding Corporation .....	10 - 52
Rental Bond Board .....	10 - 55
Safety, Return to Work and Support Division .....	10 - 58
State Records Authority of New South Wales .....	10 - 61
WorkCover Authority .....	10 - 64
Workers' Compensation (Dust Diseases) Board .....	10 - 67
Advance to the Treasurer .....	10 - 70

# About this Budget Paper

## Purpose and Scope

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

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

The scope of this Budget Paper extends to the general government sector and only includes agencies that are material within the sector. Budget Paper No. 2, *Budget Statement*, includes an overview of agency classifications by sector and a glossary. The Budget Statement is used to inform of the State’s fiscal position and the Government’s fiscal strategy.

Budget Paper No. 3 for 2014-15 covers agency service and financial performance. A Budget-related paper, the *NSW 2021 Performance Report*, reports on the progress of clusters in implementing the measures and meeting the goals and targets outlined in NSW 2021 and other result indicators.

Specific agency performance information will continue to be available from other sources such as agency websites, annual reports and the Productivity Commission’s *Report on Government Services*.

## Cluster and Appropriation Arrangements

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

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

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

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

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

### Entities that receive an appropriation for 2014-15 Budget

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

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### Cluster and Agency Disclosures

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This Budget Paper is structured into chapters by cluster. Each chapter begins with an overview of total expenses and capital expenditure for each service group by agency within the cluster. This is followed by commentary on the cluster's introduction, services, and budget highlights for 2014-15. There is separate commentary for independent agencies.

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

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## Structure of Budget Paper No. 3

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The presentation of information within each chapter is outlined below.

### Commentary for clusters and independent agencies

Section	Description
<b>Introduction</b>	This describes the role, main activities and responsibilities of the cluster or independent office, and the NSW 2021 goals it is working towards.
<b>Services</b>	These are the key services the cluster provides.
<b>2014-15 Budget Highlights</b>	These are the significant new and ongoing initiatives of the cluster or independent office for 2014-15. For further detail on capital projects, see Budget Paper No. 4 <i>Infrastructure Statement</i> .

### Service group statements

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

## Financial Statements

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

## Changes to Reporting Entities

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The majority of changes to reporting entities outlined below were as a result of the introduction of the *Government Sector Employment Act 2013* that came into force on 24 February 2014. The Act was aimed at developing a modern high-performing “government sector”.

On that date:

- the *Government Sector Employment Act 2013* (GSE Act) commenced
- the *Public Sector Employment and Management Act 2002* (the former Act) was repealed
- the *Administrative Arrangements Order 2014* (the Order) commenced

The Act was subsequently amended on 23 April 2014 by the *Administrative Arrangements (Administrative Changes—Ministers and Public Service Agencies) Order 2014* following establishment of the new Ministerial arrangements with subsequent changes to entity and cluster arrangements detailed within that Act and as part of the *Allocation of the Administration of Acts*.

As part of these revised arrangements the Finance and Services cluster was merged with the Treasury cluster to form a single Treasury and Finance cluster. Additionally, the Planning and Infrastructure sub-cluster of the Premier and Cabinet cluster was separated to form the new Planning and Environment cluster.

All changes to reporting entities and clusters outlined below as a result of the *Government Sector Employment Act 2013* are annotated with a reference to the GSE Act, which covers all associated and subsequent legislative changes outlined above.



Entity	Change
<b>Board of Studies, Teaching and Educational Standards</b>	Renamed 'Board of Studies, Teaching and Educational Standards' was known as the 'Office of the Board of Studies' prior to 1 January 2014.
<b>Catchment Management Authorities</b>	The Catchment Management Authorities have been merged into the new 'Local Land Services' entity effective 1 January 2014 in accordance with the <i>Local Land Services Act 2013</i> .
<b>Centennial Park and Moore Park Trust</b>	The 'Centennial Park and Moore Park Trust' moved to the new Planning and Environment cluster from the Premier and Cabinet cluster (GSE Act).
<b>Crown Solicitor's Office</b>	New entity established with functions transferred from within the 'Department of Police and Justice' effective 24 February 2014 (GSE Act).
<b>Department of Education and Communities</b>	New 'State Sporting Venues Authority' (PTE) created for reporting purposes of the balance sheet transfer from the 'Department of Education and Communities'.
<b>Department of Planning and Environment</b>	The 'Department of Planning and Environment' was known previously as the 'Department of Planning and Infrastructure'. It has moved out of the Premier and Cabinet cluster to form a new Planning and Environment cluster (GSE Act).
<b>Department of Police and Justice</b>	The 'Department of Police and Justice' was known as the 'Department of Attorney General and Justice' (GSE Act).
<b>Electricity Assets Ministerial Holding Corporation</b>	The 'Electricity Assets Ministerial Corporation' was established on 5 June 2012 in accordance with the <i>Electricity Generator Assets (Authorised Transactions) Act 2012</i> and became active on 31 July 2013. It is in the Treasury and Finance cluster.
<b>Environment Protection Authority</b>	The 'Environment Protection Authority' moved to the new Planning and Environment cluster from the Premier and Cabinet cluster (GSE Act).
<b>Environmental Trust</b>	The 'Environmental Trust' moved to the new Planning and Environment cluster from the Premier and Cabinet cluster (GSE Act).
<b>Historic Houses Trust of New South Wales</b>	The 'Historic Houses Trust of New South Wales' moved to the new Planning and Environment cluster from the Premier and Cabinet cluster (GSE Act).
<b>Hunter Development Corporation</b>	The 'Hunter Development Corporation' moved to the new Planning and Environment cluster from the Premier and Cabinet cluster (GSE Act).
<b>Local Land Services</b>	New entity that amalgamates the Catchment Management Authorities effective 1 January 2014 in accordance with the <i>Local Land Services Act 2013</i> .
<b>Luna Park Reserve Trust</b>	The 'Luna Park Reserve Trust' moved to the new Planning and Environment cluster from the Premier and Cabinet cluster (GSE Act).

Entity	Change
<b>Minister Administering the Environmental Planning and Assessment Act</b>	The 'Minister Administering the Environmental Planning and Assessment Act' moved to the new Planning and Environment cluster from the Premier and Cabinet cluster (GSE Act).
<b>New South Wales Government Telecommunications Authority</b>	The 'New South Wales Government Telecommunications Authority' was established as a stand-alone entity for reporting purposes, effective 1 July 2013 within the Treasury and Finance cluster under the authority of the <i>Government Telecommunications Act 1991</i> .
<b>NSW Businesslink Pty Limited</b>	The entity's operations have been merged into the 'Department of Family and Community Services' from 30 June 2014 (GSE Act).
<b>Office of Environment and Heritage</b>	New entity established with functions transferred from within the 'Department of Premier and Cabinet' effective 24 February 2014. Moved from the Premier and Cabinet cluster to new Planning and Environment cluster (GSE Act).
<b>Office of Finance and Services</b>	The 'Office of the Finance and Services' was known as The 'Department of Finance and Services'. Moved from the old Finance and Services cluster to the new Treasury and Finance cluster. To be grant funded from 'The Treasury' as the principal agency from 1 July 2014 (GSE Act).
<b>Office of Local Government</b>	New entity established with functions transferred from within the 'Department of Premier and Cabinet' effective 24 February 2014. Moved from the Premier and Cabinet cluster to the new Planning and Environment cluster (GSE Act).
<b>Office of the Children's Guardian</b>	New entity established in accordance with the <i>Public Sector Employment and Management (Children's Guardian and Other Matters) Order 2013</i> with functions transferred from within the 'Department of Education and Communities' effective 1 July 2013. This entity now falls in the Family and Community Services cluster.
<b>Office of the NSW Rural Fire Service</b>	The 'Office of the NSW Rural Fire Service' was known as the 'Department of Rural Fire Service' prior to 24 February 2014 (GSE Act).
<b>Office of the NSW State Emergency Service</b>	The 'Office of the NSW State Emergency Service' was known as the 'State Emergency Service' prior to 24 February 2014 (GSE Act).
<b>Parliamentary Counsel's Office</b>	New entity established with functions transferred from within the 'Department of Premier and Cabinet' effective 24 February 2014 (GSE Act).
<b>Royal Botanic Gardens and Domain Trust</b>	The 'Royal Botanic Gardens and Domain Trust' moved to the new Planning and Environment cluster from the Premier and Cabinet cluster (GSE Act).
<b>Safety, Return to Work and Support Division</b>	The 'Safety, Return to Work and Support Division' was abolished with the residual agency merged with the 'Office of Finance and Services' effective 24 February 2014 (GSE Act).
<b>Service NSW</b>	New entity established with functions transferring from within the 'Department of Premier and Cabinet' effective 1 July 2013.

Entity	Change
<b>TAFE Commission</b>	New entity established for reporting purposes under the authority of the <i>Technical and Further Education Commission Act 1990</i> from the 'Department of Education and Communities' effective 1 July 2014.
<b>UrbanGrowth NSW Development Corporation</b>	The 'UrbanGrowth NSW Development Corporation' moved to the new Planning and Environment cluster from the Premier and Cabinet cluster (GSE Act).
<b>Western Sydney Parklands Trust</b>	The 'Western Sydney Parklands Trust' moved to the new Planning and Environment cluster from Premier and Cabinet cluster (GSE Act).

## Notes

- The Budget year refers to 2014-15, while the forward estimates period refers to 2015-16, 2016-17 and 2017-18.
- Figures in tables, charts and text have been rounded. Discrepancies between totals and the sum of components reflect rounding:
  - estimates under \$100,000 are rounded to the nearest thousand
  - estimates midway between rounding points are rounded up
  - percentages are based on the underlying unrounded values.
- For the budget balance, a negative sign indicates a deficit while no sign indicates a surplus.
- One billion equals one thousand million.
- The following notations are used:
  - n.a. means data is not available
  - N/A means not applicable
  - no. means number
  - 0 means not zero, but rounded to zero
  - ... means zero
  - thous means thousand
  - \$m means millions of dollars
  - \$b means billions of dollars.
- Unless otherwise indicated, the data source for tables and charts is The Treasury.

# 1. The Legislature

Agency	Expenses			Capital Expenditure		
	2013-14 Revised \$m	2014-15 Budget \$m	Var. %	2013-14 Revised \$m	2014-15 Budget \$m	Var. %
<b>The Legislature</b>						
Service Group						
Chamber and Committee Support .....	19.5	20.7	6.1	1.4	3.3	137.1
Members' Support .....	105.8	112.3	6.1	7.6	17.9	137.1
Community Access .....	8.2	8.7	6.0	0.6	1.4	136.8
<b>Total</b>	<b>133.6</b>	<b>141.8</b>	<b>6.1</b>	<b>9.6</b>	<b>22.7</b>	<b>137.1</b>

# The Legislature

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## Introduction

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

- making laws
- providing a forum for supervising and scrutinising the Executive Government and for debating public policy issues.

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

The Parliament operates under the *Constitution Act 1902*.

## Services

The Legislature's key services are:

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

## 2014-15 Budget Highlights

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In 2014-15, the Legislature's key initiatives will include spending:

- \$3.7 million to replace Electorate Office information technology infrastructure
- \$3.7 million to complete the optimisation and consolidation of accommodation at Parliament House
- \$2.0 million to replace the core components of the electrical distribution system at Parliament House to improve safety and compliance with current standards and legislation and ensure continuity of service
- \$2.0 million to continue upgrading the original Parliament House fire and smoke control systems to provide a continuing safe environment
- \$1.8 million to replace the Lotus Notes/Domino infrastructure achieving efficiency and productivity gains.

## Service Group Statements

### Chamber and Committee Support

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Employees:</b>	FTE	98	100	101	101	100
				-----2013-14----- Budget \$000	Revised \$000	2014-15 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				18,160	19,549	20,746
Total expenses include the following:						
Employee related				7,928	8,495	8,664
Other operating expenses				4,075	4,363	5,014
Grants and subsidies				16	19	18
Other expenses				4,974	5,468	5,885
Capital Expenditure				1,601	1,398	3,315

## Members' Support

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
FTE Members' staff supported	no.	250	252	254	248	250
IT helpdesk calls from Members and staff	no.	11,109	11,266	11,000	9,736	11,000
<b>Employees:</b>	FTE	380	385	382	377	376
				<del>2013-14</del>		
				Budget	Revised	2014-15
				\$000	\$000	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				111,982	105,848	112,307
Total expenses include the following:						
Employee related				48,898	45,992	46,902
Other operating expenses				25,122	23,631	27,142
Grants and subsidies				98	105	97
Other expenses				30,671	29,603	31,863
<b>Capital Expenditure</b>				9,876	7,567	17,940

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**Community Access**

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Education programs conducted	no.	72	70	62	66	68
<b>Employees:</b>						
	FTE	33	31	31	31	31
				-----2013-14-----		2014-15
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				7,429	8,232	8,729
Total expenses include the following:						
Employee related				3,243	3,577	3,645
Other operating expenses				1,668	1,838	2,109
Grants and subsidies				6	9	7
Other expenses				2,034	2,302	2,479
<hr/>						
Capital Expenditure				656	589	1,395



## Financial Statements

### Operating Statement

	-----2013-14-----		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	60,069	58,064	59,211
Other operating expenses	30,865	29,832	34,265
Depreciation and amortisation	8,838	8,227	7,957
Grants and subsidies	120	133	122
Other expenses	37,679	37,373	40,227
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>137,571</b>	<b>133,629</b>	<b>141,782</b>
<b>Revenue</b>			
Recurrent appropriation	117,078	115,108	123,233
Capital appropriation	12,133	9,554	22,650
Sales of goods and services	5,544	5,258	5,669
Investment revenue	110	140	112
Grants and contributions	30	1,235	31
Acceptance by Crown Entity of employee benefits and other liabilities	5,555	4,249	4,355
Other revenue	416	298	425
<b>Total Revenue</b>	<b>140,866</b>	<b>135,842</b>	<b>156,475</b>
Gain/(loss) on disposal of non current assets	...	(5)	...
<b>Net Result</b>	<b>3,295</b>	<b>2,208</b>	<b>14,693</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,683	4,658	4,658
Receivables	1,420	1,230	1,230
Inventories	91	70	70
<b>Total Current Assets</b>	<b>4,194</b>	<b>5,958</b>	<b>5,958</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	138,270	138,275	146,019
Plant and equipment	59,765	62,694	67,849
Intangibles	731	2,049	3,843
<b>Total Non Current Assets</b>	<b>198,766</b>	<b>203,018</b>	<b>217,711</b>
<b>Total Assets</b>	<b>202,960</b>	<b>208,976</b>	<b>223,669</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	5,462	5,266	5,266
Provisions	5,389	5,320	5,320
<b>Total Current Liabilities</b>	<b>10,851</b>	<b>10,586</b>	<b>10,586</b>
<b>Non Current Liabilities</b>			
Provisions	57	57	57
<b>Total Non Current Liabilities</b>	<b>57</b>	<b>57</b>	<b>57</b>
<b>Total Liabilities</b>	<b>10,908</b>	<b>10,643</b>	<b>10,643</b>
<b>Net Assets</b>	<b>192,052</b>	<b>198,333</b>	<b>213,026</b>
<b>Equity</b>			
Reserves	36,638	40,565	40,565
Accumulated funds	155,414	157,768	172,461
<b>Total Equity</b>	<b>192,052</b>	<b>198,333</b>	<b>213,026</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	54,514	53,581	54,856
Grants and subsidies	120	133	122
Other	72,313	70,809	78,733
<b>Total Payments</b>	<b>126,947</b>	<b>124,523</b>	<b>133,711</b>
<b>Receipts</b>			
Recurrent appropriation	117,078	115,108	123,233
Capital appropriation	12,133	9,554	22,650
Sale of goods and services	5,544	5,406	5,669
Interest received	110	126	112
Grants and contributions	30	1,235	31
Other	4,185	3,534	4,666
<b>Total Receipts</b>	<b>139,080</b>	<b>134,963</b>	<b>156,361</b>
<b>Net Cash Flows From Operating Activities</b>	<b>12,133</b>	<b>10,440</b>	<b>22,650</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(12,133)	(9,446)	(19,304)
Other	...	(108)	(3,346)
<b>Net Cash Flows From Investing Activities</b>	<b>(12,133)</b>	<b>(9,554)</b>	<b>(22,650)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>...</b>	<b>886</b>	<b>...</b>
Opening Cash and Cash Equivalents	2,683	3,772	4,658
<b>Closing Cash and Cash Equivalents</b>	<b>2,683</b>	<b>4,658</b>	<b>4,658</b>
<b>Cash Flow Reconciliation</b>			
Net result	3,295	2,208	14,693
Non cash items added back	8,838	8,222	7,957
Change in operating assets and liabilities	...	10	...
<b>Net Cash Flows From Operating Activities</b>	<b>12,133</b>	<b>10,440</b>	<b>22,650</b>

## 2. Education and Communities Cluster

Agency	Expenses			Capital Expenditure		
	2013-14 Revised \$m	2014-15 Budget \$m	Var. %	2013-14 Revised \$m	2014-15 Budget \$m	Var. %
<b>Department of Education and Communities</b>						
Service Group						
Early Childhood Education Services .....	236.8	361.1	52.5	...	...	...
Primary Education Services in Government Schools .....	5,456.2	5,683.2	4.2	271.2	235.6	(13.1)
Secondary Education Services in Government Schools .....	4,826.4	4,994.0	3.5	144.5	163.5	13.2
Non-Government Schools .....	999.1	1,038.9	4.0	...	...	...
TAFE NSW .....	1,866.6	...	N/A	90.3	...	N/A
Vocational Education and Training .....	318.9	635.3	99.2	...	...	...
Sport and Recreation Services .....	165.5	117.0	(29.3)	5.9	5.6	(6.0)
Aboriginal Affairs .....	17.4	18.4	6.1	0.1	0.1	...
Citizenship and Communities .....	45.5	63.5	39.4	...	...	...
Personnel Services .....	31.0	31.7	2.3	...	...	...
Cluster Grant Funding .....	151.2	1,266.5	737.8	...	...	...
<b>Total</b>	<b>14,114.7</b>	<b>14,209.6</b>	<b>0.7</b>	<b>512.0</b>	<b>404.8</b>	<b>(20.9)</b>
<b>Board of Studies, Teaching and Educational Standards</b>						
Service Group						
Curriculum and Teaching Standards Development and Support .....	15.1	25.3	67.3	0.3	0.5	75.3
Examinations, Assessments and Credentials .....	104.3	99.8	(4.3)	1.7	2.9	72.9
Registration and Accreditation .....	5.9	8.4	43.0	0.1	0.3	143.1
<b>Total</b>	<b>125.3</b>	<b>133.5</b>	<b>6.6</b>	<b>2.1</b>	<b>3.7</b>	<b>77.2</b>
<b>Community Relations Commission of New South Wales</b>						
Service Group						
Community Support Services .....	11.9	11.0	(7.1)	0.2	0.2	...
Language Services .....	9.0	8.9	(0.9)	...	...	...
<b>Total</b>	<b>20.9</b>	<b>19.9</b>	<b>(4.4)</b>	<b>0.2</b>	<b>0.2</b>	<b>...</b>
<b>Sydney Olympic Park Authority</b>						
Service Group						
Precinct Management and Development .....	141.9	132.7	(6.4)	15.3	15.4	0.6
<b>Total</b>	<b>141.9</b>	<b>132.7</b>	<b>(6.4)</b>	<b>15.3</b>	<b>15.4</b>	<b>0.6</b>
<b>TAFE Commission <sup>(a)</sup></b>						
Service Group						
TAFE NSW .....	...	1,861.5	N/A	...	76.9	N/A
<b>Total</b>	<b>...</b>	<b>1,861.5</b>	<b>N/A</b>	<b>...</b>	<b>76.9</b>	<b>N/A</b>

(a) TAFE NSW will be separated from the Department of Education and Communities into a standalone agency, effective from 1 July 2014.

## Introduction

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

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

- strengthen the NSW skill base
- improve education and learning outcomes for all students
- make it easier for people to be involved in their communities
- fostering opportunity and partnership with Aboriginal people.

It is also the co-lead for the NSW 2021 goal to enhance cultural, creative, sporting and recreation opportunities.

Its responsibilities include:

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

## Services

The cluster's key services are:

- regulating and supporting the early childhood education and care sector, which includes providing direct services at government-run preschools
- providing government-run primary schools
- providing government-run secondary schools
- providing funding support to non-government schools

- funding, managing and regulating the vocational education and training market in New South Wales including regulating apprenticeships and traineeships
- providing education, training and related services through TAFE NSW
- engaging the sport and recreation industry through partnerships, providing grants to sporting organisations and managing government sporting facilities
- supporting and promoting economic and social opportunities in partnership with Aboriginal communities, including through the NSW Government's plan for Aboriginal Affairs OCHRE (Opportunity, Choice, Healing, Responsibility, Empowerment) and administering the *Aboriginal Land Rights Act 1983*
- strengthening volunteering in communities, empowering young people and respecting and supporting commemorative activities to honour our veterans
- providing interpreters and translators
- engaging with multicultural communities to promote harmony and reporting on how public authorities deliver services to multicultural communities
- providing syllabuses and support materials that promote high standards of primary and secondary education
- offering comprehensive, flexible and inclusive education credentials that meet student and community needs and are internationally recognised
- inspecting and monitoring non-government schools to ensure they meet statutory registration and accreditation requirements
- supporting quality teaching through the Board of Studies, Teaching and Educational Standards
- managing and developing the Sydney Olympic Park precinct including coordinating activities for major events.

## **2014-15 Budget Highlights**

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In 2014-15 the Department of Education and Communities' total expenditure is budgeted at \$14.2 billion. Expenditure growth has occurred across schools, early childhood education and vocational education and training for 2014-15. TAFE NSW has been separated from the Department of Education and Communities.

Smart and Skilled is a reform of the NSW vocational education and training system. It gives people the chance to gain the skills they need to get a job and advance their careers, while recognising the role and function of TAFE NSW as the public provider. TAFE NSW as the public provider will be separated from the Department of Education and Communities as funder and policy maker for the broader Vocational Education and Training Sector from 1 July 2014.

## School Education

The Government will continue its commitment to the National Education Reform Agreement (NERA) and has insisted the Commonwealth Government meet its obligations. Adherence to the NERA agreement by the Commonwealth Government would see an additional \$3.27 billion from the Commonwealth Government over the six years to 2019 above indexation. However, the Commonwealth has indicated an intention to cease the NERA after 2017 along with lower indexation, which represents a reduction of \$1.27 billion over two years. Additional funding under the NERA for 2014-15 is \$230 million.

The NERA funding is supporting comprehensive NSW reforms in the five key areas of: quality teaching; quality learning; empowered school leadership; meeting student needs; and transparency and accountability.

Key initiatives include:

- 'Local Schools, Local Decisions' reforms to provide greater flexibility for principals of public schools to manage their schools according to local needs. The staggered implementation of the NSW Resource Allocation Model which commenced in 2014 will see schools manage over 70 per cent of the total public school education budget, compared with 10 per cent in 2012
- 'Great Teaching, Inspired Learning' initiatives are improving the effectiveness of teaching by lifting the quality of entrants into teacher education, strengthening the standard of teacher training and providing better support for beginning teachers in their early years. Support is being provided for teachers to develop their teaching strategies and for teaching excellence to be recognised and rewarded
- the 'Connected Communities' strategy is addressing the educational and social disadvantage experienced by Aboriginal children and young people living in a number of the State's most complex communities. Under this strategy, 15 schools are positioned as community hubs, to play a role in the delivery of key services in supporting children from birth through school into further training, study and employment
- expanding and refining 'Every Student, Every School' providing learning and support to enhance specialist services for students with disability and those with additional learning and support needs in public schools
- the 'Rural and Remote Education Blueprint for Action' aims to bridge the gap in educational achievement between rural and remote, and metropolitan schools. Key actions include new incentives to attract and retain quality teachers and school leaders in rural and remote schools; the establishment of 20 specialist centres to offer coordinated inter-agency health and wellbeing services; the creation of a virtual secondary school to broaden curriculum opportunities; and strengthening early childhood education for children in rural and remote communities.

Overall spending in 2014-15 comprises:

- \$10.7 billion on government-run primary and secondary schools
- \$1.0 billion on funding support to non-government schools
- \$224 million in minor works to upgrade and provide new school facilities
- \$122 million to continue 23 major building projects at government schools and carry out other significant works, such as enhancing information technology and business support systems
- \$17 million to start 16 new building projects including two new schools to address growing student enrolments.

## **Vocational Education and Training**

The Smart and Skilled reform of the NSW Vocational Education and Training system will enhance the skills of our workforce to meet future demand for jobs. Smart and Skilled will be implemented with an entitlement to government subsidised training commencing from 1 January 2015.

Spending in 2014-15 comprises \$2.3 billion on vocational education and training, which includes purchasing training through TAFE NSW Institutes and other registered training providers to improve skills and increase higher qualification levels in New South Wales, and regulating apprenticeships and traineeships. Overall, there is an increase of \$125 million in 2014-15 across the vocational education and training sector to support the Smart and Skilled reform program.

For the TAFE Commission, spending in 2014-15 comprises:

- \$1.9 billion to provide a world-class, state-wide training system delivering skills critical to the NSW economy, including community service obligation funding to support skills development, higher-level qualifications, further study and employment for people who face disadvantage
- \$77 million to commence new building and information technology projects and continue 19 major building and information technology projects in TAFE NSW.

## **Early Childhood Education and Care**

Spending in 2014-15 comprises \$361 million to support and regulate the early childhood education and care sector including a focus on universal access to a quality early childhood education program in the year before school. Increased expenditure will occur across a range of initiatives to support the NSW 2021 goals for early childhood education.



## **Communities, Aboriginal Affairs and Sport and Recreation**

Key initiatives include:

- \$48 million for the Community Building Partnership program, including an additional \$10 million for the 2014 program
- \$2.4 million from a total of \$5.1 million to continue implementation of initiatives under OCHRE, the NSW Government's Plan for Aboriginal Affairs, including \$739,000 to establish an Aboriginal Deputy Ombudsman to monitor its delivery
- \$3.0 million over two years to upgrade the Lithgow Aquatic Centre
- \$0.9 million over two years to provide funding support to the NSW Footy Facilities Fund.

Overall spending in 2014-15 comprises:

- \$117 million for a range of sport and recreation programs, which includes providing grants to peak sporting bodies and managing government-owned or controlled sporting and recreation facilities
- \$18 million for Aboriginal Affairs NSW, an increase of 6 per cent from 2013-14, to deliver programs and initiatives in partnership with Aboriginal communities
- \$15 million to support programs for veterans, youth and volunteers
- \$5.7 million in capital expenditure including upgrades to Sport and Recreation Centres.

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

Spending in 2014-15 comprises:

- \$100 million to assess student achievement and award high quality credentials by conducting the Higher School Certificate and Australian Music Examinations Board examinations and administer the Record of School Achievement and National Assessment Program for Literacy and Numeracy
- \$25 million to develop NSW syllabuses and support materials for students, teachers and parents as part of the Australian Curriculum, as well as the provision of initial teacher education and accreditation standards to advance professional learning for teachers
- \$8.4 million to promote quality education through the registration and accreditation of non-government schools, registering home schooling, approving course providers for students from overseas and the regulation of teacher accreditation authorities.

## **Community Relations Commission of New South Wales**

Spending in 2014-15 comprises:

- \$11 million to facilitate intercultural projects and events, grants administration and ensure all government agencies follow the principles of multiculturalism to maximise the social and economic benefits of diversity
- \$8.9 million to provide professional interpreting and translation services to ensure people have equal access to government and community services.

## **Sydney Olympic Park Authority**

- \$27 million to promote, develop and maintain the Sydney Olympic Park precinct
- \$7.8 million in capital expenditure for asset replacement and renewal, major repairs and other minor works at the Sydney Olympic Park precinct, including the Aquatic and Athletic centres
- \$7.6 million in developer contributions for roads, utilities and infrastructure.

# Department of Education and Communities

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## Service Group Statements

### Early Childhood Education Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Licensed child care places per day	thous	154.2	190.6	n.a.	238.5	257.1
Funded child care places per day	thous	47.7	47.7	49.8	47.7	47.7
<b>Employees:</b>	FTE	460	465	453	455	454
				-----2013-14-----		
				Budget	Revised	2014-15
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				301,410	236,824	361,093
Total expenses include the following:						
Employee related				42,294	43,078	43,435
Other operating expenses				7,043	8,911	9,168
Grants and subsidies				250,008	182,692	305,786
Capital Expenditure				500	...	...

## Primary Education Services in Government Schools

**Service description:** This service group covers the staffing and support of 1,617 primary schools, 67 central schools and 114 schools for special purposes and environmental education centres to deliver quality education services that meet the diverse needs of all students.

	Units	2011 Actual	2012 Actual	2013 Actual	2014 Forecast	
<b>Service measures:</b>						
Number of students	FTE	435,749	440,549	448,759	456,912	
Aboriginal students	FTE	26,602	27,836	29,412	30,749	
Students from non-English speaking backgrounds	no.	127,064	129,805	134,186	140,412	
Students in special schools, support classes and receiving special education support in integrated settings <sup>(a)</sup>	FTE	20,060	13,359	13,607	13,847	
NAPLAN participation rate:						
Reading - Year 3						
All students	%	97.3	97.0	97.2	97.3	
Aboriginal students	%	93.9	94.3	94.9	95.0	
Numeracy - Year 3						
All students	%	97.0	96.6	96.9	97.0	
Aboriginal Students	%	93.4	92.9	94.3	94.4	
Teachers who are fully accredited under NSW Institute of Teachers' requirements (Total DEC) <sup>(b)</sup>	no.	6,808	8,620	10,183	11,580	
Newly appointed teachers resigning from the Department of Education and Communities within their first five years (Total DEC) <sup>(b)</sup>	%	8.0	7.7	8.1	8.2	
	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Employees:</b>	FTE	41,201	41,776	41,641	41,607	42,403

(a) Figures for 2012 and onwards are not comparable to previous years. The implementation of the 'Every Student, Every School' initiative in NSW public schools in Term 3, 2012 resulted in additional specialist teacher positions being allocated directly to regular schools as a result of the reorganisation of some specialist support services.

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

	2013-14 Budget \$000	2013-14 Revised \$000	2014-15 Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	5,411,613	5,456,208	5,683,165
Total expenses include the following:			
Employee related	4,148,413	4,134,303	4,305,639
Other operating expenses	918,449	913,142	1,005,720
Grants and subsidies	95,133	91,177	84,939
Capital Expenditure	269,498	271,168	235,595

## Secondary Education Services in Government Schools

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

	Units	2011 Actual	2012 Actual	2013 Actual	2014 Forecast	
<b>Service measures:</b>						
Number of students	FTE	309,791	307,685	306,587	304,735	
Aboriginal students	FTE	18,582	19,251	19,896	20,979	
Students from non-English speaking backgrounds	no.	96,512	98,048	99,608	101,054	
Students in special schools, support classes and receiving special education support in integrated settings <sup>(a)</sup>	FTE	15,424	12,350	12,620	12,970	
NAPLAN participation rate:						
Reading - Year 7						
All students	%	97.1	96.4	97.1	97.2	
Aboriginal students	%	91.2	89.9	91.5	91.6	
Numeracy - Year 7						
All students	%	96.6	96.0	96.5	96.6	
Aboriginal students	%	89.6	88.0	89.8	89.9	
Teachers who are fully accredited under NSW Institute of Teachers' requirements (Total DEC) <sup>(b)</sup>	no.	6,808	8,620	10,183	11,580	
Newly appointed teachers resigning from the Department of Education and Communities within their first five years (Total DEC) <sup>(b)</sup>	%	8.0	7.7	8.1	8.2	
	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Employees:</b>	FTE	37,712	37,047	36,732	36,640	36,982

(a) Figures for 2012 and onwards are not comparable to previous years. The implementation of the 'Every Student, Every School' initiative in NSW public schools in Term 3, 2012 resulted in additional specialist teacher positions being allocated directly to all regular schools as a result of the reorganisation of some specialist support services.

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

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	4,833,049	4,826,429	4,994,007
Total expenses include the following:			
Employee related	3,737,427	3,726,648	3,821,485
Other operating expenses	836,090	832,863	890,332
Grants and subsidies	41,881	40,479	32,063
Capital Expenditure	150,752	144,518	163,526

## Non-Government Schools

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

	Units	2011 Actual	2012 Actual	2013 Actual	2014 Forecast	
<b>Service measures:</b>						
Students	no.	380,489	386,045	391,478	399,568	
Schools	no.	934	933	933	934	
	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Employees:</b>	FTE	5	3	3	3	3
				-----2013-14----- Budget \$000	Revised \$000	2014-15 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				994,532	999,062	1,038,942
Total expenses include the following:						
Employee related				314	318	314
Other operating expenses				26	230	36
Grants and subsidies				994,192	998,514	1,038,592

## TAFE NSW <sup>(a)</sup>

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Employees:</b>	FTE	15,820	15,658	15,300	15,147	N/A
				-----2013-14----- Budget \$000	Revised \$000	2014-15 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				1,842,896	1,866,632	...
Total expenses include the following:						
Employee related				1,358,988	1,336,651	...
Other operating expenses				359,695	396,983	...
Capital Expenditure				107,099	90,282	...

(a) TAFE NSW will be separated from the Department of Education and Communities from 1 July 2014. Service measures and financial indicators/information for TAFE NSW are included under the TAFE NSW agency – see page 2-35.

## 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. The Smart and Skilled reforms of the NSW vocational education and training system will introduce an entitlement to government subsidised entry level training up to Certificate III from 1 January 2015.

	Units	2011 Actual	2012 Actual	2013 Actual	2014 Forecast	
<b>Service measures:</b>						
Enrolments at Certificate III and below (Government funded course enrolments) <sup>(a)</sup>	no.	n.a.	n.a.	n.a.	356,872	
Enrolments at Certificate IV and above (Government funded course enrolments) <sup>(a)</sup>	no.	n.a.	n.a.	n.a.	101,083	
Enrolments of students with a disability (Government funded course enrolments) <sup>(a)</sup>	no.	n.a.	n.a.	n.a.	48,377	
Enrolments of Indigenous students (Government funded course enrolments) <sup>(a)</sup>	no.	n.a.	n.a.	n.a.	36,809	
Graduates satisfied with overall quality of VET training	%	89.5	89.4	88.5	89.0	
	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Employees:</b>	FTE	363	370	386	364	398

(a) The four new service measures above are being published for the first time in the Budget Papers.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	447,406	318,940	635,287
Total expenses include the following:			
Employee related	49,251	46,357	52,013
Other operating expenses	37,317	46,336	42,922
Grants and subsidies	358,643	223,976	537,480

## Sport and Recreation Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Grants to industry organisations	\$m	5	5	5	5	5
Participation in NSW Sport and Recreation Centre programs <sup>(a)</sup>	no.	192,000	172,000	180,000	180,000	182,000
<b>Employees:</b>	FTE	453	428	440	440	438

(a) The reduced 2012-13 participation rate is due to the adoption of a new methodology for recording participation rates and the temporary closure of one centre for an upgrade.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	129,929	165,518	116,965
Total expenses include the following:			
Employee related	46,380	43,244	44,579
Other operating expenses	23,632	35,136	33,849
Grants and subsidies	48,321	80,601	32,523
Capital Expenditure	8,393	5,947	5,593

(a) The reduced expenditure for 2014-15 is primarily due to significant expenditure on the Sydney Cricket Ground Grandstand project and a grant for the TG Milner Field in 2013-14 that will not be repeated in 2014-15.



## Aboriginal Affairs

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Partnership communities with recognised governance bodies <sup>(a)</sup>	no.	34	23	40	23	N/A
Local Decision Making accords <sup>(b)</sup>	no.	N/A	N/A	N/A	3	6
<b>Employees:</b>	FTE	107	95	109	88	85

(a) With the release of OCHRE in April 2013, the Partnership Community Program has been replaced with Local Decision Making (LDM).

(b) LDM accords that set out priorities and opportunities for service delivery reform will be agreed between Aboriginal regional alliances and the Government.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	20,866	17,351	18,413
Total expenses include the following:			
Employee related	12,206	10,568	10,526
Other operating expenses	7,238	5,174	5,842
Grants and subsidies	1,300	1,486	1,922
Capital Expenditure	84	84	84

## Citizenship and Communities

**Service description:** This service group delivers initiatives within the NSW Volunteering Strategy, facilitates opportunities to empower young people, supports commemorative activity to honour the service and sacrifice of veterans and supports community engagement activities. It also provides an advocacy role for children and young people and provides advice on child and youth related matters to government and non-government agencies in New South Wales.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Number of youth and veterans' affairs community grants <sup>(a)</sup>	no.	209	288	287	257	250
Value of youth and veterans' affairs community grants <sup>(a)</sup>	\$000	3,144	2,768	3,694	2,247	3,694
Number of volunteers in organisations covered by Statement of Principles for the Recognition of volunteers	no.	N/A	N/A	500,000	500,000	700,000
<b>Employees:</b> <sup>(b)</sup>	FTE	93	101	135	38	36

(a) A third round of Youth Opportunities grants did not proceed in 2013-14. Funding was reallocated to young people commemorating the Centenary of ANZAC.

(b) The Children's Guardian and the Working with Children Check responsibilities transferred to the Family and Community Services cluster, effective 1 July 2013.

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	58,105	45,541	63,494
Total expenses include the following:			
Employee related	15,862	4,122	4,023
Other operating expenses	13,708	1,469	1,058
Grants and subsidies	28,070	39,905	58,368
Capital Expenditure	1,470	...	10

## Personnel Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Employees:</b>						
Sydney Olympic Park Authority	FTE	264	251	251	267	267
Venues NSW <sup>(a)</sup>	FTE	N/A	39	43	40	43
Combat Sports Authority NSW <sup>(b)</sup>	FTE	2	4	5	5	5

(a) The Hunter Region Sporting Venues Authority, the Illawarra Venues Authority and Parramatta Stadium Trust were incorporated into Venues NSW in 2012.

(b) Effective from 2012-13 the Combat Sports Authority employee numbers include casual inspector staff.

	2013-14 Budget \$000	2013-14 Revised \$000	2014-15 Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	30,973	30,973	31,676
Total expenses include the following:			
Employee related	30,973	30,973	31,676

## Cluster Grant Funding

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

	2013-14 Budget \$000	2013-14 Revised \$000	2014-15 Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	154,066	151,174	1,266,540
Grants and subsidies			
Community Relations Commission of New South Wales	12,947	12,947	12,529
Board of Studies, Teaching and Educational Standards	106,394	103,502	105,214
Sydney Olympic Park Authority	34,725	34,725	33,666
TAFE Commission	...	...	1,115,131

**Financial Statements** <sup>(a)</sup>**Operating Statement**

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	9,442,108	9,376,262	8,313,690
Other operating expenses	2,203,198	2,240,244	1,988,927
Depreciation and amortisation	589,771	669,933	530,337
Grants and subsidies	1,971,614	1,810,004	3,358,213
Finance costs	18,154	18,209	18,415
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>14,224,845</b>	<b>14,114,652</b>	<b>14,209,582</b>
<b>Revenue</b>			
Recurrent appropriation	11,992,000	11,667,435	12,432,057
Capital appropriation	510,939	496,301	381,329
Sales of goods and services	557,741	520,040	294,437
Investment revenue	48,144	46,527	43,808
Grants and contributions	430,420	513,614	450,638
Acceptance by Crown Entity of employee benefits and other liabilities	582,566	511,480	446,377
Other revenue	9,040	17,196	2,929
<b>Total Revenue</b>	<b>14,130,850</b>	<b>13,772,593</b>	<b>14,051,575</b>
Gain/(loss) on disposal of non current assets	...	(2,306)	...
Other gains/(losses)	(66)	895	64
<b>Net Result</b>	<b>(94,061)</b>	<b>(343,470)</b>	<b>(157,943)</b>

(a) TAFE NSW will be separated from the Department of Education and Communities into a standalone agency, effective from 1 July 2014.

**Balance Sheet**

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	1,032,069	974,932	519,054
Receivables	124,064	119,934	76,656
Other financial assets	474	463	303
Assets held for sale	3,281	3,658	3,658
Other	...	638	638
<b>Total Current Assets</b>	<b>1,159,888</b>	<b>1,099,625</b>	<b>600,309</b>
<b>Non Current Assets</b>			
Receivables	8,676	7,177	2,474
Other financial assets	4,859	3,295	4,719
Property, plant and equipment -			
Land and building	24,098,266	24,795,372	20,484,457
Plant and equipment	316,964	248,775	101,379
Intangibles	465,611	441,337	351,953
<b>Total Non Current Assets</b>	<b>24,894,376</b>	<b>25,495,956</b>	<b>20,944,982</b>
<b>Total Assets</b>	<b>26,054,264</b>	<b>26,595,581</b>	<b>21,545,291</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	586,980	538,373	431,494
Borrowings at amortised cost	146,277	5,782	6,045
Provisions	401,996	447,502	358,043
Other	107,533	182,785	39,105
<b>Total Current Liabilities</b>	<b>1,242,786</b>	<b>1,174,442</b>	<b>834,687</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	182,073	322,596	176,029
Provisions	14,581	291,403	289,720
Other	5,654	4,594	4,594
<b>Total Non Current Liabilities</b>	<b>202,308</b>	<b>618,593</b>	<b>470,343</b>
<b>Total Liabilities</b>	<b>1,445,094</b>	<b>1,793,035</b>	<b>1,305,030</b>
<b>Net Assets</b>	<b>24,609,170</b>	<b>24,802,546</b>	<b>20,240,261</b>
<b>Equity</b>			
Reserves	7,924,155	8,872,506	6,107,074
Accumulated funds	16,685,015	15,930,040	14,133,187
<b>Total Equity</b>	<b>24,609,170</b>	<b>24,802,546</b>	<b>20,240,261</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	8,854,301	8,847,355	7,913,729
Grants and subsidies	1,971,014	1,809,404	3,357,613
Finance costs	18,154	18,209	18,415
Other	2,431,972	2,476,989	2,025,669
<b>Total Payments</b>	<b>13,275,441</b>	<b>13,151,957</b>	<b>13,315,426</b>
<b>Receipts</b>			
Recurrent appropriation	11,992,000	11,667,435	12,432,057
Capital appropriation	510,939	496,301	381,329
Sale of goods and services	556,488	521,106	178,834
Interest received	48,144	46,527	43,808
Grants and contributions	421,661	496,072	436,548
Cash transfers to the Crown Entity	...	(42,101)	...
Other	261,652	276,301	219,769
<b>Total Receipts</b>	<b>13,790,884</b>	<b>13,461,641</b>	<b>13,692,345</b>
<b>Net Cash Flows From Operating Activities</b>	<b>515,443</b>	<b>309,684</b>	<b>376,919</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	13,457	9,249	13,457
Advance repayments received	352	...	293
Purchases of property, plant and equipment	(470,899)	(446,203)	(390,142)
Advances made	(2,017)	(2,001)	(2,003)
Other	(66,897)	(71,101)	(308,098)
<b>Net Cash Flows From Investing Activities</b>	<b>(526,004)</b>	<b>(510,056)</b>	<b>(686,493)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(5,529)	(5,529)	(146,304)
<b>Net Cash Flows From Financing Activities</b>	<b>(5,529)</b>	<b>(5,529)</b>	<b>(146,304)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(16,090)</b>	<b>(205,901)</b>	<b>(455,878)</b>
Opening Cash and Cash Equivalents	1,048,159	1,180,833	974,932
<b>Closing Cash and Cash Equivalents</b>	<b>1,032,069</b>	<b>974,932</b>	<b>519,054</b>
<b>Cash Flow Reconciliation</b>			
Net result	(94,061)	(343,470)	(157,943)
Non cash items added back	589,771	667,433	530,337
Change in operating assets and liabilities	19,733	(14,279)	4,525
<b>Net Cash Flows From Operating Activities</b>	<b>515,443</b>	<b>309,684</b>	<b>376,919</b>

# Board of Studies, Teaching and Educational Standards

## Service Group Statements

### Curriculum and Teaching Standards Development and Support

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Current K-12 syllabuses	no.	165	165	166	170	166
VET student course units of study	thous	136	146	146	150	150
Graded student work samples available online	no.	2,270	2,123	2,440	2,347	2,400
Number of accredited teachers <sup>(a)</sup>	no.	41,599	48,107	51,281	53,068	57,795
<b>Employees:</b>	FTE	90	79	93	90	147

(a) This is a new service measure relating to the former NSW Institute of Teachers. On 1 January 2014, the Institute merged with the Office of the Board of Studies to form the Board of Studies, Teaching and Educational Standards.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	14,845	15,140	25,326
Total expenses include the following:			
Employee related	10,876	10,269	18,377
Other operating expenses	3,438	4,294	6,362
Capital Expenditure	276	288	505

## Examinations, Assessments and Credentials

**Service description:** This service group covers conducting School Certificate (SC) tests to 2011, Higher School Certificate (HSC) examinations, Australian Music Examinations Board (AMEB) examinations, administering the Record of School Achievement from 2012 and being the test administration authority for the National Assessment Program for Literacy and Numeracy (NAPLAN) from 2013.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
SC tests conducted <sup>(a)</sup>	no.	431,265	N/A	N/A	N/A	N/A
Records of School Achievement granted	no.	N/A	2,693	10,000	6,165	15,600
HSC examinations conducted	no.	350,365	364,479	360,000	368,118	369,000
AMEB examinations conducted	no.	38,776	38,901	38,000	35,867	35,150
<b>Employees:</b>	FTE	704	651	632	622	586

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

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	103,700	104,283	99,831
Total expenses include the following:			
Employee related	71,758	71,330	68,720
Other operating expenses	29,433	30,459	28,867
Capital Expenditure	1,488	1,681	2,907



## Registration and Accreditation

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Number of non-government schools inspected	no.	132	105	114	181	140
Assessments of home schooling applicants by authorised persons	no.	2,051	2,584	2,650	2,820	3,100
Number of teacher accreditation authorities <sup>(a)</sup>	no.	850	860	937	937	937
<b>Employees:</b>	FTE	31	32	32	43	61

(a) This is a new service measure relating to the former NSW Institute of Teachers. On 1 January 2014, the Institute merged with the Office of the Board of Studies to form the Board of Studies, Teaching and Educational Standards.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	3,873	5,863	8,387
Total expenses include the following:			
Employee related	3,291	4,631	7,138
Other operating expenses	581	1,207	1,193
Capital Expenditure	121	116	282

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	85,925	86,230	94,235
Other operating expenses	33,452	35,960	36,422
Depreciation and amortisation	3,015	3,068	2,882
Finance costs	26	28	5
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>122,418</b>	<b>125,286</b>	<b>133,544</b>
<b>Revenue</b>			
Sales of goods and services	10,912	13,698	16,653
Investment revenue	291	376	548
Grants and contributions	107,040	104,600	108,055
Acceptance by Crown Entity of employee benefits and other liabilities	2,067	2,244	2,358
Other revenue	1,250	2,132	465
<b>Total Revenue</b>	<b>121,560</b>	<b>123,050</b>	<b>128,079</b>
Gain/(loss) on disposal of non current assets	10	10	10
<b>Net Result</b>	<b>(848)</b>	<b>(2,226)</b>	<b>(5,455)</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	4,329	15,642	8,990
Receivables	5,924	6,610	6,610
Inventories	1,203	1,775	1,775
<b>Total Current Assets</b>	<b>11,456</b>	<b>24,027</b>	<b>17,375</b>
<b>Non Current Assets</b>			
Receivables	178	42	42
Property, plant and equipment -			
Land and building	1,361	2,170	1,232
Plant and equipment	3,565	1,981	2,473
Intangibles	2,239	3,327	4,565
<b>Total Non Current Assets</b>	<b>7,343</b>	<b>7,520</b>	<b>8,312</b>
<b>Total Assets</b>	<b>18,799</b>	<b>31,547</b>	<b>25,687</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,142	5,715	5,715
Provisions	3,760	4,519	4,114
Other	1,190	4,112	4,112
<b>Total Current Liabilities</b>	<b>7,092</b>	<b>14,346</b>	<b>13,941</b>
<b>Non Current Liabilities</b>			
Provisions	57	61	61
Other	1,980	1,251	1,251
<b>Total Non Current Liabilities</b>	<b>2,037</b>	<b>1,312</b>	<b>1,312</b>
<b>Total Liabilities</b>	<b>9,129</b>	<b>15,658</b>	<b>15,253</b>
<b>Net Assets</b>	<b>9,670</b>	<b>15,889</b>	<b>10,434</b>
<b>Equity</b>			
Accumulated funds	9,670	15,889	10,434
<b>Total Equity</b>	<b>9,670</b>	<b>15,889</b>	<b>10,434</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	84,265	83,944	92,282
Other	36,678	42,644	39,627
<b>Total Payments</b>	<b>120,943</b>	<b>126,588</b>	<b>131,909</b>
<b>Receipts</b>			
Sale of goods and services	10,912	13,156	16,653
Interest received	291	279	548
Grants and contributions	107,040	104,600	108,055
Other	4,450	9,060	3,665
<b>Total Receipts</b>	<b>122,693</b>	<b>127,095</b>	<b>128,921</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,750</b>	<b>507</b>	<b>(2,988)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	30	30	30
Purchases of property, plant and equipment	(1,364)	(1,082)	(1,903)
Other	(521)	11,933	(1,791)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,855)</b>	<b>10,881</b>	<b>(3,664)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(105)</b>	<b>11,388</b>	<b>(6,652)</b>
Opening Cash and Cash Equivalents	4,434	4,254	15,642
<b>Closing Cash and Cash Equivalents</b>	<b>4,329</b>	<b>15,642</b>	<b>8,990</b>
<b>Cash Flow Reconciliation</b>			
Net result	(848)	(2,226)	(5,455)
Non cash items added back	3,015	3,068	2,882
Change in operating assets and liabilities	(417)	(335)	(415)
<b>Net Cash Flows From Operating Activities</b>	<b>1,750</b>	<b>507</b>	<b>(2,988)</b>

# Community Relations Commission of New South Wales

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## Service Group Statements

### Community Support Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Expressions of interest received for grant applications	no.	343	470	450	480	503
Successful grant applications	%	44	34	33	37	37
<b>Employees:</b>	FTE	46	50	48	49	48

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	10,545	11,886	11,044
Total expenses include the following:			
Employee related	5,470	5,658	5,659
Other operating expenses	2,593	3,343	2,601
Grants and subsidies	2,380	2,780	2,602
Capital Expenditure	150	233	150

## Language Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Assignments performed	no.	47,393	46,281	47,000	47,751	48,000
Formal complaints registered	no.	117	89	80	125	135
<b>Employees:</b>						
	FTE	116	105	105	114	112
				-----2013-14-----		
				Budget	Revised	2014-15
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				8,899	8,984	8,899
Total expenses include the following:						
Employee related				8,367	8,452	8,367
Other operating expenses				532	532	532

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## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	13,837	14,110	14,026
Other operating expenses	3,125	3,875	3,133
Depreciation and amortisation	102	105	182
Grants and subsidies	2,380	2,780	2,602
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>19,444</b>	<b>20,870</b>	<b>19,943</b>
<b>Revenue</b>			
Sales of goods and services	5,472	5,700	5,474
Investment revenue	184	225	188
Grants and contributions	12,947	13,405	12,529
Acceptance by Crown Entity of employee benefits and other liabilities	630	403	645
Other revenue	22	172	23
<b>Total Revenue</b>	<b>19,255</b>	<b>19,905</b>	<b>18,859</b>
<b>Net Result</b>	<b>(189)</b>	<b>(965)</b>	<b>(1,084)</b>

**Balance Sheet**

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	7,233	7,161	6,056
Receivables	716	725	724
<b>Total Current Assets</b>	<b>7,949</b>	<b>7,886</b>	<b>6,780</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	13	9	9
Plant and equipment	78	36	64
Intangibles	233	271	211
<b>Total Non Current Assets</b>	<b>324</b>	<b>316</b>	<b>284</b>
<b>Total Assets</b>	<b>8,273</b>	<b>8,202</b>	<b>7,064</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,212	798	811
Provisions	1,212	1,192	1,125
<b>Total Current Liabilities</b>	<b>2,424</b>	<b>1,990</b>	<b>1,936</b>
<b>Non Current Liabilities</b>			
Provisions	464	145	145
<b>Total Non Current Liabilities</b>	<b>464</b>	<b>145</b>	<b>145</b>
<b>Total Liabilities</b>	<b>2,888</b>	<b>2,135</b>	<b>2,081</b>
<b>Net Assets</b>	<b>5,385</b>	<b>6,067</b>	<b>4,983</b>
<b>Equity</b>			
Accumulated funds	5,385	6,067	4,983
<b>Total Equity</b>	<b>5,385</b>	<b>6,067</b>	<b>4,983</b>



## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	13,275	14,012	13,435
Grants and subsidies	2,380	2,780	2,602
Other	3,575	4,270	3,583
<b>Total Payments</b>	<b>19,230</b>	<b>21,062</b>	<b>19,620</b>
<b>Receipts</b>			
Sale of goods and services	5,472	5,700	5,474
Interest received	184	225	188
Grants and contributions	12,947	13,405	12,529
Other	472	861	474
<b>Total Receipts</b>	<b>19,075</b>	<b>20,191</b>	<b>18,665</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(155)</b>	<b>(871)</b>	<b>(955)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(50)	(50)	(50)
Other	(100)	(183)	(100)
<b>Net Cash Flows From Investing Activities</b>	<b>(150)</b>	<b>(233)</b>	<b>(150)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(305)</b>	<b>(1,104)</b>	<b>(1,105)</b>
Opening Cash and Cash Equivalents	7,538	8,265	7,161
<b>Closing Cash and Cash Equivalents</b>	<b>7,233</b>	<b>7,161</b>	<b>6,056</b>
<b>Cash Flow Reconciliation</b>			
Net result	(189)	(965)	(1,084)
Non cash items added back	102	105	182
Change in operating assets and liabilities	(68)	(11)	(53)
<b>Net Cash Flows From Operating Activities</b>	<b>(155)</b>	<b>(871)</b>	<b>(955)</b>

# Sydney Olympic Park Authority

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## Service Group Statements

### Precinct Management and Development

**Service description:** This service group covers the promotion, development and management of the Sydney Olympic Park precinct.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Cost of services per venue event day	\$000	14	11	15	11	12
Cost of services per \$1 million of asset book value	\$000	10	9	10	9	9
Car parking revenue	\$m	14.9	15.3	14.9	19.4	17.4
Cash ratio of revenue to expenditure <sup>(a)</sup>	%	63	67	62	67	64

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

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	137,544	141,882	132,738
Other operating expenses	81,271	83,170	77,632
Capital Expenditure	16,583	15,332	15,419

(a) The reduction in expenditure in 2014-15 is mostly attributable to an increase in payments to the Royal Agricultural Society of New South Wales in 2013-14 from the Major Repair Fund, held in trust by the Sydney Olympic Park Authority, for asset replacement and improvements to the Sydney Showgrounds.

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	81,271	83,170	77,632
Depreciation and amortisation	56,273	58,712	55,106
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>137,544</b>	<b>141,882</b>	<b>132,738</b>
<b>Revenue</b>			
Transfers to the Crown Entity	(1,769)	(1,769)	(12,831)
Sales of goods and services	43,993	48,888	46,908
Investment revenue	5,525	5,887	6,110
Retained taxes, fees and fines	545	745	578
Grants and contributions	41,280	40,130	48,343
Other revenue	33,652	33,780	35,919
<b>Total Revenue</b>	<b>123,226</b>	<b>127,661</b>	<b>125,027</b>
Gain/(loss) on disposal of non current assets	3,823	3,422	19,493
Other gains/(losses)	(3,970)	(3,970)	(4,398)
<b>Net Result</b>	<b>(14,465)</b>	<b>(14,769)</b>	<b>7,384</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	53,572	78,970	86,575
Receivables	14,442	17,906	17,910
Inventories	125	95	95
<b>Total Current Assets</b>	<b>68,139</b>	<b>96,971</b>	<b>104,580</b>
<b>Non Current Assets</b>			
Receivables	105,694	105,694	98,913
Inventories	868	868	749
Property, plant and equipment -			
Land and building	1,033,710	1,076,680	1,097,794
Plant and equipment	48,927	51,445	54,831
Infrastructure systems	304,621	369,563	370,011
Other	332,456	332,457	366,311
<b>Total Non Current Assets</b>	<b>1,826,276</b>	<b>1,936,707</b>	<b>1,988,609</b>
<b>Total Assets</b>	<b>1,894,415</b>	<b>2,033,678</b>	<b>2,093,189</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	3,610	5,756	5,756
Provisions	3,308	4,236	4,487
Other	2,723	17,004	10,389
<b>Total Current Liabilities</b>	<b>9,641</b>	<b>26,996</b>	<b>20,632</b>
<b>Non Current Liabilities</b>			
Other	1,729	1,732	1,712
<b>Total Non Current Liabilities</b>	<b>1,729</b>	<b>1,732</b>	<b>1,712</b>
<b>Total Liabilities</b>	<b>11,370</b>	<b>28,728</b>	<b>22,344</b>
<b>Net Assets</b>	<b>1,883,045</b>	<b>2,004,950</b>	<b>2,070,845</b>
<b>Equity</b>			
Reserves	699,588	815,759	874,270
Accumulated funds	1,183,457	1,189,191	1,196,575
<b>Total Equity</b>	<b>1,883,045</b>	<b>2,004,950</b>	<b>2,070,845</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	97,213	82,960	92,140
<b>Total Payments</b>	<b>97,213</b>	<b>82,960</b>	<b>92,140</b>
<b>Receipts</b>			
Transfers to the Crown Entity	(1,769)	(1,769)	(12,831)
Sale of goods and services	43,993	48,888	46,908
Interest received	5,518	5,880	6,086
Grants and contributions	34,725	34,725	33,666
Other	13,103	8,750	14,685
<b>Total Receipts</b>	<b>95,570</b>	<b>96,474</b>	<b>88,514</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(1,643)</b>	<b>13,514</b>	<b>(3,626)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	13,885	11,759	26,650
Purchases of property, plant and equipment	(16,583)	(15,332)	(15,419)
<b>Net Cash Flows From Investing Activities</b>	<b>(2,698)</b>	<b>(3,573)</b>	<b>11,231</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(4,341)</b>	<b>9,941</b>	<b>7,605</b>
Opening Cash and Cash Equivalents	57,913	69,029	78,970
<b>Closing Cash and Cash Equivalents</b>	<b>53,572</b>	<b>78,970</b>	<b>86,575</b>
<b>Cash Flow Reconciliation</b>			
Net result	(14,465)	(14,769)	7,384
Non cash items added back	24,331	26,040	14,752
Change in operating assets and liabilities	(11,509)	2,243	(25,762)
<b>Net Cash Flows From Operating Activities</b>	<b>(1,643)</b>	<b>13,514</b>	<b>(3,626)</b>

# TAFE Commission

## Service Group Statements

### TAFE NSW <sup>(a)</sup>

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

	Units	2011 Actual	2012 Actual	2013 Actual	2014 Forecast	
<b>Service measures:</b>						
TAFE NSW Student enrolments						
All students	no.	552,856	579,719	570,036	547,603	
Aboriginal Students <sup>(a)</sup>	no.	34,914	36,901	37,607	36,825	
Students with disabilities <sup>(a)</sup>	no.	56,499	59,167	56,983	54,875	
TAFE NSW enrolments in AQF:						
Certificate III and above <sup>(a)</sup>	no.	274,527	296,896	312,242	321,883	
Diploma and above	no.	66,793	76,043	87,018	99,201	
Graduates satisfied with overall quality of all TAFE training	%	90.0	90.1	88.9	89.4	
	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Employees:</b>	FTE	15,820	15,658	15,300	15,147	14,772

(a) These measures are publicly reported by TAFE NSW. These are new measures for 2014.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	...	...	1,861,539
Total expenses include the following:			
Employee related	...	...	1,328,943
Other operating expenses	...	...	395,296
Capital Expenditure	...	...	76,885

(a) TAFE NSW will be separated from the Department of Education and Communities into a standalone agency, effective from 1 July 2014.

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	...	1,328,943
Other operating expenses	...	...	395,296
Depreciation and amortisation	...	...	137,300
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	...	...	<b>1,861,539</b>
<b>Revenue</b>			
Sales of goods and services	...	...	419,922
Investment revenue	...	...	7,363
Grants and contributions	...	...	1,321,486
Acceptance by Crown Entity of employee benefits and other liabilities	...	...	52,072
Other revenue	...	...	69
<b>Total Revenue</b>	...	...	<b>1,800,912</b>
<b>Net Result</b>	...	...	<b>(60,627)</b>

## Balance Sheet

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	...	...	281,087
Receivables	...	...	49,680
Other financial assets	...	...	160
<b>Total Current Assets</b>	...	...	<b>330,927</b>
<b>Non Current Assets</b>			
Receivables	...	...	4,703
Other financial assets	...	...	286
Property, plant and equipment -			
Land and building	...	...	4,156,206
Plant and equipment	...	...	120,333
Intangibles	...	...	70,283
<b>Total Non Current Assets</b>	...	...	<b>4,351,811</b>
<b>Total Assets</b>	...	...	<b>4,682,738</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	...	...	118,520
Provisions	...	...	80,150
Other	...	...	150,812
<b>Total Current Liabilities</b>	...	...	<b>349,482</b>
<b>Non Current Liabilities</b>			
Provisions	...	...	1,674
<b>Total Non Current Liabilities</b>	...	...	<b>1,674</b>
<b>Total Liabilities</b>	...	...	<b>351,156</b>
<b>Net Assets</b>	...	...	<b>4,331,582</b>
<b>Equity</b>			
Reserves	...	...	2,765,432
Accumulated funds	...	...	1,566,150
<b>Total Equity</b>	...	...	<b>4,331,582</b>



## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	...	1,239,893
Other	...	...	583,333
<b>Total Payments</b>	...	...	<b>1,823,226</b>
<b>Receipts</b>			
Sale of goods and services	...	...	535,582
Interest received	...	...	7,363
Grants and contributions	...	...	1,321,476
Other	...	...	35,478
<b>Total Receipts</b>	...	...	<b>1,899,899</b>
<b>Net Cash Flows From Operating Activities</b>	...	...	<b>76,673</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	...	...	(60,910)
Other	...	...	265,324
<b>Net Cash Flows From Investing Activities</b>	...	...	<b>204,414</b>
<b>Net Increase/(Decrease) in Cash</b>	...	...	<b>281,087</b>
<b>Closing Cash and Cash Equivalents</b>	...	...	<b>281,087</b>
<b>Cash Flow Reconciliation</b>			
Net result	...	...	(60,627)
Non cash items added back	...	...	137,300
<b>Net Cash Flows From Operating Activities</b>	...	...	<b>76,673</b>

### 3. Family and Community Services Cluster

Agency	Expenses			Capital Expenditure		
	2013-14 Revised \$m	2014-15 Budget \$m	Var. %	2013-14 Revised \$m	2014-15 Budget \$m	Var. %
<b>Department of Family and Community Services</b>						
Service Group						
Community Support for People with Disability, their Family and Carers .....	789.9	853.4	8.0	5.0	9.3	84.9
Short-term Interventions for People with Disability, their Family and Carers .....	381.9	408.4	6.9	5.2	11.1	111.8
Supported Accommodation for People with Disability .....	1,516.7	1,630.6	7.5	109.7	183.0	66.8
Targeted Earlier Intervention for Vulnerable Children, Young People and Families .....	246.2	257.7	4.6	4.8	4.1	(14.5)
Statutory Child Protection .....	444.1	451.1	1.6	7.5	16.0	113.9
Out-of-Home Care for Vulnerable Children and Young People .....	817.3	852.0	4.2	13.1	21.8	65.9
Social Housing Assistance and Tenancy Support	809.6	811.1	0.2	4.2	12.5	197.3
Homelessness Services .....	250.0	265.4	6.2	...	2.3	N/A
<b>Total</b>	<b>5,255.8</b>	<b>5,529.6</b>	<b>5.2</b>	<b>149.5</b>	<b>260.0</b>	<b>73.9</b>
<b>Home Care Service of New South Wales <sup>(a)</sup></b>						
<b>Total</b>	<b>232.6</b>	<b>223.1</b>	<b>(4.1)</b>	<b>0.3</b>	<b>3.0</b>	<b>900.0</b>
<b>Aboriginal Housing Office</b>						
<b>Total</b>	<b>117.2</b>	<b>116.4</b>	<b>(0.7)</b>	<b>50.4</b>	<b>67.8</b>	<b>34.5</b>
<b>Home Purchase Assistance Fund</b>						
<b>Total</b>	<b>14.4</b>	<b>16.0</b>	<b>11.5</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>NSW Businesslink Pty Limited <sup>(b)</sup></b>						
<b>Total</b>	<b>190.7</b>	<b>...</b>	<b>N/A</b>	<b>23.1</b>	<b>...</b>	<b>N/A</b>
<b>Office of the Children's Guardian <sup>(c)</sup></b>						
Service Group						
Office of the Children's Guardian .....	31.9	24.2	(24.2)	0.4	1.9	431.4
<b>Total</b>	<b>31.9</b>	<b>24.2</b>	<b>(24.2)</b>	<b>0.4</b>	<b>1.9</b>	<b>431.4</b>

(a) The decline in expenditure in 2014-15 is due to High Need Pool and Attendant Care clients transferring to services being delivered by NGOs, and funded through the Department of Family and Community Services. There is no reduction in resources and services across the cluster.

(b) The functions of NSW Businesslink Pty Limited will transfer to the Department of Family and Community Services from 30 June 2014.

(c) The decline in expenditure in 2014-15 is due to the increased number of Working With Children Checks experienced in 2013-14, and associated increased expenditure. This relates to the phasing in of mandatory checks, which are expected to stabilise from 2014-15.

## Introduction

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The Family and Community Services cluster supports vulnerable people and families to participate in social and economic life and build stronger communities. The cluster directly supports people across New South Wales through its own services and through funding non-government organisations to deliver specialist support services.

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

- better protect the most vulnerable members of our community and break the cycle of disadvantage
- increase opportunities for people with disability by providing supports that meet their individual needs and realise their potential
- increase opportunities for seniors in New South Wales to fully participate in community life.

The cluster's responsibilities include ensuring that:

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

## Services

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

- support for people with disability so they can participate in their communities
- respite for people with disability and their carers
- specialist support services for people with disability including therapy, allied health and home modifications
- specialist accommodation for people with disability
- prevention and early intervention services that strengthen families by improving parenting and life skills
- child protection investigation and casework services to identify and protect children at risk of significant harm

- out-of-home care for children and young people who cannot live safely at home
- funding for community projects, sector development and capacity building
- keeping seniors connected to support social participation including information dissemination and programs to support healthy and active ageing
- specialist homelessness services for people who are homeless or at risk of homelessness
- tenancy management for public housing and assistance for registered community housing providers
- assistance for low income and disadvantaged people to move into private rental accommodation
- support for women and children escaping domestic and family violence
- assistance for women and girls through mentoring, and identifying training pathways and career opportunities.

## **2014-15 Budget Highlights**

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

A highlight of the 2014-15 Budget is an additional \$500 million over four years for Safe Home for Life, a reform to better protect and support the most vulnerable children, young people and their families. In addition, the Government is continuing its investment in Keep Them Safe initiatives. Together, these will build the effectiveness of the child protection system and better support families.

Key initiatives include:

- \$684 million over four years across the NSW Government to continue Keep Them Safe reforms designed to break systemic disadvantage, protect children from harm, and reduce the need for statutory intervention and out-of-home care, with further effort to ensure services and supports are appropriately targeted and configured
- \$145 million over four years to support the transition of statutory care services to the non-government sector, with the aim of delivering better support and outcomes for children, young people, families and carers, and increasing caseworker capacity across the whole child protection system
- \$178 million over four years to support additional services for the increasing number of children and young people in care. The Safe Home for Life reforms are intended to reduce further pressure on out-of-home care services, through increased restorations and permanency where safe, as well as early intervention and prevention supports to prevent entry into care

- \$100 million over four years (\$60 million capital and \$39 million recurrent) to design and replace frontline technology systems. This will improve the productivity of caseworkers by enabling them to access information in a timely, modern and mobile way. This will allow caseworkers to spend more time with vulnerable families, and will facilitate greater sharing of information with the non-government sector
- \$51 million over four years across the NSW Government to implement child protection legislative reforms to reduce growth in demand for statutory child protection services and over time build local service networks that reduce risk for vulnerable children, young people and families. It also includes responding to domestic and family violence, drug and alcohol abuse and untreated mental illness
- \$26 million over four years to create 73 new casework support positions and expand Practice First, the Government's quality casework initiative, to an additional 10 sites. These additional para-professional staff will enable Community Services caseworkers to spend more time working face to face with families at risk, and more time dedicated to quality intervention.

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

In 2014-15, key initiatives will include:

- \$144 million for specialist homelessness services delivered by non-government organisations. This follows the Going Home Staying Home reform aimed at making services easier to access for clients, and delivering a better balance between early intervention, crisis and post-crisis support
- \$166 million for tenancy management to improve social, economic and physical outcomes for social housing clients
- \$170 million for Aboriginal housing, including:
  - \$67 million for housing support under the National Partnership Agreement on Remote Indigenous Housing and through the Aboriginal Housing Office's own capital works program. The NSW Government is seeking to renegotiate some of the terms of the Agreement
  - \$24 million to repair and maintain dwellings for the Aboriginal community housing sector and \$9.2 million to reform and strengthen the sector under the NSW Build and Grow strategy.

## Disability and Ageing Support

Total expenditure on disability and ageing support in 2014-15 will be \$3.1 billion. This includes recurrent (\$2.9 billion) and capital (\$203 million) expenditure.

In 2014-15, key initiatives will include:

- \$587 million (\$482 million recurrent and \$105 million capital) to deliver Ready Together, the reshaped Stronger Together Two commitment, to give more people greater choice and flexibility about how they live their lives, and the support to make decisions and plan for their future. Ready Together places people with disability, providers, and the disability service system across New South Wales in the best position to transition seamlessly to the National Disability Insurance Scheme (NDIS)
- \$212 million for the community care support program, including home-based assistance and support for younger people with disability to continue living in their communities. The final value for the community care support program is subject to negotiating the funding allocations with the Commonwealth under the National Partnership Agreement on Transitioning Responsibilities for Aged Care and Disability Services
- \$30 million for land acquisitions associated with the redevelopment of large residential centres in the Hunter region. The plans for the remainder of the project will be informed by further consultation with residents and families
- The NSW Government has reshaped the disability employment payroll tax rebate scheme with \$6 million over three years from 2014-15 for employment enablement strategies to support and promote the employment of workers with an intellectual disability. This includes individual packages of support to develop people's job readiness skills through work-based training, a job readiness register, and support to build the capacity of employers to employ people with intellectual disability.

The Government remains committed to the implementation of the NDIS through reforms to the existing NSW disability system to increase choice and control for people with disability, and by supporting the Hunter trial.

## Supporting Women

In 2014-15, key initiatives will include:

- \$4.6 million in grants to continue the Staying Home Leaving Violence program across New South Wales supporting women and children escaping domestic violence to remain safely in their homes
- \$2.9 million to better target high-need areas to assist women and children experiencing domestic violence under It Stops Here: Standing Together to End Domestic and Family Violence reform.

# Department of Family and Community Services

## Service Group Statements

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

**Service description:** This service group focuses on building skills, strengthening family and carer relationships by providing assistance with the activities of everyday living to enable people to live in their own home and to participate in economic and community life.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
People in skill development and day programs	thous	13	13	15	14	15
People receiving respite services <sup>(a)</sup>	thous	67	24	18	25	26
People receiving personal Assistance <sup>(a)</sup>	thous	204	33	33	33	33
<b>Employees:</b>	FTE	595	578	563	617	602

(a) The decrease in the number of people receiving respite and personal assistance in 2012-13 is due to the Commonwealth assuming funding responsibility from July 2012 for non-Indigenous people 65 years and over and Indigenous people 50 years and over.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	781,362	789,940	853,407
Total expenses include the following:			
Employee related	61,887	67,850	67,775
Other operating expenses	18,309	16,302	21,730
Grants and subsidies	698,656	703,099	759,885
Other expenses	1,554	1,554	1,511
Capital Expenditure	5,005	5,025	9,291

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

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Families and children receiving support	thous	13	14	16	16	18
People accessing Transition To Work	thous	2.0	2.1	2.2	2.2	2.3
People receiving therapy and interventions <sup>(a)</sup>	thous	72	35	43	41	46
Seniors card holders	thous	1,009	1,274	1,096	1,353	1,432
<b>Employees:</b>	FTE	1,274	1,198	1,189	1,197	1,197

(a) The decrease in the number of people receiving therapy and interventions in 2012-13 is due to the Commonwealth assuming funding responsibility from July 2012 for non-Indigenous people 65 years and over and Indigenous people 50 years and over.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	392,598	381,888	408,420
Total expenses include the following:			
Employee related	126,095	126,965	130,093
Other operating expenses	44,132	34,599	37,696
Grants and subsidies	214,854	211,764	229,383
Other expenses	2,563	2,563	2,491
Capital Expenditure	5,704	5,229	11,076



## Supported Accommodation for People with Disability

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
People accessing supported accommodation services <sup>(a)</sup>	thous	10.1	9.9	11.1	10.3	10.6
People accessing non 24/7 supported accommodation <sup>(b)</sup>	%	36	36	39	38	38
Supported accommodation services provided by NGOs <sup>(c)</sup>	%	74	75	76	76	79
<b>Employees:</b>	FTE	5,707	5,747	5,530	5,560	5,552

(a) Supported accommodation services for people with disability include a range of Government operated and funded services such as 24/7 and non 24/7 shared supported accommodation in a community setting.

(b) Percentage of total supported accommodation clients that access non 24/7 support. Non 24/7 support provides person centred support for people with disability living in their own homes such as drop-in support to enable people to remain in their own home.

(c) Percentage of total supported accommodation clients serviced by NGOs as a proportion of all supported accommodation clients.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	1,506,763	1,516,676	1,630,570
Total expenses include the following:			
Employee related	543,403	569,522	576,328
Other operating expenses	149,928	128,673	146,069
Grants and subsidies	781,234	782,705	858,499
Other expenses	13,096	13,096	12,730
Capital Expenditure	132,540	109,661	182,960

**Targeted Earlier Intervention for Vulnerable Children, Young People and Families**

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Instances of service provided under Community Builders	thous	224	224	224	224	224
Staying Home, Leaving Violence Women and children supported <sup>(a)</sup>	thous	3.3	4.6	3.6	4.6	4.7
Child, Youth and Families services provided	thous	54	55	54	54	54
Calls to Domestic Violence Line <sup>(b)</sup>	thous	22.0	21.6	23.6	22.0	22.0
Families participating in Brighter Futures	thous	2.5	2.6	2.7	2.7	2.8
<b>Employees:</b> <sup>(c)</sup>	FTE	799	111	112	112	113

(a) The measure captures all service types, including children of clients supported by the program.

(b) 2011-12 Actual has been updated to reflect aged annual data, previously reported as 21.4.

(c) The decrease in FTEs between 2011-12 and 2012-13 is largely due to the transfer of caseworkers from the Brighter Futures program to the Strengthening Families program (with an increase in FTE reflected in 'Statutory Child Protection' service group), as well as a reallocation of regional management and corporate staff across other service groups.

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	245,798	246,243	257,658
Total expenses include the following:			
Employee related	13,040	13,254	13,489
Other operating expenses	8,085	6,836	9,950
Grants and subsidies	222,399	224,934	233,532
Capital Expenditure	4,232	4,772	4,080

**Statutory Child Protection**

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Child and young person concern reports	thous	228.8	246.2	222.0	267.8	284.3
Children and young people involved in a child and young person concern report	thous	99.5	103.6	96.6	111.8	116.4
Children and young people reported at ROSH	thous	61.3	64.5	59.5	70.4	75.0
Children and young people at ROSH who received a face-to-face assessment or service <sup>(a)</sup>	%	36.1	36.4	38.0	36.9	37.5
<b>Employees:</b> <sup>(b)</sup>	FTE	2,270	2,656	2,688	2,725	2,760

(a) This measure includes those children and young people at ROSH receiving services and / or assessment, as such is higher than the figure stated on the Community Services Caseworker Dashboard, which reports on those children and young people at ROSH receiving an assessment only.

(b) The increase in FTEs between 2011-12 and 2012-13 is mainly due to the transfer of caseworkers from the Brighter Futures program to the Strengthening Families program, as previously noted.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	445,601	444,073	451,091
Total expenses include the following:			
Employee related	298,126	308,947	316,334
Other operating expenses	96,578	94,870	82,435
Grants and subsidies	30,133	29,121	33,177
Capital Expenditure	6,620	7,465	15,966

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

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Children in OOHC	thous	18.2	18.3	18.4	18.9	18.9
NGO statutory OOHC placements <sup>(a)</sup>	%	26	41	58	52	61
Average cost, all children <sup>(b)</sup>	\$000	41	42	43	43	45
<b>Employees:</b> <sup>(c)</sup>	FTE	1,292	1,293	1,219	1,225	1,240

- (a) Statutory OOHC accounts for about 70 per cent of the total OOHC population. 2011-12 Actual has been updated to reflect KiDS-CIW aged annual data, previously reported as 27 per cent.
- (b) The 2013-14 Forecast figure has been updated since last Budget to more accurately reflect the average cost of children in OOHC, previously reported as 39.
- (c) The 2013-14 Forecast figure has been updated since last Budget, previously reported as 1,121.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	798,917	817,314	851,986
Total expenses include the following:			
Employee related	121,683	126,304	135,426
Other operating expenses	46,690	46,223	45,297
Grants and subsidies	621,238	639,797	663,093
Capital Expenditure	11,656	13,142	21,802

## Social Housing Assistance and Tenancy Support

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Households assisted in Social Housing <sup>(a)</sup>	thous	141.9	140.5	140.7	140.5	140.5
Households assisted to rent privately <sup>(b)</sup>	thous	22.1	18.1	16.0	19.0	20.0
<b>Employees:</b> <sup>(c)</sup>	FTE	1,830	1,914	1,916	2,343	2,340

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

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

(c) The 2013-14 Revised and 2014-15 Forecast includes NSW Land and Housing Corporation staff transferred from the Department of Finance and Services commencing August 2013.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	755,634	809,637	811,060
Total expenses include the following:			
Employee related	191,428	264,265	270,679
Other operating expenses	82,383	77,015	70,056
Grants and subsidies	475,685	436,995	451,955
Capital Expenditure	6,992	4,200	12,487

**Homelessness Services**

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Households assisted with temporary accommodation	thous	14.1	13.1	11.5	14.3	14.3
People receiving assistance from a Specialist Homelessness Service	thous	53.5	52.0	53.5	52.0	54.0
<b>Employees:</b>	FTE	147	141	133	139	125
				=====2013-14=====		2014-15
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				251,929	250,011	265,423
Total expenses include the following:						
Employee related				17,540	18,649	16,831
Other operating expenses				12,276	17,352	12,460
Grants and subsidies				220,084	214,010	234,510
Capital Expenditure				...	...	2,303

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	1,373,202	1,495,756	1,526,955
Other operating expenses	458,381	421,870	425,693
Depreciation and amortisation	65,523	78,518	96,201
Grants and subsidies	3,264,283	3,242,425	3,464,034
Other expenses	17,213	17,213	16,732
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>5,178,602</b>	<b>5,255,782</b>	<b>5,529,615</b>
<b>Revenue</b>			
Recurrent appropriation	4,901,593	4,755,748	5,095,683
Capital appropriation	168,919	145,664	229,316
Sales of goods and services	137,766	298,660	280,880
Investment revenue	10,710	10,902	9,353
Grants and contributions	9,747	30,863	13,284
Acceptance by Crown Entity of employee benefits and other liabilities	45,347	47,147	50,386
Other revenue	18,884	24,633	25,445
<b>Total Revenue</b>	<b>5,292,966</b>	<b>5,313,617</b>	<b>5,704,347</b>
Gain/(loss) on disposal of non current assets	(893)	371	(681)
Other gains/(losses)	(1,362)	20,485	(862)
<b>Net Result</b>	<b>112,109</b>	<b>78,691</b>	<b>173,189</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	255,995	309,832	323,481
Receivables	124,417	79,698	86,509
Inventories	265	290	290
Assets held for sale	1,696	1,250	1,250
<b>Total Current Assets</b>	<b>382,373</b>	<b>391,070</b>	<b>411,530</b>
<b>Non Current Assets</b>			
Receivables	55,657	18,150	15,314
Property, plant and equipment -			
Land and building	998,145	999,714	1,146,576
Plant and equipment	63,429	108,775	98,442
Intangibles	21,985	70,669	90,679
<b>Total Non Current Assets</b>	<b>1,139,216</b>	<b>1,197,308</b>	<b>1,351,011</b>
<b>Total Assets</b>	<b>1,521,589</b>	<b>1,588,378</b>	<b>1,762,541</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	109,894	125,407	129,739
Provisions	152,855	143,666	142,009
Other	7,934	10	7,512
<b>Total Current Liabilities</b>	<b>270,683</b>	<b>269,083</b>	<b>279,260</b>
<b>Non Current Liabilities</b>			
Provisions	78,602	32,552	23,349
Other	...	5,832	5,832
<b>Total Non Current Liabilities</b>	<b>78,602</b>	<b>38,384</b>	<b>29,181</b>
<b>Total Liabilities</b>	<b>349,285</b>	<b>307,467</b>	<b>308,441</b>
<b>Net Assets</b>	<b>1,172,304</b>	<b>1,280,911</b>	<b>1,454,100</b>
<b>Equity</b>			
Accumulated funds	1,172,304	1,280,911	1,454,100
<b>Total Equity</b>	<b>1,172,304</b>	<b>1,280,911</b>	<b>1,454,100</b>



## Cash Flow Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	1,329,554	1,439,191	1,468,101
Grants and subsidies	3,264,283	3,242,425	3,464,034
Other	695,740	784,619	746,192
<b>Total Payments</b>	<b>5,289,577</b>	<b>5,466,235</b>	<b>5,678,327</b>
<b>Receipts</b>			
Recurrent appropriation	4,901,593	4,755,748	5,095,683
Capital appropriation	168,919	145,664	229,316
Sale of goods and services	137,685	350,713	277,145
Interest received	10,814	11,940	9,999
Grants and contributions	9,078	30,194	16,435
Cash transfers to the Crown Entity	...	(1,462)	...
Other	260,314	368,161	314,136
<b>Total Receipts</b>	<b>5,488,403</b>	<b>5,660,958</b>	<b>5,942,714</b>
<b>Net Cash Flows From Operating Activities</b>	<b>198,826</b>	<b>194,723</b>	<b>264,387</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	7,625	4,902	6,544
Purchases of property, plant and equipment	(165,889)	(144,144)	(198,418)
Other	(6,860)	19,655	(58,864)
<b>Net Cash Flows From Investing Activities</b>	<b>(165,124)</b>	<b>(119,587)</b>	<b>(250,738)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>33,702</b>	<b>75,136</b>	<b>13,649</b>
Opening Cash and Cash Equivalents	222,293	234,696	309,832
<b>Closing Cash and Cash Equivalents</b>	<b>255,995</b>	<b>309,832</b>	<b>323,481</b>
<b>Cash Flow Reconciliation</b>			
Net result	112,109	78,691	173,189
Non cash items added back	65,523	57,616	96,201
Change in operating assets and liabilities	21,194	58,416	(5,003)
<b>Net Cash Flows From Operating Activities</b>	<b>198,826</b>	<b>194,723</b>	<b>264,387</b>

# Home Care Service of New South Wales

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## Financial Statements

### Operating Statement

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	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	186,116	189,021	182,963
Other operating expenses	40,873	41,328	38,778
Depreciation and amortisation	2,628	2,228	1,326
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>229,617</b>	<b>232,577</b>	<b>223,067</b>
<b>Revenue</b>			
Sales of goods and services	28,267	28,267	26,688
Investment revenue	5,370	4,796	5,503
Grants and contributions	196,700	199,923	192,509
Other revenue	635	635	567
<b>Total Revenue</b>	<b>230,972</b>	<b>233,621</b>	<b>225,267</b>
Gain/(loss) on disposal of non current assets	496	496	438
Other gains/(losses)	(191)	(191)	(191)
<b>Net Result</b>	<b>1,660</b>	<b>1,349</b>	<b>2,447</b>

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## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	54,690	58,016	56,860
Receivables	5,232	5,001	5,042
<b>Total Current Assets</b>	<b>59,922</b>	<b>63,017</b>	<b>61,902</b>
<b>Non Current Assets</b>			
Other financial assets	22,143	21,822	24,655
Property, plant and equipment -			
Land and building	698	788	788
Plant and equipment	3,524	1,342	2,987
<b>Total Non Current Assets</b>	<b>26,365</b>	<b>23,952</b>	<b>28,430</b>
<b>Total Assets</b>	<b>86,287</b>	<b>86,969</b>	<b>90,332</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	9,174	6,570	6,982
Provisions	29,289	24,752	25,152
Other	34	34	12
<b>Total Current Liabilities</b>	<b>38,497</b>	<b>31,356</b>	<b>32,146</b>
<b>Non Current Liabilities</b>			
Provisions	15,275	10,702	10,799
<b>Total Non Current Liabilities</b>	<b>15,275</b>	<b>10,702</b>	<b>10,799</b>
<b>Total Liabilities</b>	<b>53,772</b>	<b>42,058</b>	<b>42,945</b>
<b>Net Assets</b>	<b>32,515</b>	<b>44,911</b>	<b>47,387</b>
<b>Equity</b>			
Reserves	616	632	661
Accumulated funds	31,899	44,279	46,726
<b>Total Equity</b>	<b>32,515</b>	<b>44,911</b>	<b>47,387</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	184,395	188,832	182,056
Other	62,374	62,887	60,157
<b>Total Payments</b>	<b>246,769</b>	<b>251,719</b>	<b>242,213</b>
<b>Receipts</b>			
Sale of goods and services	28,076	28,677	26,497
Interest received	2,605	2,381	2,670
Grants and contributions	196,700	199,923	192,509
Other	22,160	21,814	21,885
<b>Total Receipts</b>	<b>249,541</b>	<b>252,795</b>	<b>243,561</b>
<b>Net Cash Flows From Operating Activities</b>	<b>2,772</b>	<b>1,076</b>	<b>1,348</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	924	924	496
Purchases of property, plant and equipment	(3,000)	(300)	(3,000)
<b>Net Cash Flows From Investing Activities</b>	<b>(2,076)</b>	<b>624</b>	<b>(2,504)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>696</b>	<b>1,700</b>	<b>(1,156)</b>
Opening Cash and Cash Equivalents	53,994	56,316	58,016
<b>Closing Cash and Cash Equivalents</b>	<b>54,690</b>	<b>58,016</b>	<b>56,860</b>
<b>Cash Flow Reconciliation</b>			
Net result	1,660	1,349	2,447
Non cash items added back	(137)	(187)	(1,507)
Change in operating assets and liabilities	1,249	(86)	408
<b>Net Cash Flows From Operating Activities</b>	<b>2,772</b>	<b>1,076</b>	<b>1,348</b>

# Aboriginal Housing Office

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## Financial Statements

### Operating Statement

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	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	60,989	66,411	70,019
Depreciation and amortisation	14,058	13,984	14,424
Grants and subsidies	39,450	36,795	31,939
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>114,497</b>	<b>117,190</b>	<b>116,382</b>
<b>Revenue</b>			
Sales of goods and services	43,027	49,239	48,652
Investment revenue	720	1,752	763
Grants and contributions	129,218	127,780	116,456
<b>Total Revenue</b>	<b>172,965</b>	<b>178,771</b>	<b>165,871</b>
Gain/(loss) on disposal of non current assets	200	(592)	200
Other gains/(losses)	...	(2,261)	...
<b>Net Result</b>	<b>58,668</b>	<b>58,728</b>	<b>49,689</b>

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## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	33,455	39,880	38,518
Receivables	2,361	5,053	5,425
<b>Total Current Assets</b>	<b>35,816</b>	<b>44,933</b>	<b>43,943</b>
<b>Non Current Assets</b>			
Receivables	4,685	4,685	4,685
Property, plant and equipment -			
Land and building	1,295,120	1,370,104	1,464,524
Plant and equipment	570	173	2,727
Infrastructure systems	24,521	24,080	32,436
<b>Total Non Current Assets</b>	<b>1,324,896</b>	<b>1,399,042</b>	<b>1,504,372</b>
<b>Total Assets</b>	<b>1,360,712</b>	<b>1,443,975</b>	<b>1,548,315</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	24,509	21,985	21,909
Provisions	152	22	22
Other	632	1,981	1,983
<b>Total Current Liabilities</b>	<b>25,293</b>	<b>23,988</b>	<b>23,914</b>
<b>Non Current Liabilities</b>			
Provisions	40	318	318
<b>Total Non Current Liabilities</b>	<b>40</b>	<b>318</b>	<b>318</b>
<b>Total Liabilities</b>	<b>25,333</b>	<b>24,306</b>	<b>24,232</b>
<b>Net Assets</b>	<b>1,335,379</b>	<b>1,419,669</b>	<b>1,524,083</b>
<b>Equity</b>			
Reserves	449,018	520,669	575,394
Accumulated funds	886,361	899,000	948,689
<b>Total Equity</b>	<b>1,335,379</b>	<b>1,419,669</b>	<b>1,524,083</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	39,450	36,795	31,939
Other	60,562	65,832	69,579
<b>Total Payments</b>	<b>100,012</b>	<b>102,627</b>	<b>101,518</b>
<b>Receipts</b>			
Sale of goods and services	43,027	49,239	48,652
Interest received	720	1,752	763
Grants and contributions	102,368	103,672	116,456
Other	(500)	(652)	(886)
<b>Total Receipts</b>	<b>145,615</b>	<b>154,011</b>	<b>164,985</b>
<b>Net Cash Flows From Operating Activities</b>	<b>45,603</b>	<b>51,384</b>	<b>63,467</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	3,000	228	3,000
Purchases of property, plant and equipment	(49,042)	(60,517)	(67,829)
<b>Net Cash Flows From Investing Activities</b>	<b>(46,042)</b>	<b>(60,289)</b>	<b>(64,829)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(439)</b>	<b>(8,905)</b>	<b>(1,362)</b>
Opening Cash and Cash Equivalents	33,894	48,785	39,880
<b>Closing Cash and Cash Equivalents</b>	<b>33,455</b>	<b>39,880</b>	<b>38,518</b>
<b>Cash Flow Reconciliation</b>			
Net result	58,668	58,728	49,689
Non cash items added back	(12,792)	(9,074)	14,424
Change in operating assets and liabilities	(273)	1,730	(646)
<b>Net Cash Flows From Operating Activities</b>	<b>45,603</b>	<b>51,384</b>	<b>63,467</b>

# Home Purchase Assistance Fund

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## Financial Statements

### Operating Statement

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	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	206	218	214
Grants and subsidies	1,146	...	2,149
Finance costs	13,627	13,627	13,138
Other expenses	514	514	504
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>15,493</b>	<b>14,359</b>	<b>16,005</b>
<b>Revenue</b>			
Investment revenue	14,567	12,031	12,230
Other revenue	10	10	12
<b>Total Revenue</b>	<b>14,577</b>	<b>12,041</b>	<b>12,242</b>
<b>Net Result</b>	<b>(916)</b>	<b>(2,318)</b>	<b>(3,763)</b>

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## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	198,004	148,268	144,554
Receivables	1,957	2,572	2,631
Other financial assets	84,784	135,045	129,808
<b>Total Current Assets</b>	<b>284,745</b>	<b>285,885</b>	<b>276,993</b>
<b>Non Current Assets</b>			
Other financial assets	15,071	12,542	10,715
<b>Total Non Current Assets</b>	<b>15,071</b>	<b>12,542</b>	<b>10,715</b>
<b>Total Assets</b>	<b>299,816</b>	<b>298,427</b>	<b>287,708</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	278	278	277
Borrowings at amortised cost	6,954	6,954	6,946
Provisions	55	56	55
<b>Total Current Liabilities</b>	<b>7,287</b>	<b>7,288</b>	<b>7,278</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	127,836	127,836	120,890
<b>Total Non Current Liabilities</b>	<b>127,836</b>	<b>127,836</b>	<b>120,890</b>
<b>Total Liabilities</b>	<b>135,123</b>	<b>135,124</b>	<b>128,168</b>
<b>Net Assets</b>	<b>164,693</b>	<b>163,303</b>	<b>159,540</b>
<b>Equity</b>			
Accumulated funds	164,693	163,303	159,540
<b>Total Equity</b>	<b>164,693</b>	<b>163,303</b>	<b>159,540</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	1,146	...	2,149
Finance costs	9,329	9,329	8,833
Other	720	683	720
<b>Total Payments</b>	<b>11,195</b>	<b>10,012</b>	<b>11,702</b>
<b>Receipts</b>			
Interest received	14,745	12,495	12,171
Other	10	10	12
<b>Total Receipts</b>	<b>14,755</b>	<b>12,505</b>	<b>12,183</b>
<b>Net Cash Flows From Operating Activities</b>	<b>3,560</b>	<b>2,493</b>	<b>481</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of investments	5,691	195,000	180,000
Advance repayments received	110	65	28
Purchases of investments	(1,717)	(274,313)	(172,964)
<b>Net Cash Flows From Investing Activities</b>	<b>4,084</b>	<b>(79,248)</b>	<b>7,064</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(11,128)	(11,128)	(11,259)
<b>Net Cash Flows From Financing Activities</b>	<b>(11,128)</b>	<b>(11,128)</b>	<b>(11,259)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(3,484)</b>	<b>(87,883)</b>	<b>(3,714)</b>
Opening Cash and Cash Equivalents	201,488	236,151	148,268
<b>Closing Cash and Cash Equivalents</b>	<b>198,004</b>	<b>148,268</b>	<b>144,554</b>
<b>Cash Flow Reconciliation</b>			
Net result	(916)	(2,318)	(3,763)
Non cash items added back	4,298	4,298	4,305
Change in operating assets and liabilities	178	513	(61)
<b>Net Cash Flows From Operating Activities</b>	<b>3,560</b>	<b>2,493</b>	<b>481</b>

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

### Operating Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	3,764	111	...
Other operating expenses	152,185	155,585	...
Depreciation and amortisation	34,182	34,582	...
Finance costs	518	394	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>190,649</b>	<b>190,672</b>	<b>...</b>
<b>Revenue</b>			
Sales of goods and services	186,415	195,718	...
Investment revenue	185	560	...
Grants and contributions	22,044	...	...
Other revenue	5,197	7,230	...
<b>Total Revenue</b>	<b>213,841</b>	<b>203,508</b>	<b>...</b>
Gain/(loss) on disposal of non current assets	...	(4)	...
<b>Net Result</b>	<b>23,192</b>	<b>12,832</b>	<b>...</b>

(a) The functions of NSW Businesslink Pty Limited will transfer to the Department of Family and Community Services from 30 June 2014.

## Balance Sheet

	-----2013-14-----		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	19,468	...	...
Receivables	16,217	...	...
<b>Total Current Assets</b>	<b>35,685</b>	...	...
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	513	...	...
Plant and equipment	8,695	...	...
Intangibles	95,215	...	...
<b>Total Non Current Assets</b>	<b>104,423</b>	...	...
<b>Total Assets</b>	<b>140,108</b>	...	...
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	104,827	...	...
Borrowings at amortised cost	10,672	...	...
Provisions	580	...	...
<b>Total Current Liabilities</b>	<b>116,079</b>	...	...
<b>Non Current Liabilities</b>			
Provisions	216	...	...
<b>Total Non Current Liabilities</b>	<b>216</b>	...	...
<b>Total Liabilities</b>	<b>116,295</b>	...	...
<b>Net Assets</b>	<b>23,813</b>	...	...
<b>Equity</b>			
Accumulated funds	23,813	...	...
<b>Total Equity</b>	<b>23,813</b>	...	...

## Cash Flow Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	3,764	111	...
Finance costs	518	671	...
Other	171,211	175,789	...
<b>Total Payments</b>	<b>175,493</b>	<b>176,571</b>	<b>...</b>
<b>Receipts</b>			
Sale of goods and services	186,415	195,718	...
Interest received	185	560	...
Grants and contributions	26,936	6,925	...
Other	19,537	11,991	...
<b>Total Receipts</b>	<b>233,073</b>	<b>215,194</b>	<b>...</b>
<b>Net Cash Flows From Operating Activities</b>	<b>57,580</b>	<b>38,623</b>	<b>...</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	213	...
Purchases of property, plant and equipment	(12,464)	(8,286)	...
Other	(39,469)	(42,534)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(51,933)</b>	<b>(50,607)</b>	<b>...</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(2,280)	(12,952)	...
<b>Net Cash Flows From Financing Activities</b>	<b>(2,280)</b>	<b>(12,952)</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>3,367</b>	<b>(24,936)</b>	<b>...</b>
Opening Cash and Cash Equivalents	16,101	24,936	...
<b>Closing Cash and Cash Equivalents</b>	<b>19,468</b>	<b>...</b>	<b>...</b>
<b>Cash Flow Reconciliation</b>			
Net result	23,192	12,832	...
Non cash items added back	34,182	34,582	...
Change in operating assets and liabilities	206	(8,791)	...
<b>Net Cash Flows From Operating Activities</b>	<b>57,580</b>	<b>38,623</b>	<b>...</b>

## Introduction

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

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

## Services

The Office's key services are:

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

## 2014-15 Budget Highlights

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In 2014-15 the Office's key initiatives will include:

- \$1.4 million to accredit and monitor non-government providers involved in the transfer of statutory out-of-home-care services from the Department of Family and Community Services to the non-government sector
- \$1.7 million to develop the online registry, workflow management systems and further develop the portal to increase access to information held by the Office of the Children's Guardian including the Carers Register.

## Service Group Statements

### Office of the Children's Guardian<sup>(a)</sup>

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
WWCCs completed	no.	n.a.	n.a.	n.a.	400,000	200,000
WWCC completed within 24 hours	%	n.a.	n.a.	n.a.	85	85
Children's employment authorities completed on time	%	n.a.	n.a.	n.a.	100	100
<b>Employees:</b>	FTE	n.a.	n.a.	n.a.	126	121

(a) The Office of the Children's Guardian was established as a separate government agency on 17 May 2013 and is reporting for the first time.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	...	31,883	24,162
Total expenses include the following:			
Employee related	...	12,519	12,473
Other operating expenses	...	18,120	10,556
Grants and subsidies	...	409	350
Capital Expenditure	...	350	1,860

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	12,519	12,473
Other operating expenses	...	18,120	10,556
Depreciation and amortisation	...	835	783
Grants and subsidies	...	409	350
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	...	<b>31,883</b>	<b>24,162</b>
<b>Revenue</b>			
Recurrent appropriation	...	3,654	10,079
Capital appropriation	...	...	1,373
Sales of goods and services	...	17,900	12,414
Investment revenue	...	240	205
Grants and contributions	...	6,752	...
Acceptance by Crown Entity of employee benefits and other liabilities	...	754	475
Other revenue	...	5	...
<b>Total Revenue</b>	...	<b>29,305</b>	<b>24,546</b>
<b>Net Result</b>	...	<b>(2,578)</b>	<b>384</b>



## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	...	7,036	6,864
Receivables	...	735	735
<b>Total Current Assets</b>	...	<b>7,771</b>	<b>7,599</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	...	695	813
Intangibles	...	1,191	2,150
<b>Total Non Current Assets</b>	...	<b>1,886</b>	<b>2,963</b>
<b>Total Assets</b>	...	<b>9,657</b>	<b>10,562</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	...	2,254	2,254
Provisions	...	947	1,145
Other	...	...	323
<b>Total Current Liabilities</b>	...	<b>3,201</b>	<b>3,722</b>
<b>Non Current Liabilities</b>			
Provisions	...	4	4
<b>Total Non Current Liabilities</b>	...	<b>4</b>	<b>4</b>
<b>Total Liabilities</b>	...	<b>3,205</b>	<b>3,726</b>
<b>Net Assets</b>	...	<b>6,452</b>	<b>6,836</b>
<b>Equity</b>			
Accumulated funds	...	6,452	6,836
<b>Total Equity</b>	...	<b>6,452</b>	<b>6,836</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	11,566	11,800
Grants and subsidies	...	409	350
Other	...	18,217	11,506
<b>Total Payments</b>	...	<b>30,192</b>	<b>23,656</b>
<b>Receipts</b>			
Recurrent appropriation	...	3,654	10,079
Capital appropriation	...	...	1,373
Sale of goods and services	...	17,197	12,414
Interest received	...	240	205
Grants and contributions	...	6,752	...
Cash transfers to the Crown Entity	...	(320)	...
Other	...	1,823	1,273
<b>Total Receipts</b>	...	<b>29,346</b>	<b>25,344</b>
<b>Net Cash Flows From Operating Activities</b>	...	<b>(846)</b>	<b>1,688</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	...	(200)	(189)
Other	...	5,193	(1,671)
<b>Net Cash Flows From Investing Activities</b>	...	<b>4,993</b>	<b>(1,860)</b>
<b>Net Increase/(Decrease) in Cash</b>	...	<b>4,147</b>	<b>(172)</b>
Opening Cash and Cash Equivalents	...	2,889	7,036
<b>Closing Cash and Cash Equivalents</b>	...	<b>7,036</b>	<b>6,864</b>
<b>Cash Flow Reconciliation</b>			
Net result	...	(2,578)	384
Non cash items added back	...	835	783
Change in operating assets and liabilities	...	897	521
<b>Net Cash Flows From Operating Activities</b>	...	<b>(846)</b>	<b>1,688</b>

## 4. Health Cluster

Agency	Expenses			Capital Expenditure		
	2013-14 Revised \$m	2014-15 Budget \$m	Var. %	2013-14 Revised \$m	2014-15 Budget \$m	Var. %
<b>Ministry of Health</b>						
Service Group						
Population Health Services .....	534.8	543.9	1.7	...	16.7	N/A
Primary and Community Based Services .....	819.4	848.4	3.5	35.2	57.9	64.4
Aboriginal Health Services .....	85.7	90.0	5.0	...	3.0	N/A
Outpatient Services .....	2,468.1	2,569.6	4.1	133.8	163.5	22.2
Emergency Services .....	2,374.5	2,481.3	4.5	247.6	180.3	(27.2)
Inpatient Hospital Services .....	7,922.8	8,355.6	5.5	654.5	525.9	(19.7)
Mental Health Services .....	1,558.1	1,625.2	4.3	82.1	101.6	23.8
Rehabilitation and Extended Care Services ...	1,460.4	1,527.4	4.6	19.6	77.6	295.8
Teaching and Research .....	627.4	654.5	4.3	9.9	43.5	339.0
Cluster Grant Funding .....	21.1	21.1	...	...	...	...
<b>Total</b>	<b>17,872.3</b>	<b>18,717.1</b>	<b>4.7</b>	<b>1,182.8</b>	<b>1,169.9</b>	<b>(1.1)</b>
<i>Total on a comparable basis adjusted for changes in payment arrangements <sup>(a)</sup></i>						
	<i>17,872.3</i>	<i>18,801.3</i>	<i>5.2</i>	<i>1,182.8</i>	<i>1,169.9</i>	<i>(1.1)</i>
<b>Health Care Complaints Commission</b>						
Service Group						
Complaints Handling .....	11.9	12.3	3.2	0.3	0.1	(76.6)
<b>Total</b>	<b>11.9</b>	<b>12.3</b>	<b>3.2</b>	<b>0.3</b>	<b>0.1</b>	<b>(76.6)</b>
<b>Mental Health Commission of New South Wales</b>						
Service Group						
Mental Health Commission .....	9.2	9.5	3.0	0.3	0.1	(66.7)
<b>Total</b>	<b>9.2</b>	<b>9.5</b>	<b>3.0</b>	<b>0.3</b>	<b>0.1</b>	<b>(66.7)</b>

(a) From 2014-15, where NSW residents receive public hospital services in another State or Territory, the Commonwealth Government will pay their share of the Activity Based Funding costs direct to that jurisdiction and that cost will no longer appear in the NSW Health Expense budget. Had this \$84 million revised payment arrangement not occurred, on a like for like basis, NSW Health's 2014-15 Expense budget would have been \$18,801 million, being 5.2 per cent growth over the prior year's revised expense budget.

## Introduction

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

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

- keep people healthy and out of hospital
- provide world class clinical services with timely access and effective infrastructure.

The Health cluster's responsibilities include:

- providing health care services to patients and the community
- promoting wellness and illness prevention
- developing health care policy and planning
- managing, monitoring and reporting on health system performance
- building healthy communities by working with other parts of the Government.

The Health cluster comprises the Ministry of Health, NSW Health reporting entities including 15 Local Health Districts, two Specialty Health Networks, Ambulance Service of New South Wales, six Pillars (Agency for Clinical Innovation, Bureau of Health Information, Clinical Excellence Commission, Cancer Institute, Health Education and Training Institute, and Kids and Families), the Health Care Complaints Commission and the Mental Health Commission.

## Services

The Health cluster's key services are:

- promoting and regulating public health
- providing preventive health services
- delivering services in community health centres and outpatient clinics and through Hospital in the Home
- providing services to people with chronic illness to avoid unnecessary hospitalisation
- providing health services to Aboriginal people
- providing emergency medical retrieval, transport and treatment
- providing health care to patients admitted to hospitals
- providing mental health, rehabilitation and long-term care services
- supporting training of health professionals
- building research capacity.

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## 2014-15 Budget Highlights

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In 2014-15, the total expense budget for the Ministry of Health is \$18.7 billion. The Budget invests almost \$1.3 billion, including \$117 million from the Ministry's expense budget, on Health's capital program in 2014-15 for new facilities, upgrades and redevelopments across the State. Health's record expense budget includes more than:

- \$2.4 billion for emergency care
- \$8.3 billion for inpatient hospital services and \$2.5 billion for outpatients
- \$1.6 billion for mental health services
- \$1.5 billion for rehabilitation and extended care.

The budget also includes the following grants:

- \$11.5 million for the Health Care Complaints Commission
- \$9.6 million for the Mental Health Commission of New South Wales.

The Commonwealth has changed the way it pays the States for patients who receive public hospital services in other jurisdictions. Had this \$84 million revised payment arrangement not occurred, on a like for like basis, Health's 2014-15 expense budget would have been \$18.8 billion, an increase of 5.2 per cent from 2013-14.

### Meeting Demand for Acute Hospital Services

In 2014-15, an extra \$300 million is being invested to meet increased patient demand for hospital and emergency department services including:

- an estimated 1.29 million acute inpatient separations in 2014-15 – a 3.2 per cent (40,000) increase from 2013-14 – including additional elective surgery for 3,000 more patients
- an estimated 2.77 million emergency department attendances in 2014-15 – a 3.0 per cent (80,000) increase from 2013-14
- \$6.0 million for a contestable surgical pool to help meet patient demand.

### Rural Health

NSW Health is improving health services in rural and remote areas of New South Wales. The Government is investing in services and facilities to improve access to quality health services and attracting and retaining a skilled workforce. Key initiatives include:

- \$48 million capital investment to improve eHealth in rural NSW health services, including ensuring all sites have sufficient network capacity to access electronic patient data
- \$8.3 million on planning further Multipurpose Services (services co-locating acute care, residential aged care, community and allied health services, rehabilitation and health education services)

- \$4.0 million annually for minor capital works programs in rural hospitals to improve patient flow, refurbish wards and consulting suites and upgrade staff accommodation
- \$4.0 million to improve ambulance infrastructure in rural areas
- up to \$450,000 will be spent on increasing the Aboriginal health workforce through investment in scholarships and providing 30 Aboriginal Cadetships for Nursing and Midwifery in 2014-15
- improving rural Local Health Districts' research capability through initiatives such as the investment of \$100,000 to improve collaboration and networking of research initiatives in rural areas.

### **Patient Services**

Key initiatives will include:

- \$1.3 billion of expenditure on the capital program in 2014-15 for new facilities, upgrades and redevelopments, including:
  - commencing work at St George, Westmead, Gosford, and Sutherland Hospital redevelopments; establishing a new Byron Central Hospital; a new Campbelltown Hospital Clinical School; enhancing paediatric and neonatal intensive care at John Hunter Children's Hospital; establishing aged/transitional care services on the Bulli Hospital site; relocating and enhancing the Eurobodalla Renal Dialysis and Oncology Clinics; expanding the Sydney Children's Hospital by building additional floors above the Nelune Comprehensive Cancer Centre at Prince of Wales Hospital; consolidating community mental health services at Albury; and upgrading Sydney Metropolitan Ambulance Infrastructure
  - commencing construction of car parks at Coffs Harbour and Lismore Hospitals
  - continuing works at Northern Beaches, Sutherland Hospital car park, Wagga Wagga, Blacktown, Mt Druitt, Tamworth, Bega, Parkes, Forbes, Hornsby Ku-ring-gai, Port Macquarie, Wollongong, Dubbo, Lismore and Kempsey
  - planning for the new Maitland Hospital and future upgrades of Blacktown, Shellharbour, and Wyong Hospitals, stage five of the Multipurpose Services Program, Forensic Pathology and Coroners Court, and rural Ambulance infrastructure.
- \$220 million to retain patient services that were previously funded by the Commonwealth under the National Partnership Agreements on Improving Public Hospital Services and Longer Stay Older Patients that are to cease on 30 June 2014, including:
  - maintaining services to improve waiting times in emergency departments, ensure patients receive elective surgery within clinically recommended times and support access to sub acute services such as rehabilitation, palliative care, geriatric and mental health
  - continuing services to support older patients who are in hospital awaiting a Commonwealth funded nursing home bed.

- \$30 million as part of the Government's commitment to spend \$120 million over four years on NSW Health's Integrated Care strategy to support Local Health Districts developing partnerships with primary care providers to provide coordinated and connected patient care
- \$10 million, as part of the \$35 million over four years, to continue implementation of the Government's commitment to increase access to palliative care
- \$3.0 million to implement new models of care for renal palliative care patients including establishing three centre of excellence hubs in New South Wales
- \$7.0 million to expand Hospital in the Home services, working in partnership with the non-government sector, through a combination of telemedicine and community nursing services
- \$6.8 million to improve access to pain management services, particularly for people in rural areas as part of the Government's commitment to spend \$26 million over four years
- \$5.0 million to continue the roll out of the Whole of Hospital program to ensure a health system-wide approach to patient care with an emphasis on care that is connected, streamlined and leverages best practice
- an additional \$5.0 million for EnableNSW for the Aids and Equipment program, bringing the total to \$46 million in 2014-15, to assist in preventing hospital readmissions and to support discharge from hospital following illness, particularly among vulnerable older patients
- \$2.0 million to increase capacity for caring for young people with a brain injury in an appropriate setting
- an extra \$800,000 for cochlear implants for children and adults, on top of the \$2.3 million provided over the past three years.

### **More Nurses**

- Key initiatives will include \$15 million for 115 more clinical nurse/midwife educators and specialists.

### **Information and Communication Technology Supporting Patient Care**

Key initiatives include:

- \$20 million to upgrade ICT systems, including enabling wireless and mobile connectivity for clinical systems to improve the quality and safety of care delivered
- \$10 million for the second stage of the Health@Net project to expand the information within Health@Net and to design and begin development of a collaborative two way integrated care portal for doctors, patients and other health service providers

- \$5.0 million to establish information systems to support NSW Health services and their clinicians to better understand their cost-drivers, clinical and operational performance and the effectiveness of improvement strategies.

## **Medical Research**

Key initiatives include:

- \$44 million towards the Medical Research Support Program to support independent research institutes
- \$34 million continued investment for the Cancer Institute NSW to support and manage cancer research programs including \$3.8 million for three new Translational Cancer Research Centres
- a further \$7.7 million for the Medical Devices Seeding Fund to support development of medical devices that lead to better treatment options and patient outcomes
- \$6.0 million for the Sydney Genomic Collaborative program for screening of genetic markers to help identify cancer risk and opportunities for therapeutic intervention.

## **Mental Health Services**

As part of the \$1.6 billion expenditure on mental health services, key initiatives include:

- \$27 million to meet the demand for additional acute mental health services together with enhancing sub acute mental health services as part of the transition to providing better care in the community
- \$2.0 million to extend assistance for people with eating disorders.

## **Preventive Health**

Key initiatives will include:

- \$18 million for anti-smoking and skin cancer prevention campaigns
- \$19 million to continue programs that were funded by the Commonwealth under the National Partnership Agreement on Preventive Health to tackle obesity, promote healthy eating and physical activity in children and adults.



## Investing in the Workforce

Key initiatives include:

- \$3.4 million for further postgraduate medical training positions, especially in outer metropolitan and rural hospitals, bringing total funding in the Health Professionals Workforce Plan for medical postgraduate training positions to \$8.1 million per annum
- \$1.8 million (bringing the total to \$3.5 million per annum) for the Health Education and Training Institute to expand the Clinician and Executive Team Leadership program to build individual, team and facility leadership capability and drive performance for improved patient outcomes in the NSW Health system.

## Service Group Statements

The 2011-12 Actual and 2013-14 Forecast FTEs have been revised to reflect inclusion of all NSW Health controlled entities, including the Cancer Institute that was established as a pillar within NSW Health in April 2013.

Variation between the 2013-14 Budget and the revised financial estimates reflect nationally accepted changes in clinical service category definitions as approved by the Independent Hospital Pricing Authority (IHPA). These definitions are included in the 2013 cost data collection conducted by NSW Health which has been used to calculate revised 2013-14 and 2014-15 budget estimates.

### Population Health Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Two-yearly participation rate of women within breast cancer screening target group (50-69, 70-74 age groups)	%	50.2	51.5	51.0	51.7	53.7
Two-yearly participation rate of women within cervical cancer screening target group (20-69 age group)	%	56.2	56.3	58.0	58.0	58.0
Needles and syringes distributed	thous	11,051	11,802	12,500	12,500	13,000
<b>Employees:</b>	FTE	2,039	2,122	2,129	2,383	2,384
				-----2013-14----- Budget \$000	Revised \$000	2014-15 Budget \$000

### Financial indicators:

Total Expenses Excluding Losses <sup>(a)</sup>		554,693	534,776	543,888
Total expenses include the following:				
Employee related <sup>(b)</sup>		204,418	229,541	235,383
Other operating expenses <sup>(b)</sup>		170,237	227,006	227,018
Grants and subsidies <sup>(b)</sup>		169,696	68,198	70,121
Capital Expenditure		...	...	16,739

(a) The change against the 2013-14 Budget is partly due to progressively increasing the level of immunisation stock that has been purchased by the Commonwealth Government directly from suppliers.

(b) The change across expense items against the 2013-14 Budget largely reflects redistribution of grant funding previously allocated to the Cancer Institute. This funding is now recognised across employee related and other operating expenses following the establishment of the Cancer Institute as a pillar within NSW Health.

## Primary and Community Based Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Dental health non-inpatient dental weighted activity units <sup>(a)</sup>	thous	257	300	326	330	317
Home nursing occasions of service	thous	640	632	639	700	800
Opioid treatment clients	no.	18,715	19,197	18,700	19,200	19,522
Withdrawal management (detoxification) people treated	no.	9,650	9,870	10,400	10,095	10,210
Hospital in the Home episodes	no.	18,058	18,297	22,000	22,000	23,000
<b>Employees:</b>	FTE	4,986	5,186	5,593	5,802	5,832

(a) The principal measure of activity for non-inpatient dental services is now the dental weighted activity unit. Previous activity has been converted into dental weighted activity units. The 2014-15 Forecast reflects nine months of the National Partnership Agreement on Treating More Public Dental Patients that ceases in March 2015.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	907,551	819,358	848,445
Total expenses include the following:			
Employee related	496,742	515,873	523,800
Other operating expenses	193,845	179,689	193,272
Grants and subsidies <sup>(b)</sup>	193,750	98,326	101,317
Capital Expenditure	33,392	35,200	57,855

(a) The overall change against the 2013-14 Budget reflects definition changes in service types for non admitted services that are now shown in other Service Groups including Outpatient Services, Emergency Services and Inpatient Hospital Services.

(b) The 2013-14 Revised estimate incorporates a reclassification of budgets provided to affiliated health organisations and non government organisations to reflect service definitions as required under the National Health Reform Agreement (NHRA) and IHPA costing determinations.

## Aboriginal Health Services

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

	2011-12	2012-13	2013-14	2013-14	2014-15
Units	Actual	Actual	Forecast	Revised	Forecast

### Service measures:

Antenatal visits - confinements for Aboriginal women where first antenatal visit was before 14 weeks gestation	%	61	61	62	62	62
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<b>Employees:</b>	FTE	561	584	603	621	626
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	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000

### Financial indicators:

Total Expenses Excluding Losses	85,686	85,731	90,025
Total expenses include the following:			
Employee related	45,210	46,664	48,219
Other operating expenses	16,553	17,237	17,607
Grants and subsidies	22,436	20,125	22,275

Capital Expenditure	...	...	2,989
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## Outpatient Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Outpatient clinics occasions of service <sup>(a)</sup>	thous	5,849	5,768	5,859	6,049	6,140
Diagnostics occasions of service	thous	4,342	3,876	3,882	3,882	3,900
<b>Employees:</b>	FTE	14,980	15,583	15,845	15,699	16,003

(a) The 2013-14 Forecast has been revised to reflect the changes in data collection processes to align to National Funding arrangements and amendments to the classifications by IPHA relating to the implementation of Activity Based Funding arrangements.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	2,339,483	2,468,099	2,569,636
Total expenses include the following:			
Employee related	1,327,012	1,318,233	1,377,276
Other operating expenses	773,816	858,133	879,041
Grants and subsidies <sup>(a)</sup>	101,070	160,292	168,666
Other expenses	23,100	24,583	22,359
Capital Expenditure	139,122	133,846	163,528

(a) The 2013-14 Revised estimate incorporates a reclassification of budgets provided to affiliated health organisations and non government organisations to reflect service definitions as required under the NHRA and IHPA costing determinations.

## Emergency Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Attendances in emergency departments	thous	2,538	2,615	2,680	2,685	2,765
Attendances admitted	thous	530	568	586	613	660
Emergency road transport cases	thous	527	542	570	553	564
Emergency department weighted attendances <sup>(a)</sup>	no.	2,510	2,590	2,660	2,665	2,745
<b>Employees:</b>	FTE	12,142	12,631	13,163	13,688	14,009

(a) Includes emergency departments with electronic data submission only. Additional facilities have been added in 2012-13 with prior years' actual results retrospectively adjusted.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	2,330,184	2,374,506	2,481,292
Total expenses include the following:			
Employee related <sup>(a)</sup>	1,524,658	1,588,587	1,666,423
Other operating expenses <sup>(a)</sup>	683,772	644,390	660,259
Grants and subsidies	32,619	44,714	47,487
Other expenses	11,600	12,481	11,352
Capital Expenditure	247,565	247,612	180,253

(a) The change against the 2013-14 Budget reflects nationally accepted changes in clinical service category definitions as approved by IHPA. These definitions are included in the 2013 cost data collection conducted by NSW Health which has been used to calculate the 2013-14 Revised and 2014-15 Budget estimates.

## Inpatient Hospital Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Acute separations:						
Same day	thous	320	340	352	377	395
Overnight	thous	834	853	876	876	898
Acute weighted separations:						
Same day	thous	160	169	172	190	196
Overnight	thous	1,487	1,533	1,590	1,570	1,614
Average length of stay for overnight separations						
	days	4.9	4.7	4.8	4.7	4.7
Total bed days for acute patients						
	thous	4,411	4,384	4,560	4,530	4,650
<b>Employees:</b>						
	FTE	44,542	46,334	46,483	45,273	46,813

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000

### Financial indicators:

Total Expenses Excluding Losses <sup>(a)</sup>	8,016,959	7,922,815	8,355,583
Total expenses include the following:			
Employee related	4,935,303	4,812,881	5,110,279
Other operating expenses	2,265,161	2,112,366	2,240,010
Grants and subsidies <sup>(b)</sup>	186,998	348,301	341,967
Other expenses	321,600	341,136	310,279

Capital Expenditure	654,933	654,545	525,923
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(a) The change against the 2013-14 Budget reflects nationally accepted changes in clinical service category definitions as approved by IHPA. These definitions are included in the 2013 cost data collection conducted by NSW Health which has been used to calculate the 2013-14 Revised and 2014-15 Budget estimates.

(b) The 2013-14 Revised estimate incorporates a reclassification of budgets provided to affiliated health organisations and non government organisations to reflect service definitions as required under the NHRA and IHPA costing determinations.

## Mental Health Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Acute mental health service overnight separations	no.	30,208	31,555	31,968	31,498	31,971
Non-acute mental health inpatient days <sup>(a)</sup>	thous	285	286	339	290	339
<b>Employees:</b>	FTE	11,201	11,652	11,916	12,537	12,609

(a) The 2013-14 Revised figure reflects staggered opening of new services during 2013-14.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	1,445,200	1,558,132	1,625,187
Total expenses include the following:			
Employee related	1,047,156	1,104,476	1,138,584
Other operating expenses	282,922	292,644	304,063
Grants and subsidies <sup>(b)</sup>	55,200	93,903	98,221
Capital Expenditure	69,943	82,120	101,632

(a) The change against the 2013-14 Budget is due to the recognition of mental health costs as a result of improved patient coding and application of IHPA criteria for non admitted mental health patients during 2013-14 and forward years.

(b) The 2013-14 Revised estimate incorporates a reclassification of budgets provided to affiliated health organisations and non government organisations to reflect service definitions as required under the NHRA and IHPA costing determinations.



## Rehabilitation and Extended Care Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Total separations to usual place of residence	no.	33,534	37,502	39,000	41,000	43,000
Total non-inpatient occasions of service	thous	2,909	3,000	3,020	3,020	3,050
<b>Employees:</b>	FTE	11,315	11,771	12,191	11,118	11,318
				=====2013-14=====		
				Budget	Revised	2014-15
				\$000	\$000	Budget
						\$000

### Financial indicators:

Total Expenses Excluding Losses <sup>(a) (b)</sup>				1,641,133	1,460,357	1,527,369
Total expenses include the following:						
Employee related				1,018,060	930,407	970,835
Other operating expenses				360,762	323,031	335,923
Grants and subsidies <sup>(c)</sup>				203,237	154,710	160,917
Capital Expenditure				21,782	19,594	77,557

(a) The change against the 2013-14 Budget reflects nationally accepted changes in clinical service category definitions as approved by IHPA. These definitions are included in the 2013 cost data collection conducted by NSW Health which has been used to calculate 2013-14 Revised and 2014-15 Budget estimates.

(b) The overall change against 2013-14 Budget also reflects definition changes in service types for non admitted patients which are now shown in other Service Groups including Outpatient Services, Emergency Services and Inpatient Hospital Services.

(c) The 2013-14 Revised estimate incorporates a reclassification of budgets provided to affiliated health organisations and non government organisations to reflect service definitions as required under the NHRA and IHPA costing determinations.

## Teaching and Research

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Interns	no.	849	927	959	964	979
First year resident medical officers	no.	803	881	906	880	917
Total clinical trials approved for conduct within the NSW public health system	no.	300	270	243	257	250
<b>Employees:</b>	FTE	2,846	2,960	3,022	3,548	3,564
				-----2013-14----- Budget \$000	Revised \$000	2014-15 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(a)</sup>				528,315	627,407	654,543
Total expenses include the following:						
Employee related				304,364	358,175	368,823
Other operating expenses				126,851	139,899	143,440
Grants and subsidies				80,843	111,756	121,918
Capital Expenditure				22	9,901	43,467

(a) The change against the 2013-14 Budget reflects nationally accepted changes in clinical service category definitions as approved by IHPA. These definitions are included in the 2013 cost data collection conducted by NSW Health which has been used to calculate 2013-14 Revised and 2014-15 Budget estimates.

## Cluster Grant Funding

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

	-----2013-14----- Budget \$000	Revised \$000	2014-15 Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	21,914	21,069	21,087
Grants and subsidies	21,914	21,069	21,087
Health Care Complaints Commission	11,427	11,427	11,472
Mental Health Commission of New South Wales	10,487	9,642	9,615

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	10,902,923	10,904,837	11,439,622
Other operating expenses	4,873,919	4,794,395	5,000,633
Depreciation and amortisation	621,073	617,275	674,296
Grants and subsidies	1,067,763	1,121,394	1,153,976
Finance costs	49,140	56,149	104,538
Other expenses	356,300	378,200	343,990
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>17,871,118</b>	<b>17,872,250</b>	<b>18,717,055</b>
<b>Revenue</b>			
Recurrent appropriation	9,738,473	9,680,897	10,028,334
Capital appropriation	965,159	966,859	1,029,015
Sales of goods and services	2,262,000	2,293,378	2,418,833
Investment revenue	78,700	71,701	74,522
Grants and contributions	4,849,688	4,836,688	5,212,632
Acceptance by Crown Entity of employee benefits and other liabilities	363,535	395,216	360,357
Other revenue	62,900	123,138	126,449
<b>Total Revenue</b>	<b>18,320,455</b>	<b>18,367,877</b>	<b>19,250,142</b>
Gain/(loss) on disposal of non current assets	...	(9,010)	(51,913)
Other gains/(losses)	(10,283)	(26,079)	(10,283)
<b>Net Result</b>	<b>439,054</b>	<b>460,538</b>	<b>470,891</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	1,400,633	1,419,010	1,570,067
Receivables <sup>(a)</sup>	534,590	616,664	642,917
Other financial assets	117,349	29,161	29,161
Inventories	152,542	144,257	146,452
Assets held for sale	26,841	15,898	15,898
<b>Total Current Assets</b>	<b>2,231,955</b>	<b>2,224,990</b>	<b>2,404,495</b>
<b>Non Current Assets</b>			
Receivables	9,095	8,622	8,622
Other financial assets	75,088	38,977	38,977
Property, plant and equipment -			
Land and building	11,123,351	11,056,278	11,585,242
Plant and equipment	851,831	1,174,237	1,146,126
Infrastructure systems	383,156	434,368	411,806
Intangibles	512,214	446,625	464,358
Other	54,411	40,183	42,950
<b>Total Non Current Assets</b>	<b>13,009,146</b>	<b>13,199,290</b>	<b>13,698,081</b>
<b>Total Assets</b>	<b>15,241,101</b>	<b>15,424,280</b>	<b>16,102,576</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,229,221	1,236,563	1,284,229
Borrowings at amortised cost	18,620	19,746	18,957
Provisions	1,695,863	1,633,813	1,709,273
Other	35,405	45,400	45,400
<b>Total Current Liabilities</b>	<b>2,979,109</b>	<b>2,935,522</b>	<b>3,057,859</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	1,084,115	1,058,074	1,062,852
Provisions	13,030	15,729	15,729
Other	103,455	100,292	100,292
<b>Total Non Current Liabilities</b>	<b>1,200,600</b>	<b>1,174,095</b>	<b>1,178,873</b>
<b>Total Liabilities</b>	<b>4,179,709</b>	<b>4,109,617</b>	<b>4,236,732</b>
<b>Net Assets</b>	<b>11,061,392</b>	<b>11,314,663</b>	<b>11,865,844</b>
<b>Equity</b>			
Reserves <sup>(b)</sup>	3,053,234	3,248,397	3,328,687
Accumulated funds	8,008,158	8,066,266	8,537,157
<b>Total Equity</b>	<b>11,061,392</b>	<b>11,314,663</b>	<b>11,865,844</b>

(a) The increase in Receivables is due to delays in the recovery of fees during 2013-14.

(b) The 2013-14 Revised estimates reflect the increase in asset revaluation and recognises changes in asset valuation indices.

## Cash Flow Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	10,518,046	10,504,322	10,977,660
Grants and subsidies	1,067,763	1,121,394	1,153,976
Finance costs	49,140	56,149	104,538
Other	5,823,620	5,964,062	6,134,283
<b>Total Payments</b>	<b>17,458,569</b>	<b>17,645,927</b>	<b>18,370,457</b>
<b>Receipts</b>			
Recurrent appropriation	9,738,473	9,680,897	10,028,334
Capital appropriation	965,159	966,859	1,029,015
Sale of goods and services <sup>(a)</sup>	2,200,434	2,244,292	2,366,351
Interest received	78,700	70,830	74,522
Grants and contributions	4,591,259	4,566,903	4,900,450
Other <sup>(a)</sup>	963,159	1,150,805	1,260,796
<b>Total Receipts</b>	<b>18,537,184</b>	<b>18,680,586</b>	<b>19,659,468</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,078,615</b>	<b>1,034,659</b>	<b>1,289,011</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment <sup>(b)</sup>	62,000	14,000	28,000
Purchases of property, plant and equipment	(962,673)	(1,056,067)	(1,067,035)
Purchases of investments	...	(200)	...
Other	(149,228)	(96,642)	(80,919)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,049,901)</b>	<b>(1,138,909)</b>	<b>(1,119,954)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	...	2,000	...
Repayment of borrowings and advances	(11,000)	(16,012)	(18,000)
<b>Net Cash Flows From Financing Activities</b>	<b>(11,000)</b>	<b>(14,012)</b>	<b>(18,000)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>17,714</b>	<b>(118,262)</b>	<b>151,057</b>
Opening Cash and Cash Equivalents	1,382,919	1,482,967	1,419,010
Reclassification of Cash Equivalents	...	(54,305)	...
<b>Closing Cash and Cash Equivalents</b>	<b>1,400,633</b>	<b>1,419,010</b>	<b>1,570,067</b>
<b>Cash Flow Reconciliation</b>			
Net result	439,054	460,538	470,891
Non cash items added back	621,073	614,508	671,529
Change in operating assets and liabilities	18,488	(40,387)	146,591
<b>Net Cash Flows From Operating Activities</b>	<b>1,078,615</b>	<b>1,034,659</b>	<b>1,289,011</b>

(a) The 2013-14 Revised estimate includes \$80 million from Private Health Insurers following their decision not to cap single room rates for patients holding private health insurance. There has also been a realignment of forecast receipts with the revenue category.

(b) The timing of receipts from asset sales has been revised across the forward estimates.

# Health Care Complaints Commission

## Service Group Statements

### Complaints Handling

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Complaints received	no.	4,130	4,554	4,741	4,861	5,185
Complaints assessed	no.	4,103	4,544	4,740	4,756	4,980
Complaints assessed within 60 days	%	88	95	95	94	95
Complaints resolved through resolution	%	88	87	85	77	83
Complaint investigations completed	no.	222	201	237	229	230
Referrals for disciplinary action or prosecution	no.	131	85	120	103	110
Disciplinary or appeal cases run	no.	94	88	86	59	65
<b>Employees:</b>	FTE	71	76	77	73	73
				-----2013-14-----		
				Budget	Revised	2014-15
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				11,943	11,934	12,317
Total expenses include the following:						
Employee related				8,441	8,456	8,637
Other operating expenses				3,269	3,245	3,409
Capital Expenditure				278	278	65

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	8,441	8,456	8,637
Other operating expenses	3,269	3,245	3,409
Depreciation and amortisation	233	233	271
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>11,943</b>	<b>11,934</b>	<b>12,317</b>
<b>Revenue</b>			
Investment revenue	25	28	30
Grants and contributions	11,427	11,427	11,472
Acceptance by Crown Entity of employee benefits and other liabilities	216	84	260
Other revenue	415	362	360
<b>Total Revenue</b>	<b>12,083</b>	<b>11,901</b>	<b>12,122</b>
<b>Net Result</b>	<b>140</b>	<b>(33)</b>	<b>(195)</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	888	631	610
Receivables	216	388	397
<b>Total Current Assets</b>	<b>1,104</b>	<b>1,019</b>	<b>1,007</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	52	101	13
Plant and equipment	584	443	387
Intangibles	48	95	33
<b>Total Non Current Assets</b>	<b>684</b>	<b>639</b>	<b>433</b>
<b>Total Assets</b>	<b>1,788</b>	<b>1,658</b>	<b>1,440</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	461	264	283
Provisions	785	763	721
<b>Total Current Liabilities</b>	<b>1,246</b>	<b>1,027</b>	<b>1,004</b>
<b>Non Current Liabilities</b>			
Provisions	11	261	261
Other	237	...	...
<b>Total Non Current Liabilities</b>	<b>248</b>	<b>261</b>	<b>261</b>
<b>Total Liabilities</b>	<b>1,494</b>	<b>1,288</b>	<b>1,265</b>
<b>Net Assets</b>	<b>294</b>	<b>370</b>	<b>175</b>
<b>Equity</b>			
Accumulated funds	294	370	175
<b>Total Equity</b>	<b>294</b>	<b>370</b>	<b>175</b>



## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	8,246	8,399	8,391
Other	3,568	3,540	3,717
<b>Total Payments</b>	<b>11,814</b>	<b>11,939</b>	<b>12,108</b>
<b>Receipts</b>			
Sale of goods and services	...	...	(10)
Interest received	25	28	31
Grants and contributions	11,427	11,427	11,472
Other	714	661	659
<b>Total Receipts</b>	<b>12,166</b>	<b>12,116</b>	<b>12,152</b>
<b>Net Cash Flows From Operating Activities</b>	<b>352</b>	<b>177</b>	<b>44</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(278)	(270)	(65)
Other	...	(8)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(278)</b>	<b>(278)</b>	<b>(65)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>74</b>	<b>(101)</b>	<b>(21)</b>
Opening Cash and Cash Equivalents	814	732	631
<b>Closing Cash and Cash Equivalents</b>	<b>888</b>	<b>631</b>	<b>610</b>
<b>Cash Flow Reconciliation</b>			
Net result	140	(33)	(195)
Non cash items added back	233	233	271
Change in operating assets and liabilities	(21)	(23)	(32)
<b>Net Cash Flows From Operating Activities</b>	<b>352</b>	<b>177</b>	<b>44</b>

# Mental Health Commission of New South Wales

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## Service Group Statements

### Mental Health Commission

**Service description:** This service group covers monitoring, reviewing and improving the mental health system and mental health and wellbeing of the people of New South Wales. It is responsible for the preparation of a draft strategic plan to drive reform in mental health services and to monitor and report on the implementation of the plan.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Community Consultations	no.	n.a.	12	30	47	30
Manage Grants	no.	n.a.	n.a.	4	4	4
<b>Employees:</b>						
	FTE	n.a.	25	25	28	33
				-----2013-14-----		2014-15
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				10,466	9,233	9,510
Total expenses include the following:						
Employee related				3,814	3,693	4,755
Other operating expenses				2,277	2,365	1,044
Grants and subsidies				4,290	3,055	3,601
Capital Expenditure				...	300	100

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	3,814	3,693	4,755
Other operating expenses	2,277	2,365	1,044
Depreciation and amortisation	85	120	110
Grants and subsidies	4,290	3,055	3,601
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>10,466</b>	<b>9,233</b>	<b>9,510</b>
<b>Revenue</b>			
Investment revenue	...	62	50
Grants and contributions	10,487	9,642	9,615
Acceptance by Crown Entity of employee benefits and other liabilities	...	41	45
<b>Total Revenue</b>	<b>10,487</b>	<b>9,745</b>	<b>9,710</b>
<b>Net Result</b>	<b>21</b>	<b>512</b>	<b>200</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,048	1,865	1,996
Receivables	37	157	157
<b>Total Current Assets</b>	<b>2,085</b>	<b>2,022</b>	<b>2,153</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	251	277	197
Plant and equipment	94	199	219
Intangibles	50	103	153
<b>Total Non Current Assets</b>	<b>395</b>	<b>579</b>	<b>569</b>
<b>Total Assets</b>	<b>2,480</b>	<b>2,601</b>	<b>2,722</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,976	695	616
Provisions	44	90	90
<b>Total Current Liabilities</b>	<b>2,020</b>	<b>785</b>	<b>706</b>
<b>Non Current Liabilities</b>			
Provisions	98	101	101
<b>Total Non Current Liabilities</b>	<b>98</b>	<b>101</b>	<b>101</b>
<b>Total Liabilities</b>	<b>2,118</b>	<b>886</b>	<b>807</b>
<b>Net Assets</b>	<b>362</b>	<b>1,715</b>	<b>1,915</b>
<b>Equity</b>			
Accumulated funds	362	1,715	1,915
<b>Total Equity</b>	<b>362</b>	<b>1,715</b>	<b>1,915</b>

## Cash Flow Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	3,835	3,616	4,710
Grants and subsidies	4,290	3,055	3,601
Other	2,277	2,877	1,123
<b>Total Payments</b>	<b>10,402</b>	<b>9,548</b>	<b>9,434</b>
<b>Receipts</b>			
Interest received	...	62	50
Grants and contributions	10,487	9,642	9,615
Other	...	426	...
<b>Total Receipts</b>	<b>10,487</b>	<b>10,130</b>	<b>9,665</b>
<b>Net Cash Flows From Operating Activities</b>	<b>85</b>	<b>582</b>	<b>231</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	...	(193)	(50)
Other	...	(107)	(50)
<b>Net Cash Flows From Investing Activities</b>	<b>...</b>	<b>(300)</b>	<b>(100)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>85</b>	<b>282</b>	<b>131</b>
Opening Cash and Cash Equivalents	1,963	1,583	1,865
<b>Closing Cash and Cash Equivalents</b>	<b>2,048</b>	<b>1,865</b>	<b>1,996</b>
<b>Cash Flow Reconciliation</b>			
Net result	21	512	200
Non cash items added back	85	120	110
Change in operating assets and liabilities	(21)	(50)	(79)
<b>Net Cash Flows From Operating Activities</b>	<b>85</b>	<b>582</b>	<b>231</b>

## 5. Planning and Environment Cluster

Agency	Expenses			Capital Expenditure		
	2013-14 Revised \$m	2014-15 Budget \$m	Var. %	2013-14 Revised \$m	2014-15 Budget \$m	Var. %
<b>Department of Planning and Environment</b>						
Service Group						
Planning Strategies, Housing and Infrastructure .	118.4	129.1	9.0	0.3	0.3	...
Planning Operations and Regional Delivery .....	106.4	71.4	(32.9)	0.3	0.3	...
Development Assessment, Systems and Approvals .....	57.9	55.0	(5.1)	10.5	21.8	107.9
Personnel Services .....	29.1	32.8	12.9	...	...	...
Cluster Grant Funding .....	...	1,019.9	N/A	...	...	...
<b>Total</b>	<b>311.8</b>	<b>1,308.2</b>	<b>319.6</b>	<b>11.0</b>	<b>22.3</b>	<b>102.6</b>
<b>Environment Protection Authority</b>						
Service Group						
Environment Protection Authority .....	128.1	141.6	10.5	2.2	3.8	77.5
<b>Total</b>	<b>128.1</b>	<b>141.6</b>	<b>10.5</b>	<b>2.2</b>	<b>3.8</b>	<b>77.5</b>
<b>Environmental Trust</b>						
Service Group						
Competitive Grants .....	24.6	62.8	155.7	...	...	...
Major Programs .....	32.3	39.9	23.3	...	...	...
<b>Total</b>	<b>56.9</b>	<b>102.7</b>	<b>80.5</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Office of Environment and Heritage <sup>(a)</sup></b>						
Service Group						
National Parks and Wildlife Services .....	230.0	461.5	100.7	28.5	38.9	36.5
Regional Operations and Heritage .....	201.0	492.3	144.9	1.2	3.8	227.1
Policy and Science .....	25.3	64.9	157.0	3.6	6.3	73.8
Personnel Services .....	20.0	54.2	171.3	...	...	...
<b>Total</b>	<b>476.2</b>	<b>1,072.9</b>	<b>125.3</b>	<b>33.3</b>	<b>49.0</b>	<b>47.2</b>
<b>Office of Local Government <sup>(a)</sup></b>						
Service Group						
Capacity Building, Oversight and Provision of Advice for Local Government .....	11.1	38.3	246.4	0.1	0.1	...
Personnel Services .....	0.1	3.3	>999.9	...	...	...
Pensioner Rebate Scheme .....	...	78.5	N/A	...	...	...
Responsible Pet Ownership Program .....	2.3	8.3	266.9	...	...	...
<b>Total</b>	<b>13.4</b>	<b>128.3</b>	<b>855.7</b>	<b>0.1</b>	<b>0.1</b>	<b>...</b>
<b>Royal Botanic Gardens and Domain Trust</b>						
Service Group						
Science and Public Programs .....	11.0	11.5	4.1	0.6	2.4	310.7
Botanic Gardens and Parks .....	38.1	37.2	(2.2)	10.4	15.0	45.0
<b>Total</b>	<b>49.1</b>	<b>48.7</b>	<b>(0.8)</b>	<b>10.9</b>	<b>17.5</b>	<b>59.5</b>
<b>Centennial Park and Moore Park Trust</b>						
<b>Total</b>	<b>25.8</b>	<b>26.0</b>	<b>0.9</b>	<b>11.7</b>	<b>10.0</b>	<b>(14.8)</b>

Agency	Expenses			Capital Expenditure		
	2013-14 Revised \$m	2014-15 Budget \$m	Var. %	2013-14 Revised \$m	2014-15 Budget \$m	Var. %
<b>Historic Houses Trust of New South Wales</b>						
Total	26.2	26.9	3.0	3.5	3.3	(5.4)
<b>Hunter Development Corporation</b>						
Total	32.0	112.2	250.3	...	...	...
<b>Luna Park Reserve Trust</b>						
Total	1.9	1.9	...	...	...	...
<b>Minister Administering the Environmental Planning and Assessment Act</b>						
Total	63.9	132.1	106.7	25.0	25.0	...
<b>UrbanGrowth NSW Development Corporation</b>						
Total	27.5	37.3	35.4	1.3	4.4	250.0
<b>Western Sydney Parklands Trust</b>						
Total	9.5	9.1	(4.0)	8.4	29.1	244.7

- (a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* separated the Office of Environment and Heritage and the Office of Local Government from the Department of Premier and Cabinet. These offices' financial indicators for 2013-14 reflect the revised estimates for the period 24 February 2014 to 30 June 2014 only. The 2014-15 Budget is reported for both offices.

## Introduction

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The newly created Planning and Environment cluster brings together the functions delivered by the re-named Department of Planning and Environment (previously Department of Planning and Infrastructure) with those of the Office of Environment and Heritage and the Office of Local Government. The purpose of this new cluster is to support the creation of strong communities and to protect the State's unique natural environment and heritage. Combining these functions in one cluster will enable more effective policy co-ordination, assist with streamlining decision making in local government and support the delivery of sustainable growth.<sup>1</sup>

The Planning and Environment cluster is the lead agency for achieving the following NSW 2021 goals.

- build liveable centres
- restore confidence and integrity in the planning system
- protect our natural environment.

It is also the co-lead for the NSW 2021 goal to increase opportunities for people to look after their own neighbourhoods and environments and restore trust in state and local government as a service provider.

The cluster is responsible for:

- driving the economic development and sustainable growth of NSW through integrated land-use and infrastructure planning and approvals
- protecting, celebrating and sharing our State's heritage (both Aboriginal and historic)
- effective environmental management and regulation throughout the state
- oversight and improvement in the practice, processes and outcomes of the \$10 billion local government sector, which employs 45 000 people and manages \$134 billion worth of assets.

The Planning and Environment cluster ensures sustainable growth by:

- coordinating the delivery of infrastructure as an integrated part of growth planning
- developing and applying land use strategies and plans
- assessing and determining State-Significant Development and Infrastructure
- providing the population projections across NSW that government agencies use to inform service delivery
- partnering with local communities, business and industry to ensure vibrant natural assets for the health and prosperity of New South Wales and to protect and celebrate NSW's Aboriginal and historic heritage

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<sup>1</sup> The Office of Environment and Heritage and the Office of Local Government were presented as part of the Department of Premier and Cabinet cluster in last year's Budget. The Department of Planning and Infrastructure formed its own sub-cluster within the overall Department of Premier and Cabinet cluster in last year's Budget.



- supporting economic development without devaluing the environment, promoting good waste management and resource efficiency and building resilience for future environmental challenges
- encouraging communities to enjoy their parks, gardens, houses and zoos and value their local environment
- reducing the infrastructure backlog of local councils
- improving the financial sustainability and capacity of local councils
- enhancing the working relationship between local councils and the State under the Intergovernmental Agreement.

### **Services**

The cluster's key services are:

#### **Delivering Sustainable Growth**

- supporting local strategy development, coordinating major urban renewal initiatives, developing and reviewing policies and laws, partnering with councils to implement statutory development proposals and continuously improving the planning system
- facilitating private sector investment in projects that contribute to economic growth, employment and residential, commercial and industrial opportunities in the Hunter and Central Coast regions
- setting strategies for housing development, investment and land release, and coordinating infrastructure
- acquiring and providing land for regional open space and infrastructure, such as transport corridors.

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

- promoting, protecting and sharing Aboriginal culture and heritage and conserving, revitalising, caring for and enjoying NSW's historic heritage
- conserving and caring for national parks and reserves, biodiversity and threatened species
- supporting economic development by promoting sustainable industries, tourism in protected areas, access to natural resources without devaluing the environment and building resilience to environmental hazards and risks
- leading business and the community to improve environment performance, manage waste and deliver environmental protection measures that enhance public health and safety.

### **Strengthening Local Government**

- implementing the government response to the Independent Local Government Review and the Local Government Acts Taskforce to support, encourage and enable councils to create stronger communities through financial sustainability, better services and infrastructure, effective leadership and good governance, fit for purpose councils, and improved State-Local relations
- encouraging councils to invest in local infrastructure by providing an interest subsidy under the Local Infrastructure Renewal Scheme to reduce the local infrastructure backlog
- implementing the government response to the Companion Animals Taskforce to reduce the risk of dog attacks; increase registration, reduce euthanasia and increase rehoming of cats and dogs
- improving safety of young children around swimming pools to reduce the risk of drowning and near drowning.

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

## 2014-15 Budget Highlights

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In 2014-15, the cluster's key initiatives will include:

### Delivering Sustainable Growth

- \$60 million allocated to local councils to deliver essential infrastructure to support new housing development under the Local Infrastructure Growth Scheme
- \$12 million of grants to local authorities to upgrade local infrastructure and create high-quality urban environments within nominated Urban Activation Precincts. A further \$50 million will be spent on phase 2 of this program
- \$43 million to fund development and associated costs, including an interim facility at Glebe Island, for the Sydney International Convention, Exhibition and Entertainment Precinct project
- \$42 million from the Hunter Infrastructure and Investment Fund to provide economic and social infrastructure that will support economic growth and maintain and enhance the liveability of the Hunter
- \$25 million from the Hunter Infrastructure and Investment Fund to support the development of University of Newcastle's city campus and the NeW Space project in Newcastle's CBD
- \$11 million for planning reform
- \$8.5 million for the Planning Assessment Commission and Joint Regional Planning Panels to deliver a robust and independent system for assessing state and regionally significant developments during the transition to a new planning system
- \$4.2 million to UrbanGrowth NSW to deliver projects to support housing at North Kellyville and Green Square as part of Round 2 of the Housing Acceleration Fund.

### Protecting our Environment and Heritage

- \$250 million for residential renewable energy and energy efficiency programs including \$205 million towards the cost of the Solar Bonus Scheme and \$32 million towards improving the energy productivity and competitiveness of the NSW economy
- \$142 million for operating a modern and independent Environment Protection Authority to deliver measures to protect the environment, public health and safety and to implement waste reforms and programs
- \$103 million for the Environmental Trust to increase opportunities for the community, industry and agencies to look after and protect their environment through restoration, research, education and support programs
- \$102 million for public parklands and gardens throughout the State for community enjoyment, scientific research, education, and sport, recreation, leisure and cultural experiences
- \$51 million to conserve, celebrate and enjoy NSW's unique Aboriginal and historic heritage
- \$39 million for managing fire risk in national parks and reserves

- \$38 million to manage pest animals and weeds in national parks and reserves
- \$29 million to support Local Land Services for regionally based biodiversity conservation, threatened species, Aboriginal cultural heritage and native vegetation management programs
- \$26 million to help local councils prepare and implement coastal and floodplain management plans and for works to restore and protect coastal and estuarine environments.

### **Strengthening Local Government**

- \$79 million for the pensioner rebate scheme to assist pensioners meet the cost of council rates
- \$18 million under the Infrastructure Backlog Policy to support councils to invest in local infrastructure and reduce the local infrastructure backlog.

### **Cluster Capital Expenditure**

The cluster's capital expenditure in 2014-15 will include:

- \$22 million capital expenditure to continue developing the ePlanning system in support of a streamlined and more efficient planning system
- \$10 million for developing the Biome Stage 1 in the Royal Botanic Gardens
- \$8.3 million contribution for three projects to improve Parramatta Park Trust precincts with a total capital expenditure of \$12.5 million
- \$2.7 million for upgrading the Environment Protection Authority information technology systems including enhancing online licensing and mobile workforce capability
- \$1.7 million towards a digital platform for the sharing of information and tools to improve the energy productivity of the business sector, reduce bill stress for households and make government energy usage and efficiency data publicly accessible.

# Department of Planning and Environment

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## Service Group Statements

### Planning Strategies, Housing and Infrastructure

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Regional and sub-regional strategies completed	no.	n.a.	0	3	0	3
Regional and sub-regional infrastructure plans completed	no.	n.a.	n.a.	n.a.	n.a.	3
Urban Activation Precincts completed	no.	N/A	N/A	N/A	3	6
Land Release Precincts completed	no.	n.a.	n.a.	n.a.	3	7
<b>Employees:</b>	FTE	139	154	163	175	169

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	127,023	118,410	129,095
Total expenses include the following:			
Employee related	25,668	26,776	26,226
Other operating expenses	12,071	9,072	11,849
Grants and subsidies	88,225	81,342	90,425
Capital Expenditure	775	271	271

## Planning Operations and Regional Delivery

**Service description:** This service group is responsible for preparing regional and sub-regional plans and strategies to ensure housing and employment targets are met. The group is also responsible for working with local councils on the preparation and implementation of local environmental plans, rezoning and other statutory planning instruments.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Local councils preparing new comprehensive LEPs:						
Commenced	no.	9	5	0	0	0
On exhibition	no.	44	28	8	11	0
Gazetted	no.	33	48	17	39	6
Planning proposals (rezoning):						
Gateway determinations <sup>(a)</sup>						
Issued	no.	249	321	n.a.	340	360
Gazetted	no.	187	186	n.a.	273	300
New State Planning Policies	no.	N/A	N/A	N/A	N/A	8
Streamlining development through increased Exempt and Complying Code take up						
	no.	N/A	N/A	N/A	3	3
<b>Employees:</b>	FTE	180	171	171	181	168

(a) Gateway determinations is a new service measure and reports 2011-12 and 2012-13 data already in the public domain.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	124,186	106,413	71,428
Total expenses include the following:			
Employee related	26,937	27,697	23,237
Other operating expenses	12,649	6,052	10,865
Grants and subsidies <sup>(a)</sup>	84,062	72,198	37,157
Capital Expenditure	3,813	270	270

(a) The variation between the 2013-14 Revised and the 2014-15 Budget for the Grants and Subsidies item is due to the reallocation of grants to agencies. These grants have been transferred to the Cluster Grant Funding program to improve transparency - see page 5-11.

## Development Assessment, Systems and Approvals

**Service description:** This service group covers timely and efficient delivery of assessment and decision making for development and infrastructure projects of State significance, including whole-of-government leadership in the administration of environmental impact assessment and development approvals. It involves managing development and building controls, and the associated regulatory and operational aspects, to ensure ongoing reform and best practice. It is also responsible for the ongoing administration of the Joint Regional Planning Panels.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Applications lodged <sup>(a)</sup>	no.	408	407	450	370	400
Development and infrastructure applications determined <sup>(a)</sup>	no.	411	430	470	290	320
Determination of development and infrastructure applications within 4 months <sup>(b)</sup>	%	100	92	85	85	85
Complaint investigations against accredited certifiers	no.	105	103	110	102	160
<b>Employees:</b>	FTE	189	245	196	249	241

(a) Lodgement and determination data includes SSD, SSI, Part 3A, Part 4 projects and modifications thereof.

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

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	49,179	57,915	54,986
Total expenses include the following:			
Employee related	30,790	37,854	35,652
Other operating expenses	14,472	16,297	14,644
Grants and subsidies	3,300	3,300	3,300
Capital Expenditure	930	10,474	21,774

(a) The increase in 2013-14 Revised Total Expenses compared to 2013-14 Budget relates to a reallocation of some expenses from the Planning Strategies and Planning Operations service groups to this service group. The increase is partially offset by lower spending on planning reforms.

## Personnel Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Employees:</b>						
Hunter Development Corporation	FTE	18	19	19	16	19
Central Coast Regional Development Corporation	FTE	7	10	12	8	8
Sydney Harbour Foreshore Authority <sup>(a)</sup>	FTE	231	223	211	209	214
				-----2013-14-----		2014-15
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(a)</sup>				28,457	29,050	32,785
Total expenses include the following:						
Employee related				28,457	29,050	32,785

(a) Under the *Government Sector Employment Act 2013*, the 2014-15 Budget for Employee related expenses now includes Sydney Harbour Foreshore Authority's casual staff. These staff are not expected to be employed on 30 June 2015 which is the relevant date for the 2014-15 employee forecast.

## Cluster Grant Funding

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

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	...	...	1,019,866
Grants and subsidies	...	...	1,019,866
Centennial Park and Moore Park Trust	...	...	5,896
Environment Protection Authority	...	...	115,061
Environmental Trust	...	...	100,288
Historic Houses Trust of New South Wales	...	...	20,039
Hunter Development Corporation	...	...	67,297
Minister Administering the Environmental Planning and Assessment Act	...	...	5,034
Office of Environment and Heritage	...	...	494,398
Office of Local Government	...	...	116,582
Royal Botanical Gardens and Domain Trust	...	...	34,411
Sydney Harbour Foreshore Authority	...	...	43,245
UrbanGrowth NSW	...	...	4,200
UrbanGrowth NSW Development Corporation	...	...	9,271
Western Sydney Parkland Trust	...	...	4,144



## Financial Statements

### Operating Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	111,852	121,377	117,900
Other operating expenses	39,192	31,421	37,358
Depreciation and amortisation	1,668	1,300	1,668
Grants and subsidies	175,587	156,840	1,150,748
Finance costs	546	850	486
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>328,845</b>	<b>311,788</b>	<b>1,308,160</b>
<b>Revenue</b>			
Recurrent appropriation	196,853	190,608	1,153,403
Capital appropriation	4,870	4,870	21,667
Sales of goods and services	68,327	65,171	73,997
Investment revenue	707	600	723
Grants and contributions	37,074	50,109	44,988
Acceptance by Crown Entity of employee benefits and other liabilities	3,817	7,864	3,912
Other revenue	9,437	10,105	9,511
<b>Total Revenue</b>	<b>321,085</b>	<b>329,327</b>	<b>1,308,201</b>
<b>Net Result</b>	<b>(7,760)</b>	<b>17,539</b>	<b>41</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	26,808	47,015	20,977
Receivables	43,500	39,342	39,371
<b>Total Current Assets</b>	<b>70,308</b>	<b>86,357</b>	<b>60,348</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	11,581	8,542	8,542
Plant and equipment	1,577	1,475	1,942
Intangibles	2,959	12,127	32,307
<b>Total Non Current Assets</b>	<b>16,117</b>	<b>22,144</b>	<b>42,791</b>
<b>Total Assets</b>	<b>86,425</b>	<b>108,501</b>	<b>103,139</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	10,469	12,363	12,363
Provisions	27,481	32,528	28,714
<b>Total Current Liabilities</b>	<b>37,950</b>	<b>44,891</b>	<b>41,077</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	10,092	11,412	9,823
Provisions	1,160	10,690	10,690
<b>Total Non Current Liabilities</b>	<b>11,252</b>	<b>22,102</b>	<b>20,513</b>
<b>Total Liabilities</b>	<b>49,202</b>	<b>66,993</b>	<b>61,590</b>
<b>Net Assets</b>	<b>37,223</b>	<b>41,508</b>	<b>41,549</b>
<b>Equity</b>			
Reserves	111	73	73
Accumulated funds	37,112	41,435	41,476
<b>Total Equity</b>	<b>37,223</b>	<b>41,508</b>	<b>41,549</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	108,550	99,772	114,487
Grants and subsidies	147,917	145,840	1,123,148
Finance costs	546	850	486
Other	36,311	24,803	41,107
<b>Total Payments</b>	<b>293,324</b>	<b>271,265</b>	<b>1,279,228</b>
<b>Receipts</b>			
Recurrent appropriation	196,853	190,608	1,153,403
Capital appropriation	4,870	4,870	21,667
Sale of goods and services	65,012	61,856	73,968
Interest received	707	600	723
Grants and contributions	6,133	10,596	6,133
Other	13,142	38,182	21,200
<b>Total Receipts</b>	<b>286,717</b>	<b>306,712</b>	<b>1,277,094</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(6,607)</b>	<b>35,447</b>	<b>(2,134)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(3,812)	(812)	(812)
Other	(1,706)	(10,203)	(21,503)
<b>Net Cash Flows From Investing Activities</b>	<b>(5,518)</b>	<b>(11,015)</b>	<b>(22,315)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(1,245)	(8,567)	(1,589)
<b>Net Cash Flows From Financing Activities</b>	<b>(1,245)</b>	<b>(8,567)</b>	<b>(1,589)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(13,370)</b>	<b>15,865</b>	<b>(26,038)</b>
Opening Cash and Cash Equivalents	40,178	31,150	47,015
<b>Closing Cash and Cash Equivalents</b>	<b>26,808</b>	<b>47,015</b>	<b>20,977</b>
<b>Cash Flow Reconciliation</b>			
Net result	(7,760)	17,539	41
Non cash items added back	1,668	1,300	1,668
Change in operating assets and liabilities	(515)	16,608	(3,843)
<b>Net Cash Flows From Operating Activities</b>	<b>(6,607)</b>	<b>35,447</b>	<b>(2,134)</b>

# Environment Protection Authority

## Service Group Statements

### Environment Protection Authority

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Contaminated Sites Remediated (cumulative)	no.	107	116	125	125	135
Number of Pollution Reduction Programs Issued (annual) <sup>(a)</sup>	no.	398	332	400	250	298
Waste Tonnes Disposed to Landfill Within the Greater Metropolitan Region (annual)	tonnes	5,600,000	5,363,000	5,480,500	5,196,000	5,040,000
EPA Website (annual) <sup>(b)</sup>	no.	n.a.	546,000	640,000	720,000	800,000
<b>Employees:</b> <sup>(c)</sup>	FTE	395	399	412	417	450

(a) The number of Pollution Reduction Programs commenced in 2013-14 is less than the previously forecasted levels as alternative actions have been taken to deal with significant environmental issues, under the EPA's Compliance Policy.

(b) Prior to 25 June 2013, the EPA website was housed within the Office of Environment and Heritage's website.

(c) Waste program funding, Coal Seam Gas initiatives and risk based licensing activities contributed to the change in FTE for 2014-15 from the previous year.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	137,669	128,083	141,571
Total expenses include the following:			
Employee related	56,773	56,749	58,677
Other operating expenses	51,451	45,339	52,626
Grants and subsidies	28,744	25,294	29,220
Capital Expenditure	3,384	2,163	3,840

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	56,773	56,749	58,677
Other operating expenses	51,451	45,339	52,626
Depreciation and amortisation	701	701	1,048
Grants and subsidies	28,744	25,294	29,220
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>137,669</b>	<b>128,083</b>	<b>141,571</b>
<b>Revenue</b>			
Sales of goods and services	225	405	255
Investment revenue	150	750	700
Retained taxes, fees and fines	60	17,320	18,160
Grants and contributions	135,727	107,353	119,934
Acceptance by Crown Entity of employee benefits and other liabilities	3,322	3,446	3,406
Other revenue	155	494	300
<b>Total Revenue</b>	<b>139,639</b>	<b>129,768</b>	<b>142,755</b>
Other gains/(losses)	...	(3)	...
<b>Net Result</b>	<b>1,970</b>	<b>1,682</b>	<b>1,184</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	4,703	7,053	5,365
Receivables	158	2,380	2,380
<b>Total Current Assets</b>	<b>4,861</b>	<b>9,433</b>	<b>7,745</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	4,716	4,616	4,509
Plant and equipment	734	734	565
Intangibles	3,021	1,738	4,806
<b>Total Non Current Assets</b>	<b>8,471</b>	<b>7,088</b>	<b>9,880</b>
<b>Total Assets</b>	<b>13,332</b>	<b>16,521</b>	<b>17,625</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	4,104	6,583	6,583
Provisions	5,885	5,871	5,791
<b>Total Current Liabilities</b>	<b>9,989</b>	<b>12,454</b>	<b>12,374</b>
<b>Non Current Liabilities</b>			
Provisions	86	85	85
<b>Total Non Current Liabilities</b>	<b>86</b>	<b>85</b>	<b>85</b>
<b>Total Liabilities</b>	<b>10,075</b>	<b>12,539</b>	<b>12,459</b>
<b>Net Assets</b>	<b>3,257</b>	<b>3,982</b>	<b>5,166</b>
<b>Equity</b>			
Reserves	906	892	892
Accumulated funds	2,351	3,090	4,274
<b>Total Equity</b>	<b>3,257</b>	<b>3,982</b>	<b>5,166</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	53,533	53,385	55,351
Grants and subsidies	28,744	25,294	29,220
Other	51,451	45,309	52,626
<b>Total Payments</b>	<b>133,728</b>	<b>123,988</b>	<b>137,197</b>
<b>Receipts</b>			
Sale of goods and services	225	17,602	18,355
Interest received	150	750	700
Grants and contributions	135,417	106,223	119,434
Other	525	1,929	860
<b>Total Receipts</b>	<b>136,317</b>	<b>126,504</b>	<b>139,349</b>
<b>Net Cash Flows From Operating Activities</b>	<b>2,589</b>	<b>2,516</b>	<b>2,152</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(50)	(50)	(50)
Other	(3,334)	(2,113)	(3,790)
<b>Net Cash Flows From Investing Activities</b>	<b>(3,384)</b>	<b>(2,163)</b>	<b>(3,840)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(795)</b>	<b>353</b>	<b>(1,688)</b>
Opening Cash and Cash Equivalents	5,498	6,700	7,053
<b>Closing Cash and Cash Equivalents</b>	<b>4,703</b>	<b>7,053</b>	<b>5,365</b>
<b>Cash Flow Reconciliation</b>			
Net result	1,970	1,682	1,184
Non cash items added back	701	701	1,048
Change in operating assets and liabilities	(82)	133	(80)
<b>Net Cash Flows From Operating Activities</b>	<b>2,589</b>	<b>2,516</b>	<b>2,152</b>

# Environmental Trust

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## Service Group Statements

### Competitive Grants

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Grants awarded	no.	163	178	310	297	419
Funding provided <sup>(a)</sup>	\$m	15.2	11.3	40.4	23.1	61.3

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

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	41,947	24,578	62,841
Other operating expenses	1,594	1,523	1,550
Grants and subsidies	40,353	23,055	61,291

### Major Programs

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Grants awarded	no.	30	37	24	26	32
Funding provided <sup>(a)</sup>	\$m	44.9	26.5	38.2	30.8	38.3

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

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	39,734	32,323	39,851
Other operating expenses	1,512	1,503	1,550
Grants and subsidies	38,222	30,820	38,301



## Financial Statements

### Operating Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	3,106	3,026	3,100
Grants and subsidies	78,575	53,875	99,592
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>81,681</b>	<b>56,901</b>	<b>102,692</b>
<b>Revenue</b>			
Investment revenue	1,173	1,173	1,173
Grants and contributions	76,327	52,347	100,288
Other revenue	3,500	2,700	300
<b>Total Revenue</b>	<b>81,000</b>	<b>56,220</b>	<b>101,761</b>
<b>Net Result</b>	<b>(681)</b>	<b>(681)</b>	<b>(931)</b>

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**Balance Sheet**


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	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	19,066	18,925	17,767
Receivables	1,587	876	1,293
<b>Total Current Assets</b>	<b>20,653</b>	<b>19,801</b>	<b>19,060</b>
<b>Total Assets</b>	<b>20,653</b>	<b>19,801</b>	<b>19,060</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,532	1,586	1,776
<b>Total Current Liabilities</b>	<b>2,532</b>	<b>1,586</b>	<b>1,776</b>
<b>Non Current Liabilities</b>			
<b>Total Liabilities</b>	<b>2,532</b>	<b>1,586</b>	<b>1,776</b>
<b>Net Assets</b>	<b>18,121</b>	<b>18,215</b>	<b>17,284</b>
<b>Equity</b>			
Accumulated funds	18,121	18,215	17,284
<b>Total Equity</b>	<b>18,121</b>	<b>18,215</b>	<b>17,284</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	78,575	53,875	99,592
Other	3,129	3,049	3,327
<b>Total Payments</b>	<b>81,704</b>	<b>56,924</b>	<b>102,919</b>
<b>Receipts</b>			
Interest received	1,173	1,173	1,173
Grants and contributions	76,327	52,347	100,288
Other	3,523	2,723	300
<b>Total Receipts</b>	<b>81,023</b>	<b>56,243</b>	<b>101,761</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(681)</b>	<b>(681)</b>	<b>(1,158)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(681)</b>	<b>(681)</b>	<b>(1,158)</b>
Opening Cash and Cash Equivalents	19,747	19,606	18,925
<b>Closing Cash and Cash Equivalents</b>	<b>19,066</b>	<b>18,925</b>	<b>17,767</b>
<b>Cash Flow Reconciliation</b>			
Net result	(681)	(681)	(931)
Change in operating assets and liabilities	...	...	(227)
<b>Net Cash Flows From Operating Activities</b>	<b>(681)</b>	<b>(681)</b>	<b>(1,158)</b>

# Office of Environment and Heritage

## Service Group Statements

### National Parks and Wildlife Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Domestic visits to the park system	mill	35	36	36	36	36
Area of reserves covered by:						
Plan of management (annual)	000 ha	5,852	5,946	6,700	6,100	6,300
Fire management strategy (annual)	000 ha	6,990	7,043	7,075	7,211	7,221
Regional pest management strategy	000 ha	7,097	7,155	7,155	7,211	7,221
Hazard reduction treatments in parks and reserves: <sup>(a)</sup>						
Number (annual)	no.	1,434	916	800	868	800
Hectare (annual)	ha	49,094	135,000	135,000	70,000	135,000
Participation in Discovery community education programs:						
Participants (annual)	no.	312,039	299,366	302,360	350,000	350,000
Satisfied (annual)	%	98	98	98	98	98
<b>Employees:</b>	FTE	1,942	1,953	1,908	1,913	1,878

(a) Revised forecast is dependent on weather conditions.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	...	229,960	461,525
Total expenses include the following:			
Employee related	...	98,050	214,058
Other operating expenses	...	99,758	141,611
Grants and subsidies	...	1,083	12,418
Capital Expenditure	...	28,507	38,924

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* separated the Office of Environment and Heritage from the Department of Premier and Cabinet. The Office's financial indicators for 2013-14 above reflect the revised estimates for the period 24 February to 30 June 2014 only. The 2014-15 Budget is reported for the Office.

## Regional Operations and Heritage

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Responses to major project developments (State significant developments and State significant infrastructure) within required time period	%	93	93	95	93	95
Visits to NSW environmental Websites (annual) <sup>(a)</sup>	thous	5,350	5,750	5,000	8,615	9,617
Repatriation to Aboriginal communities of Aboriginal remains and collections of cultural material: Held under the <i>National Parks and Wildlife Act 1974</i> (NPW Act) (annual)	no.	12	15	10	12	15
Held other than under the NPW Act (annual) <sup>(b)</sup>	no.	12	15	15	6	10
<b>Employees:</b> <sup>(c)</sup>	FTE	n.a.	593	579	582	567

(a) Higher forecast from 2013-14 reflects significant improvements to the NSW environmental Websites.

(b) This measure refers to items collected before 1970. Many of these are held in museums and universities in Australia and internationally. All other items collected after 1970 are held under the provision of the *National Parks and Wildlife Act 1974*.

(c) This service group was formed in 2012-13. FTE data for prior reporting periods is not available.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	...	200,976	492,274
Total expenses include the following:			
Employee related	...	24,996	76,831
Other operating expenses	...	33,365	86,418
Grants and subsidies	...	138,544	316,117
Capital Expenditure	...	1,153	3,771

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* separated the Office of Environment and Heritage from the Department of Premier and Cabinet. The Office's financial indicators for 2013-14 above reflect the revised estimates for the period 24 February to 30 June 2014 only. The 2014-15 Budget is reported for the Office.

## Policy and Science

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Employees:</b> <sup>(a)</sup>	FTE	n.a.	340	334	283	275

(a) This service group was formed in 2012-13. FTE data for prior reporting period is not available.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	...	25,266	64,924
Total expenses include the following:			
Employee related	...	13,568	40,348
Other operating expenses	...	7,301	15,775
Grants and subsidies	...	108	295
Capital Expenditure	...	3,631	6,310

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* separated the Office of Environment and Heritage from the Department of Premier and Cabinet. The Office's financial indicators for 2013-14 above reflect the revised estimates for the period 24 February to 30 June 2014 only. The 2014-15 Budget is reported for the Office.

## Personnel Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Employees:</b>						
Centennial Park and Moore Park Trust	FTE	68	67	67	66	58
Historic Houses Trust of New South Wales	FTE	180	169	167	166	169
Parramatta Park Trust	FTE	8	6	11	11	11
Royal Botanic Gardens and Domain Trust	FTE	284	263	259	267	251
Western Sydney Parklands Trust	FTE	13	13	15	15	15
Zoological Parks Board of New South Wales <sup>(a)</sup>	FTE	n.a.	n.a.	n.a.	530	541

(a) From 24 February 2014, this service group includes Zoological Parks Board of New South Wales.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	...	19,978	54,210
Total expenses include the following:			
Employee related	...	19,978	54,210

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* separated the Office of Environment and Heritage from the Department of Premier and Cabinet. The Office's financial indicators for 2013-14 above reflect the revised estimates for the period 24 February to 30 June 2014 only. The 2014-15 Budget is reported for the Office.

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

### Operating Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	156,592	385,447
Other operating expenses	...	140,424	243,804
Depreciation and amortisation	...	35,247	102,163
Grants and subsidies	...	139,735	328,830
Finance costs	...	4,182	12,689
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	...	<b>476,180</b>	<b>1,072,933</b>
<b>Revenue</b>			
Sales of goods and services	...	38,413	117,068
Investment revenue	...	2,116	7,796
Retained taxes, fees and fines	...	561	3,429
Grants and contributions	...	283,911	860,545
Acceptance by Crown Entity of employee benefits and other liabilities	...	8,165	21,629
Other revenue	...	18,785	30,846
<b>Total Revenue</b>	...	<b>351,951</b>	<b>1,041,313</b>
Gain/(loss) on disposal of non current assets	...	(843)	(840)
Other gains/(losses)	...	(55)	(100)
<b>Net Result</b>	...	<b>(125,127)</b>	<b>(32,560)</b>

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* separated the Office of Environment and Heritage from the Department of Premier and Cabinet. The Office's financial indicators for 2013-14 above reflect the revised estimates for the period 24 February to 30 June 2014 only. The 2014-15 Budget is reported for the Office.



## Balance Sheet

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	...	236,438	240,021
Receivables	...	71,490	71,490
Other financial assets	...	17	17
Inventories	...	707	707
<b>Total Current Assets</b>	...	<b>308,652</b>	<b>312,235</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	...	2,223,474	2,220,185
Plant and equipment	...	66,567	65,622
Infrastructure systems	...	1,478,395	1,427,164
Intangibles	...	190,945	192,117
<b>Total Non Current Assets</b>	...	<b>3,959,381</b>	<b>3,905,088</b>
<b>Total Assets</b>	...	<b>4,268,033</b>	<b>4,217,323</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	...	150,194	150,194
Borrowings at amortised cost	...	21,743	52,624
Provisions	...	41,733	41,733
Other	...	71	71
<b>Total Current Liabilities</b>	...	<b>213,741</b>	<b>244,622</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	...	254,061	205,030
Provisions	...	7,455	7,455
<b>Total Non Current Liabilities</b>	...	<b>261,516</b>	<b>212,485</b>
<b>Total Liabilities</b>	...	<b>475,257</b>	<b>457,107</b>
<b>Net Assets</b>	...	<b>3,792,776</b>	<b>3,760,216</b>
<b>Equity</b>			
Reserves	...	108,220	108,220
Accumulated funds	...	3,684,556	3,651,996
<b>Total Equity</b>	...	<b>3,792,776</b>	<b>3,760,216</b>

## Cash Flow Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	140,684	363,818
Grants and subsidies	...	139,735	328,830
Finance costs	...	1,378	3,810
Other	...	168,951	250,504
<b>Total Payments</b>	...	<b>450,748</b>	<b>946,962</b>
<b>Receipts</b>			
Sale of goods and services	...	37,568	134,373
Interest received	...	(2,739)	7,796
Retained taxes, fees and fines	...	675	...
Grants and contributions	...	267,932	858,995
Other	...	41,626	24,420
<b>Total Receipts</b>	...	<b>345,062</b>	<b>1,025,584</b>
<b>Net Cash Flows From Operating Activities</b>	...	<b>(105,686)</b>	<b>78,622</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	489	995
Purchases of property, plant and equipment	...	(30,136)	(38,084)
Other	...	405,161	(10,921)
<b>Net Cash Flows From Investing Activities</b>	...	<b>375,514</b>	<b>(48,010)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	...	1,910	3,371
Repayment of borrowings and advances	...	(35,300)	(30,400)
<b>Net Cash Flows From Financing Activities</b>	...	<b>(33,390)</b>	<b>(27,029)</b>
<b>Net Increase/(Decrease) in Cash</b>	...	<b>236,438</b>	<b>3,583</b>
Opening Cash and Cash Equivalents	...	...	236,438
<b>Closing Cash and Cash Equivalents</b>	...	<b>236,438</b>	<b>240,021</b>
<b>Cash Flow Reconciliation</b>			
Net result	...	(125,127)	(32,560)
Non cash items added back	...	22,451	110,342
Change in operating assets and liabilities	...	(3,010)	840
<b>Net Cash Flows From Operating Activities</b>	...	<b>(105,686)</b>	<b>78,622</b>

# Office of Local Government

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## Service Group Statements

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

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
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**Service measures:**

Promoting Better Practice						
Program reviews undertaken	no.	12	12	16	12	23

<b>Employees:</b>	FTE	61	62	63	62	62
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		2013-14		2014-15
		Budget \$000	Revised \$000	Budget \$000

**Financial indicators:**

Total Expenses Excluding Losses <sup>(a)</sup>		...	11,055	38,291
Total expenses include the following:				
Employee related		...	2,306	8,621
Other operating expenses		...	3,611	4,090
Grants and subsidies		...	5,040	25,404

Capital Expenditure		...	82	145
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(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* transferred the functions of the Office of Local Government from the Department of Premier and Cabinet to a standalone agency. The financial indicators for 2013-14 reflect the revised estimates for the period 24 February to 30 June 2014 only.

## Personnel Services

**Service description:** This service group covers personnel services to the Lord Howe Island Board.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Employees:</b>						
Lord Howe Island Board	FTE	39	42	44	42	42
				-----2013-14-----		2014-15
				Budget	Revised	Budget
				\$000	\$000	\$000

### Financial indicators:

Total Expenses Excluding Losses <sup>(a)</sup>	...	123	3,295
Total expenses include the following:			
Employee related	...	123	3,295

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* transferred the functions of the Office of Local Government from the Department of Premier and Cabinet to a standalone agency. The financial indicators for 2013-14 reflect the revised estimates for the period 24 February to 30 June 2014 only.

## Pensioner Rebate Scheme

**Service description:** This service group covers the Pensioner Rebate Scheme, which provides rebates to local councils of up to 55 per cent of concessions to eligible pensioners for council rates.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Rebate claims processed	no.	155	156	156	156	156
				-----2013-14----- Budget Revised \$000 \$000		2014-15 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(a)</sup>				...	...	78,500
Grants and subsidies				...	...	78,500

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* transferred the functions of the Office of Local Government from the Department of Premier and Cabinet to a standalone agency. The financial indicators for 2013-14 reflect the revised estimates for the period 24 February to 30 June 2014 only.

## Responsible Pet Ownership Program

**Service description:** This service group covers the Responsible Pet Ownership Program (formerly known as the Companion Animals Program). The program regulates the ownership, care and management of cats and dogs by maintaining a registration system and promoting their care and management.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Cat and dog registrations	no.	106,599	104,331	106,000	106,000	106,000
<b>Employees:</b>						
	FTE	4	4	4	6	5
				-----2013-14----- Budget Revised \$000 \$000		2014-15 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(a)</sup>				...	2,251	8,259
Total expenses include the following:						
Employee related				...	243	657
Other operating expenses				...	2,008	7,602

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* transferred the functions of the Office of Local Government from the Department of Premier and Cabinet to a standalone agency. The financial indicators for 2013-14 reflect the revised estimates for the period 24 February to 30 June 2014 only.

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

### Operating Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	2,672	12,573
Other operating expenses	...	5,619	11,692
Depreciation and amortisation	...	98	176
Grants and subsidies	...	5,040	103,904
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	...	<b>13,429</b>	<b>128,345</b>
<b>Revenue</b>			
Sales of goods and services	...	124	3,295
Investment revenue	...	246	344
Retained taxes, fees and fines	...	2,162	7,408
Grants and contributions	...	10,906	116,582
Acceptance by Crown Entity of employee benefits and other liabilities	...	66	327
<b>Total Revenue</b>	...	<b>13,504</b>	<b>127,956</b>
<b>Net Result</b>	...	<b>75</b>	<b>(389)</b>

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* transferred the functions of the Office of Local Government from the Department of Premier and Cabinet to a standalone agency. The financial indicators for 2013-14 reflect the revised estimates for the period 24 February to 30 June 2014 only.

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	...	2,382	2,024
Receivables	...	1,622	1,622
<b>Total Current Assets</b>	...	<b>4,004</b>	<b>3,646</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	...	103	89
Intangibles	...	115	98
<b>Total Non Current Assets</b>	...	<b>218</b>	<b>187</b>
<b>Total Assets</b>	...	<b>4,222</b>	<b>3,833</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	...	1,747	1,747
Provisions	...	1,030	1,030
<b>Total Current Liabilities</b>	...	<b>2,777</b>	<b>2,777</b>
<b>Non Current Liabilities</b>			
Provisions	...	363	363
<b>Total Non Current Liabilities</b>	...	<b>363</b>	<b>363</b>
<b>Total Liabilities</b>	...	<b>3,140</b>	<b>3,140</b>
<b>Net Assets</b>	...	<b>1,082</b>	<b>693</b>
<b>Equity</b>			
Accumulated funds	...	1,082	693
<b>Total Equity</b>	...	<b>1,082</b>	<b>693</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	2,607	12,246
Grants and subsidies	...	5,040	103,904
Other	...	5,618	11,692
<b>Total Payments</b>	...	<b>13,265</b>	<b>127,842</b>
<b>Receipts</b>			
Sale of goods and services	...	124	3,295
Interest received	...	246	344
Grants and contributions	...	10,906	116,582
Other	...	2,162	7,408
<b>Total Receipts</b>	...	<b>13,438</b>	<b>127,629</b>
<b>Net Cash Flows From Operating Activities</b>	...	<b>173</b>	<b>(213)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	...	...	(105)
Other	...	2,209	(40)
<b>Net Cash Flows From Investing Activities</b>	...	<b>2,209</b>	<b>(145)</b>
<b>Net Increase/(Decrease) in Cash</b>	...	<b>2,382</b>	<b>(358)</b>
Opening Cash and Cash Equivalents	...	...	2,382
<b>Closing Cash and Cash Equivalents</b>	...	<b>2,382</b>	<b>2,024</b>
<b>Cash Flow Reconciliation</b>			
Net result	...	75	(389)
Non cash items added back	...	98	176
<b>Net Cash Flows From Operating Activities</b>	...	<b>173</b>	<b>(213)</b>



# Royal Botanic Gardens and Domain Trust

## Service Group Statements

### Science and Public Programs

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Research projects funded by external grants	no.	16	27	25	24	25
Total participants in:						
School and public education programs <sup>(a)</sup>	no.	75,151	39,240	39,240	39,522	42,000
Proportion of education program participants in Aboriginal programs	%	8.0	18.0	12.5	10.7	12.0
Trust articles in peer-reviewed scientific publications, articles and presentations for scientific and general audiences <sup>(b)</sup>	no.	162	122	115	105	110

(a) The 2011-12 Actual figure which has been reported in previous Budget Papers was incorrect due to calculation error, the lower figures from 2012-13 reflect correction of that error.

(b) Publications are revised and 2014-15 Forecast is lower than previously forecast due to recruitment need in 2014-15.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	19,792	11,019	11,473
Total expenses include the following:			
Employee related	...	249	112
Other operating expenses	16,450	8,919	9,515
Grants and subsidies	...	67	...
Capital Expenditure	8,016	596	2,448

**Botanic Gardens and Parks**

**Service description:** This service group covers managing, making accessible and interpreting the landscapes and living collections of plants in the botanic gardens; maintaining conservation collections; conserving and interpreting the Aboriginal and cultural heritage of the botanic gardens and making Trust sites available for community events, commercial events, sport and recreation.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Visits to Botanic Gardens	mill	4.0	4.5	4.7	4.6	4.7
Visitors to Trust estates satisfied with facilities, services and programs	%	92	96	95	95	95
Total water use for irrigation from non-potable sources at the Australian Botanic Garden, Mount Annan	%	60	60	60	60	60
Reduction in use of potable water at the Royal Botanic Garden, Sydney since 2001-02	%	80.9	69.4	50.0	45.0	50.0
				———2013-14——— Budget \$000	Revised \$000	2014-15 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				26,847	38,061	37,209
Total expenses include the following:						
Employee related				...	861	388
Other operating expenses				22,231	30,360	30,459
Grants and subsidies				...	233	...
Capital Expenditure				11,070	10,351	15,008

## Financial Statements

### Operating Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	1,110	500
Other operating expenses	38,681	39,279	39,974
Depreciation and amortisation	7,958	8,391	8,208
Grants and subsidies	...	300	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>46,639</b>	<b>49,080</b>	<b>48,682</b>
<b>Revenue</b>			
Sales of goods and services	12,547	12,377	12,512
Investment revenue	170	170	174
Retained taxes, fees and fines	1,200	1,300	1,200
Grants and contributions	42,837	36,734	40,482
Other revenue	660	789	423
<b>Total Revenue</b>	<b>57,414</b>	<b>51,370</b>	<b>54,791</b>
Gain/(loss) on disposal of non current assets	...	45	...
<b>Net Result</b>	<b>10,775</b>	<b>2,335</b>	<b>6,109</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	4,616	8,901	5,763
Receivables	1,510	1,580	1,580
Inventories	164	142	142
<b>Total Current Assets</b>	<b>6,290</b>	<b>10,623</b>	<b>7,485</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	281,435	273,740	279,989
Plant and equipment	45,233	44,805	44,544
Infrastructure systems	59,545	58,970	62,020
Intangibles	...	...	210
<b>Total Non Current Assets</b>	<b>386,213</b>	<b>377,515</b>	<b>386,763</b>
<b>Total Assets</b>	<b>392,503</b>	<b>388,138</b>	<b>394,248</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,978	4,637	4,688
Provisions	3,212	3,020	3,020
Other	669	750	700
<b>Total Current Liabilities</b>	<b>6,859</b>	<b>8,407</b>	<b>8,408</b>
<b>Non Current Liabilities</b>			
Other	43	48	48
<b>Total Non Current Liabilities</b>	<b>43</b>	<b>48</b>	<b>48</b>
<b>Total Liabilities</b>	<b>6,902</b>	<b>8,455</b>	<b>8,456</b>
<b>Net Assets</b>	<b>385,601</b>	<b>379,683</b>	<b>385,792</b>
<b>Equity</b>			
Reserves	204,266	204,351	204,351
Accumulated funds	181,335	175,332	181,441
<b>Total Equity</b>	<b>385,601</b>	<b>379,683</b>	<b>385,792</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	1,110	500
Grants and subsidies	...	300	...
Other	36,608	35,325	38,716
<b>Total Payments</b>	<b>36,608</b>	<b>36,735</b>	<b>39,216</b>
<b>Receipts</b>			
Sale of goods and services	12,955	12,785	12,462
Interest received	170	170	174
Grants and contributions	39,183	32,961	35,247
Other	3,560	4,420	5,651
<b>Total Receipts</b>	<b>55,868</b>	<b>50,336</b>	<b>53,534</b>
<b>Net Cash Flows From Operating Activities</b>	<b>19,260</b>	<b>13,601</b>	<b>14,318</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	95	...
Purchases of property, plant and equipment	(19,086)	(10,947)	(17,216)
Other	...	...	(240)
<b>Net Cash Flows From Investing Activities</b>	<b>(19,086)</b>	<b>(10,852)</b>	<b>(17,456)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>174</b>	<b>2,749</b>	<b>(3,138)</b>
Opening Cash and Cash Equivalents	4,442	6,152	8,901
<b>Closing Cash and Cash Equivalents</b>	<b>4,616</b>	<b>8,901</b>	<b>5,763</b>
<b>Cash Flow Reconciliation</b>			
Net result	10,775	2,335	6,109
Non cash items added back	7,958	7,928	8,208
Change in operating assets and liabilities	527	3,338	1
<b>Net Cash Flows From Operating Activities</b>	<b>19,260</b>	<b>13,601</b>	<b>14,318</b>

# Centennial Park and Moore Park Trust

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## Financial Statements

### Operating Statement

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	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	184	434	189
Other operating expenses	19,577	19,775	19,819
Depreciation and amortisation	5,721	5,590	6,032
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>25,482</b>	<b>25,799</b>	<b>26,040</b>
<b>Revenue</b>			
Sales of goods and services	19,722	19,048	19,116
Investment revenue	494	449	569
Retained taxes, fees and fines	400	420	429
Grants and contributions	12,208	12,928	9,565
Other revenue	1,482	1,585	1,182
<b>Total Revenue</b>	<b>34,306</b>	<b>34,430</b>	<b>30,861</b>
<b>Net Result</b>	<b>8,824</b>	<b>8,631</b>	<b>4,821</b>

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## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	4,739	5,087	3,959
Receivables	1,052	1,073	1,507
Other financial assets	7,380	7,159	7,538
Inventories	194	190	194
<b>Total Current Assets</b>	<b>13,365</b>	<b>13,509</b>	<b>13,198</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	522,139	553,951	556,801
Plant and equipment	1,192	1,215	2,188
Infrastructure systems	342,447	368,168	373,586
Intangibles	105	289	156
Other	67	58	58
<b>Total Non Current Assets</b>	<b>865,950</b>	<b>923,681</b>	<b>932,789</b>
<b>Total Assets</b>	<b>879,315</b>	<b>937,190</b>	<b>945,987</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,096	2,099	2,102
Provisions	741	718	735
Other	1,749	1,871	1,749
<b>Total Current Liabilities</b>	<b>4,586</b>	<b>4,688</b>	<b>4,586</b>
<b>Non Current Liabilities</b>			
Other	2,795	3,385	2,795
<b>Total Non Current Liabilities</b>	<b>2,795</b>	<b>3,385</b>	<b>2,795</b>
<b>Total Liabilities</b>	<b>7,381</b>	<b>8,073</b>	<b>7,381</b>
<b>Net Assets</b>	<b>871,934</b>	<b>929,117</b>	<b>938,606</b>
<b>Equity</b>			
Reserves	256,768	313,378	318,046
Accumulated funds	615,166	615,739	620,560
<b>Total Equity</b>	<b>871,934</b>	<b>929,117</b>	<b>938,606</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	184	434	189
Other	23,570	23,790	23,883
<b>Total Payments</b>	<b>23,754</b>	<b>24,224</b>	<b>24,072</b>
<b>Receipts</b>			
Sale of goods and services	19,688	19,644	18,682
Interest received	494	449	569
Grants and contributions	10,925	11,300	7,696
Other	5,541	7,122	6,349
<b>Total Receipts</b>	<b>36,648</b>	<b>38,515</b>	<b>33,296</b>
<b>Net Cash Flows From Operating Activities</b>	<b>12,894</b>	<b>14,291</b>	<b>9,224</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	70	...
Proceeds from sale of investments	...	6,036	...
Purchases of property, plant and equipment	(11,447)	(11,541)	(9,972)
Purchases of investments	(369)	(6,216)	(379)
Other	...	(90)	(1)
<b>Net Cash Flows From Investing Activities</b>	<b>(11,816)</b>	<b>(11,741)</b>	<b>(10,352)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>1,078</b>	<b>2,550</b>	<b>(1,128)</b>
Opening Cash and Cash Equivalents	3,661	2,537	5,087
<b>Closing Cash and Cash Equivalents</b>	<b>4,739</b>	<b>5,087</b>	<b>3,959</b>
<b>Cash Flow Reconciliation</b>			
Net result	8,824	8,631	4,821
Non cash items added back	4,721	4,580	5,532
Change in operating assets and liabilities	(651)	1,080	(1,129)
<b>Net Cash Flows From Operating Activities</b>	<b>12,894</b>	<b>14,291</b>	<b>9,224</b>



# Historic Houses Trust of New South Wales

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## Financial Statements

### Operating Statement

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	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	301	63
Other operating expenses	27,578	25,155	26,108
Depreciation and amortisation	616	705	772
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>28,194</b>	<b>26,161</b>	<b>26,943</b>
<b>Revenue</b>			
Sales of goods and services	5,322	4,109	5,545
Investment revenue	371	368	378
Grants and contributions	23,245	27,378	22,483
Other revenue	116	149	12
<b>Total Revenue</b>	<b>29,054</b>	<b>32,004</b>	<b>28,418</b>
Gain/(loss) on disposal of non current assets	...	(48)	...
<b>Net Result</b>	<b>860</b>	<b>5,795</b>	<b>1,475</b>

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## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	11,069	11,546	10,466
Receivables	520	530	603
Inventories	383	299	299
Assets held for sale	1,745	...	...
<b>Total Current Assets</b>	<b>13,717</b>	<b>12,375</b>	<b>11,368</b>
<b>Non Current Assets</b>			
Receivables	...	742	686
Property, plant and equipment -			
Land and building	280,010	201,307	204,272
Plant and equipment	37,850	28,974	28,709
Infrastructure systems	150	200	200
Intangibles	160	628	460
<b>Total Non Current Assets</b>	<b>318,170</b>	<b>231,851</b>	<b>234,327</b>
<b>Total Assets</b>	<b>331,887</b>	<b>244,226</b>	<b>245,695</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,510	1,702	1,744
Provisions	1,550	1,486	1,437
<b>Total Current Liabilities</b>	<b>3,060</b>	<b>3,188</b>	<b>3,181</b>
<b>Non Current Liabilities</b>			
Provisions	...	791	791
Other	19	14	15
<b>Total Non Current Liabilities</b>	<b>19</b>	<b>805</b>	<b>806</b>
<b>Total Liabilities</b>	<b>3,079</b>	<b>3,993</b>	<b>3,987</b>
<b>Net Assets</b>	<b>328,808</b>	<b>240,233</b>	<b>241,708</b>
<b>Equity</b>			
Reserves	165,946	126,067	126,067
Accumulated funds	162,862	114,166	115,641
<b>Total Equity</b>	<b>328,808</b>	<b>240,233</b>	<b>241,708</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	301	63
Other	27,287	26,458	27,763
<b>Total Payments</b>	<b>27,287</b>	<b>26,759</b>	<b>27,826</b>
<b>Receipts</b>			
Sale of goods and services	5,616	4,293	5,681
Interest received	376	373	380
Grants and contributions	20,700	25,324	21,656
Other	2,144	2,782	2,333
<b>Total Receipts</b>	<b>28,836</b>	<b>32,772</b>	<b>30,050</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,549</b>	<b>6,013</b>	<b>2,224</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	1,257	...
Purchases of property, plant and equipment	(1,000)	(3,131)	(3,304)
Other	...	(361)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(1,000)</b>	<b>(2,235)</b>	<b>(3,304)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>549</b>	<b>3,778</b>	<b>(1,080)</b>
Opening Cash and Cash Equivalents	10,520	7,768	11,546
<b>Closing Cash and Cash Equivalents</b>	<b>11,069</b>	<b>11,546</b>	<b>10,466</b>
<b>Cash Flow Reconciliation</b>			
Net result	860	5,795	1,475
Non cash items added back	898	698	772
Change in operating assets and liabilities	(209)	(480)	(23)
<b>Net Cash Flows From Operating Activities</b>	<b>1,549</b>	<b>6,013</b>	<b>2,224</b>

# Hunter Development Corporation

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## Financial Statements

### Operating Statement

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	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<hr/>			
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	130	138	131
Other operating expenses	60,500	21,045	44,242
Depreciation and amortisation	63	39	40
Grants and subsidies	18,450	10,825	67,833
Finance costs	338	...	...
<hr/>			
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>79,481</b>	<b>32,047</b>	<b>112,246</b>
<hr/>			
<b>Revenue</b>			
Sales of goods and services	6,572	10,345	1,580
Investment revenue	...	186	155
Grants and contributions	18,740	11,077	67,879
Other revenue	46,956	2,508	37,034
<hr/>			
<b>Total Revenue</b>	<b>72,268</b>	<b>24,116</b>	<b>106,648</b>
<hr/>			
<b>Net Result</b>	<b>(7,213)</b>	<b>(7,931)</b>	<b>(5,598)</b>
<hr/>			

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	...	7,602	882
Receivables	222	82	124
Inventories	...	...	5,129
<b>Total Current Assets</b>	<b>222</b>	<b>7,684</b>	<b>6,135</b>
<b>Non Current Assets</b>			
Inventories	56,102	35,733	31,717
Property, plant and equipment - Plant and equipment	30	58	18
<b>Total Non Current Assets</b>	<b>56,132</b>	<b>35,791</b>	<b>31,735</b>
<b>Total Assets</b>	<b>56,354</b>	<b>43,475</b>	<b>37,870</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	534	855	849
Borrowings at amortised cost	6,369	...	...
Provisions	210	188	188
<b>Total Current Liabilities</b>	<b>7,113</b>	<b>1,043</b>	<b>1,037</b>
<b>Non Current Liabilities</b>			
Provisions	31	29	28
Other	...	35	35
<b>Total Non Current Liabilities</b>	<b>31</b>	<b>64</b>	<b>63</b>
<b>Total Liabilities</b>	<b>7,144</b>	<b>1,107</b>	<b>1,100</b>
<b>Net Assets</b>	<b>49,210</b>	<b>42,368</b>	<b>36,770</b>
<b>Equity</b>			
Accumulated funds	49,210	42,368	36,770
<b>Total Equity</b>	<b>49,210</b>	<b>42,368</b>	<b>36,770</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	130	138	131
Grants and subsidies	18,450	10,825	67,833
Finance costs	338	...	...
Other	60,023	7,076	45,280
<b>Total Payments</b>	<b>78,941</b>	<b>18,039</b>	<b>113,244</b>
<b>Receipts</b>			
Sale of goods and services	6,534	11,071	1,538
Interest received	...	186	155
Grants and contributions	65,616	13,377	104,831
Other	...	116	...
<b>Total Receipts</b>	<b>72,150</b>	<b>24,750</b>	<b>106,524</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(6,791)</b>	<b>6,711</b>	<b>(6,720)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	6,369	...	...
<b>Net Cash Flows From Financing Activities</b>	<b>6,369</b>	<b>...</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(422)</b>	<b>6,711</b>	<b>(6,720)</b>
Opening Cash and Cash Equivalents	422	891	7,602
<b>Closing Cash and Cash Equivalents</b>	<b>...</b>	<b>7,602</b>	<b>882</b>
<b>Cash Flow Reconciliation</b>			
Net result	(7,213)	(7,931)	(5,598)
Non cash items added back	63	39	40
Change in operating assets and liabilities	359	14,603	(1,162)
<b>Net Cash Flows From Operating Activities</b>	<b>(6,791)</b>	<b>6,711</b>	<b>(6,720)</b>

## Financial Statements

### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	1,188	1,083	1,092
Depreciation and amortisation	787	770	771
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>1,975</b>	<b>1,853</b>	<b>1,863</b>
<b>Revenue</b>			
Sales of goods and services	2,056	1,947	2,072
Investment revenue	61	48	69
<b>Total Revenue</b>	<b>2,117</b>	<b>1,995</b>	<b>2,141</b>
<b>Net Result</b>	<b>142</b>	<b>142</b>	<b>278</b>

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## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,251	1,976	3,064
Receivables	220	220	220
<b>Total Current Assets</b>	<b>2,471</b>	<b>2,196</b>	<b>3,284</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	29,865	31,258	30,755
Infrastructure systems	7,446	7,821	7,553
<b>Total Non Current Assets</b>	<b>37,311</b>	<b>39,079</b>	<b>38,308</b>
<b>Total Assets</b>	<b>39,782</b>	<b>41,275</b>	<b>41,592</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	164	125	164
<b>Total Current Liabilities</b>	<b>164</b>	<b>125</b>	<b>164</b>
<b>Total Liabilities</b>	<b>164</b>	<b>125</b>	<b>164</b>
<b>Net Assets</b>	<b>39,618</b>	<b>41,150</b>	<b>41,428</b>
<b>Equity</b>			
Reserves	30,931	32,682	32,682
Accumulated funds	8,687	8,468	8,746
<b>Total Equity</b>	<b>39,618</b>	<b>41,150</b>	<b>41,428</b>



## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	1,359	1,083	1,222
<b>Total Payments</b>	<b>1,359</b>	<b>1,083</b>	<b>1,222</b>
<b>Receipts</b>			
Sale of goods and services	2,056	1,947	2,072
Interest received	61	48	69
Other	326	80	169
<b>Total Receipts</b>	<b>2,443</b>	<b>2,075</b>	<b>2,310</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,084</b>	<b>992</b>	<b>1,088</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>1,084</b>	<b>992</b>	<b>1,088</b>
Opening Cash and Cash Equivalents	1,167	984	1,976
<b>Closing Cash and Cash Equivalents</b>	<b>2,251</b>	<b>1,976</b>	<b>3,064</b>
<b>Cash Flow Reconciliation</b>			
Net result	142	142	278
Non cash items added back	787	770	771
Change in operating assets and liabilities	155	80	39
<b>Net Cash Flows From Operating Activities</b>	<b>1,084</b>	<b>992</b>	<b>1,088</b>

# Minister Administering the Environmental Planning and Assessment Act

## Financial Statements

### Operating Statement

	-----2013-14-----		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	49	49	48
Other operating expenses	14,879	12,274	9,079
Depreciation and amortisation	5	20	...
Grants and subsidies	24,840	28,575	99,989
Finance costs	24,500	23,000	23,000
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>64,273</b>	<b>63,918</b>	<b>132,116</b>
<b>Revenue</b>			
Sales of goods and services	8,181	7,181	7,336
Investment revenue	6,700	4,700	2,850
Retained taxes, fees and fines	7,648	7,648	7,877
Grants and contributions	5,034	5,784	5,034
Other revenue	5,000	5,000	5,300
<b>Total Revenue</b>	<b>32,563</b>	<b>30,313</b>	<b>28,397</b>
Gain/(loss) on disposal of non current assets	14,509	16,509	22,800
<b>Net Result</b>	<b>(17,201)</b>	<b>(17,096)</b>	<b>(80,919)</b>

## Balance Sheet

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	138,814	98,117	111,059
Receivables	5,780	3,304	3,304
Other financial assets	237	...	...
Assets held for sale	27,149	59,976	59,976
Other	35	30	30
<b>Total Current Assets</b>	<b>172,015</b>	<b>161,427</b>	<b>174,369</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	1,411,495	1,477,030	1,389,169
Plant and equipment	(4)	(15)	(15)
Infrastructure systems	10	16	16
Intangibles	105	188	188
<b>Total Non Current Assets</b>	<b>1,411,606</b>	<b>1,477,219</b>	<b>1,389,358</b>
<b>Total Assets</b>	<b>1,583,621</b>	<b>1,638,646</b>	<b>1,563,727</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	51,905	37,250	37,250
Borrowings at amortised cost	36,117	17,600	17,600
Other	493	507	507
<b>Total Current Liabilities</b>	<b>88,515</b>	<b>55,357</b>	<b>55,357</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	381,956	384,197	390,197
Other	132	72	72
<b>Total Non Current Liabilities</b>	<b>382,088</b>	<b>384,269</b>	<b>390,269</b>
<b>Total Liabilities</b>	<b>470,603</b>	<b>439,626</b>	<b>445,626</b>
<b>Net Assets</b>	<b>1,113,018</b>	<b>1,199,020</b>	<b>1,118,101</b>
<b>Equity</b>			
Reserves	957,847	1,061,353	1,041,353
Accumulated funds	155,171	137,667	76,748
<b>Total Equity</b>	<b>1,113,018</b>	<b>1,199,020</b>	<b>1,118,101</b>

## Cash Flow Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	49	49	48
Grants and subsidies	19,840	26,840	37,128
Finance costs	23,000	23,000	23,000
Other	19,614	17,009	13,079
<b>Total Payments</b>	<b>62,503</b>	<b>66,898</b>	<b>73,255</b>
<b>Receipts</b>			
Sale of goods and services	8,181	7,181	7,336
Interest received	6,700	4,700	2,850
Grants and contributions	5,034	5,034	5,034
Other	16,648	16,648	17,177
<b>Total Receipts</b>	<b>36,563</b>	<b>33,563</b>	<b>32,397</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(25,940)</b>	<b>(33,335)</b>	<b>(40,858)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	54,509	56,509	72,800
Purchases of property, plant and equipment	(25,000)	(25,000)	(25,000)
<b>Net Cash Flows From Investing Activities</b>	<b>29,509</b>	<b>31,509</b>	<b>47,800</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	...	...	6,000
<b>Net Cash Flows From Financing Activities</b>	<b>...</b>	<b>...</b>	<b>6,000</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>3,569</b>	<b>(1,826)</b>	<b>12,942</b>
Opening Cash and Cash Equivalents	135,245	99,943	98,117
<b>Closing Cash and Cash Equivalents</b>	<b>138,814</b>	<b>98,117</b>	<b>111,059</b>
<b>Cash Flow Reconciliation</b>			
Net result	(17,201)	(17,096)	(80,919)
Non cash items added back	6,505	1,005	62,861
Change in operating assets and liabilities	(15,244)	(17,244)	(22,800)
<b>Net Cash Flows From Operating Activities</b>	<b>(25,940)</b>	<b>(33,335)</b>	<b>(40,858)</b>

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	7,801	4,330	7,071
Other operating expenses	11,721	10,169	14,945
Depreciation and amortisation	1,923	6,950	1,962
Grants and subsidies	8,795	4,738	11,054
Finance costs	2,221	1,330	2,221
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>32,461</b>	<b>27,517</b>	<b>37,253</b>
<b>Revenue</b>			
Sales of goods and services	21,188	21,619	21,188
Investment revenue	2,133	2,958	2,026
Grants and contributions	12,875	7,947	9,271
<b>Total Revenue</b>	<b>36,196</b>	<b>32,524</b>	<b>32,485</b>
Other gains/(losses)	...	(6,400)	...
<b>Net Result</b>	<b>3,735</b>	<b>(1,393)</b>	<b>(4,768)</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	88,837	83,278	70,904
Receivables	1,119	1,900	1,958
Other financial assets	1,248	1,000	1,000
<b>Total Current Assets</b>	<b>91,204</b>	<b>86,178</b>	<b>73,862</b>
<b>Non Current Assets</b>			
Other financial assets	3,311	3,600	3,600
Investment properties	128,700	125,493	125,493
Property, plant and equipment -			
Land and building	66,321	53,226	55,199
Plant and equipment	3,121	2,070	2,497
Infrastructure systems	745	115	115
Intangibles	2	69	82
Other	113	...	38
<b>Total Non Current Assets</b>	<b>202,313</b>	<b>184,573</b>	<b>187,024</b>
<b>Total Assets</b>	<b>293,517</b>	<b>270,751</b>	<b>260,886</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	4,766	4,100	4,124
Borrowings at amortised cost	5,877	5,500	5,500
Provisions	1,584	370	281
Other	1,982	700	700
<b>Total Current Liabilities</b>	<b>14,209</b>	<b>10,670</b>	<b>10,605</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	22,462	16,500	11,500
Provisions	1,813	1,485	1,453
<b>Total Non Current Liabilities</b>	<b>24,275</b>	<b>17,985</b>	<b>12,953</b>
<b>Total Liabilities</b>	<b>38,484</b>	<b>28,655</b>	<b>23,558</b>
<b>Net Assets</b>	<b>255,033</b>	<b>242,096</b>	<b>237,328</b>
<b>Equity</b>			
Reserves	3,243	8,285	8,285
Accumulated funds	251,790	233,811	229,043
<b>Total Equity</b>	<b>255,033</b>	<b>242,096</b>	<b>237,328</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	6,716	4,616	7,154
Grants and subsidies	8,795	4,738	11,054
Finance costs	1,148	730	2,216
Other	17,235	18,109	20,018
<b>Total Payments</b>	<b>33,894</b>	<b>28,193</b>	<b>40,442</b>
<b>Receipts</b>			
Sale of goods and services	23,487	24,501	23,487
Interest received	2,113	2,958	2,026
Grants and contributions	9,357	6,097	9,271
Cash transfers to the Crown Entity	...	(5,485)	...
Other	7,093	4,530	2,659
<b>Total Receipts</b>	<b>42,050</b>	<b>32,601</b>	<b>37,443</b>
<b>Net Cash Flows From Operating Activities</b>	<b>8,156</b>	<b>4,408</b>	<b>(2,999)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(1,205)	(1,225)	(4,234)
Purchases of investments	(973)	...	...
Other	(45)	(25)	(141)
<b>Net Cash Flows From Investing Activities</b>	<b>(2,223)</b>	<b>(1,250)</b>	<b>(4,375)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	923	...	...
Repayment of borrowings and advances	...	(5,880)	(5,000)
<b>Net Cash Flows From Financing Activities</b>	<b>923</b>	<b>(5,880)</b>	<b>(5,000)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>6,856</b>	<b>(2,722)</b>	<b>(12,374)</b>
Opening Cash and Cash Equivalents	81,981	85,932	83,278
Reclassification of Cash Equivalents	...	(68)	...
<b>Closing Cash and Cash Equivalents</b>	<b>88,837</b>	<b>83,278</b>	<b>70,904</b>
<b>Cash Flow Reconciliation</b>			
Net result	3,735	(1,393)	(4,768)
Non cash items added back	1,923	8,463	1,962
Change in operating assets and liabilities	2,498	(2,662)	(193)
<b>Net Cash Flows From Operating Activities</b>	<b>8,156</b>	<b>4,408</b>	<b>(2,999)</b>

## Financial Statements

### Operating Statement

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	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	45	45	43
Other operating expenses	6,709	7,455	6,987
Depreciation and amortisation	1,622	1,670	2,084
Grants and subsidies	...	321	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>8,376</b>	<b>9,491</b>	<b>9,114</b>
<b>Revenue</b>			
Sales of goods and services	2,329	2,892	2,439
Investment revenue	337	922	519
Grants and contributions	5,689	5,853	4,584
Other revenue	5,300	15,960	6,445
<b>Total Revenue</b>	<b>13,655</b>	<b>25,627</b>	<b>13,987</b>
<b>Net Result</b>	<b>5,279</b>	<b>16,136</b>	<b>4,873</b>

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## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	14,012	31,385	9,250
Receivables	588	1,025	1,025
<b>Total Current Assets</b>	<b>14,600</b>	<b>32,410</b>	<b>10,275</b>
<b>Non Current Assets</b>			
Receivables	1,983	2,103	2,103
Property, plant and equipment -			
Land and building	488,812	502,806	502,483
Plant and equipment	733	1,581	1,520
Infrastructure systems	57,454	49,367	76,759
Intangibles	...	1,213	1,213
Other	1,228	...	...
<b>Total Non Current Assets</b>	<b>550,210</b>	<b>557,070</b>	<b>584,078</b>
<b>Total Assets</b>	<b>564,810</b>	<b>589,480</b>	<b>594,353</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,859	2,661	2,661
Provisions	150	246	246
<b>Total Current Liabilities</b>	<b>3,009</b>	<b>2,907</b>	<b>2,907</b>
<b>Non Current Liabilities</b>			
Other	3,501	3,277	3,277
<b>Total Non Current Liabilities</b>	<b>3,501</b>	<b>3,277</b>	<b>3,277</b>
<b>Total Liabilities</b>	<b>6,510</b>	<b>6,184</b>	<b>6,184</b>
<b>Net Assets</b>	<b>558,300</b>	<b>583,296</b>	<b>588,169</b>
<b>Equity</b>			
Reserves	53,493	60,158	60,158
Accumulated funds	504,807	523,138	528,011
<b>Total Equity</b>	<b>558,300</b>	<b>583,296</b>	<b>588,169</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	45	45	43
Grants and subsidies	...	321	...
Other	6,709	9,593	8,181
<b>Total Payments</b>	<b>6,754</b>	<b>9,959</b>	<b>8,224</b>
<b>Receipts</b>			
Sale of goods and services	2,328	2,486	2,439
Interest received	337	922	519
Grants and contributions	9,689	18,689	10,506
Other	1,300	5,224	1,717
<b>Total Receipts</b>	<b>13,654</b>	<b>27,321</b>	<b>15,181</b>
<b>Net Cash Flows From Operating Activities</b>	<b>6,900</b>	<b>17,362</b>	<b>6,957</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(14,240)	(8,440)	(29,092)
<b>Net Cash Flows From Investing Activities</b>	<b>(14,240)</b>	<b>(8,440)</b>	<b>(29,092)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(7,340)</b>	<b>8,922</b>	<b>(22,135)</b>
Opening Cash and Cash Equivalents	21,352	22,463	31,385
<b>Closing Cash and Cash Equivalents</b>	<b>14,012</b>	<b>31,385</b>	<b>9,250</b>
<b>Cash Flow Reconciliation</b>			
Net result	5,279	16,136	4,873
Non cash items added back	1,622	1,670	2,084
Change in operating assets and liabilities	(1)	(444)	...
<b>Net Cash Flows From Operating Activities</b>	<b>6,900</b>	<b>17,362</b>	<b>6,957</b>

## 6. Police and Justice Cluster

Agency	Expenses			Capital Expenditure		
	2013-14 Revised \$m	2014-15 Budget \$m	Var. %	2013-14 Revised \$m	2014-15 Budget \$m	Var. %
<b>Department of Police and Justice</b>						
Service Group						
Legal Policy and Regulatory Services .....	72.6	108.0	48.8	1.4	6.1	321.2
Court Services .....	463.7	523.3	12.8	85.6	211.0	146.3
Court Support Services .....	87.6	86.2	(1.7)	6.3	15.3	143.0
Crime Prevention and Community Services .....	134.4	118.2	(12.0)	1.5	6.8	344.1
Registry of Births, Deaths and Marriages .....	26.3	27.3	4.0	6.3	7.9	24.9
Crown Solicitor's Office <sup>(a)</sup> .....	41.6	...	N/A	0.1	...	N/A
Business and Personnel Services .....	63.3	65.8	3.8	...	...	...
Custody Management .....	775.0	789.5	1.9	32.4	22.6	(30.2)
Supervision of Offenders in the Community .....	157.5	160.5	1.9	6.1	5.4	(11.9)
Offenders Program .....	138.5	141.1	1.9	5.4	4.8	(11.9)
Community Based Services .....	65.3	67.8	3.8	1.0	0.5	(49.7)
Juvenile Custodial Services .....	128.6	131.9	2.6	5.9	1.4	(76.6)
Cluster Grant Funding .....	3,492.0	3,582.9	2.6	...	...	...
<b>Total</b>	<b>5,646.5</b>	<b>5,802.3</b>	<b>2.8</b>	<b>152.0</b>	<b>281.6</b>	<b>85.2</b>
<b>Crown Solicitor's Office <sup>(a)</sup></b>						
Service Group						
Crown Solicitor's Office .....	27.3	75.8	177.3	...	5.6	N/A
<b>Total</b>	<b>27.3</b>	<b>75.8</b>	<b>177.3</b>	<b>...</b>	<b>5.6</b>	<b>N/A</b>
<b>Fire and Rescue NSW</b>						
Service Group						
Community Safety .....	34.2	34.6	1.2	3.3	3.7	10.6
Emergency Management .....	391.4	396.0	1.2	38.0	42.0	10.4
Operational Preparedness .....	232.2	234.9	1.2	22.6	24.9	10.4
<b>Total</b>	<b>657.8</b>	<b>665.5</b>	<b>1.2</b>	<b>63.9</b>	<b>70.6</b>	<b>10.4</b>
<b>Information and Privacy Commission</b>						
Service Group						
Information and Privacy Commission .....	5.1	5.4	5.8	0.1	0.5	312.8
<b>Total</b>	<b>5.1</b>	<b>5.4</b>	<b>5.8</b>	<b>0.1</b>	<b>0.5</b>	<b>312.8</b>
<b>Legal Aid Commission of New South Wales</b>						
Service Group						
Criminal Law Services .....	117.3	128.2	9.2	2.1	1.9	(9.2)
Civil Law Services .....	32.3	34.7	7.4	0.9	0.9	...
Family Law Services .....	65.0	77.6	19.5	1.3	1.4	14.6
Community Partnerships .....	29.5	30.7	3.8	...	0.1	N/A
<b>Total</b>	<b>244.1</b>	<b>271.1</b>	<b>11.0</b>	<b>4.4</b>	<b>4.4</b>	<b>...</b>

Agency	Expenses			Capital Expenditure		
	2013-14 Revised \$m	2014-15 Budget \$m	Var. %	2013-14 Revised \$m	2014-15 Budget \$m	Var. %
<b>Ministry for Police and Emergency Services</b>						
Service Group						
Policy and Finance .....	21.4	20.3	(4.9)	0.1	3.2	>999.9
Counter Terrorism and Disaster Resilience .....	22.2	35.8	61.6	...	...	...
<b>Total</b>	<b>43.5</b>	<b>56.1</b>	<b>29.0</b>	<b>0.1</b>	<b>3.2</b>	<b>&gt;999.9</b>
<b>New South Wales Crime Commission</b>						
Service Group						
Criminal Investigations and Confiscation of Assets .....	23.2	24.1	3.9	4.2	1.8	(57.5)
<b>Total</b>	<b>23.2</b>	<b>24.1</b>	<b>3.9</b>	<b>4.2</b>	<b>1.8</b>	<b>(57.5)</b>
<b>NSW Police Force</b>						
Service Group						
Community Support .....	1,747.8	1,751.0	0.2	68.4	91.5	33.7
Criminal Investigation .....	1,070.1	1,072.1	0.2	40.0	56.0	40.2
Traffic and Commuter Services .....	358.4	360.4	0.6	14.5	17.8	22.4
Judicial Support .....	234.0	234.5	0.2	9.6	12.3	27.4
<b>Total</b>	<b>3,410.3</b>	<b>3,417.9</b>	<b>0.2</b>	<b>132.5</b>	<b>177.6</b>	<b>34.0</b>
<b>Office of the NSW Rural Fire Service</b>						
Service Group						
Community Safety .....	26.8	24.9	(6.9)	...	...	...
Emergency Bush Fire Response Operations .....	381.1	260.4	(31.7)	15.1	9.9	(34.8)
Operational and Administrative Support .....	44.3	47.5	7.2	0.2	...	(100.0)
<b>Total</b>	<b>452.2</b>	<b>332.9</b>	<b>(26.4)</b>	<b>15.4</b>	<b>9.9</b>	<b>(35.8)</b>
<b>Office of the NSW State Emergency Service</b>						
Service Group						
Community and Organisational Preparedness .....	17.7	17.9	1.1	...	...	...
Emergency Management .....	67.0	68.8	2.7	7.1	14.1	97.3
<b>Total</b>	<b>84.7</b>	<b>86.7</b>	<b>2.3</b>	<b>7.1</b>	<b>14.1</b>	<b>97.3</b>
<b>NSW Trustee and Guardian</b>						
<b>Total</b>	<b>75.0</b>	<b>89.5</b>	<b>19.3</b>	<b>6.1</b>	<b>17.2</b>	<b>182.6</b>
<b>Judicial Commission of New South Wales</b>						
Service Group						
Education, Sentencing and Complaints .....	6.0	6.1	2.4	0.0	0.2	N/A
<b>Total</b>	<b>6.0</b>	<b>6.1</b>	<b>2.4</b>	<b>0.0</b>	<b>0.2</b>	<b>N/A</b>
<b>Office of the Director of Public Prosecutions</b>						
Service Group						
Prosecutions .....	105.7	109.9	4.0	2.7	1.3	(52.6)
Victim and Witness Assistance .....	7.2	8.0	10.5	0.1	0.1	...
<b>Total</b>	<b>112.9</b>	<b>117.9</b>	<b>4.4</b>	<b>2.9</b>	<b>1.4</b>	<b>(52.6)</b>

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* transferred the functions of the Crown Solicitor's Office from the Department of Police and Justice to a standalone agency. The financial indicators for 2013-14 above reflect the revised estimates from this date.

## Introduction

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The Police and Justice cluster delivers legal, justice, law enforcement and emergency services to the people of New South Wales.

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

- prevent and reduce the level of crime
- prevent and reduce the level of re-offending
- improve community confidence in the justice system
- ensure New South Wales is ready to deal with major emergencies and natural disasters.

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

The Police and Justice cluster delivers legal and justice services to the people of New South Wales by:

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

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

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

## Services

The cluster's key legal and justice services are:

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

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

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

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## 2014-15 Budget Highlights

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In 2014-15, the cluster's key initiatives will include:

### Legal and Justice Services

- \$13 million over four years to continue Keep Them Safe programs, which provide improved safety, welfare and wellbeing of children and young people across the State
- \$12 million over four years to the Department of Police and Justice for various activities supporting the Department of Family and Community Services' child protection Safe Home for Life reforms
- \$12 million over four years for the Legal Aid Commission of New South Wales to implement early intervention and alternative dispute resolution initiatives in the delivery of legal services under these same child protection Safe Home for Life reforms
- \$5.9 million over four years for the Legal Aid Commission of New South Wales to support alternative dispute resolution initiatives in child protection under the Keep Them Safe program.

Making the justice system more accessible and efficient by:

- \$42 million over four years to commence the Justice Core Information and Communications Technology program, which will replace or remediate inefficient systems and upgrade and consolidate technology infrastructure in order to support delivery of frontline services, reduce re-offending and improve confidence in the NSW Justice System
- \$40 million over four years to commence the Justice Audio Visual Link consolidation project to enable court hearings to be undertaken with witnesses in locations across the State
- \$9.2 million over two years to commence the Justice Online project, which will lead to improved delivery of justice services by using online solutions
- \$8.6 million over two years to integrate the NSW Civil and Administrative Tribunal into the Department from a range of other NSW Government agencies, in order to provide a single service gateway to adjudicate on tribunal matters across the State
- \$4.4 million for Legal Aid Commission of New South Wales capital improvements, including new Audio Visual Link facilities, increased mobile technology to improve services to clients in regional areas, and office refurbishments to meet the increasing demand for legal services in Wollongong.

Making our community safer with:

- \$3.9 million for the Office of the Director of Public Prosecutions to support witnesses appearing in court on criminal matters
- \$3.6 million over two years to enhance community safety through the improved supervision and monitoring of high risk offenders subject to Extended Supervision Orders
- \$3.6 million for the Office of the Director of Public Prosecutions to undertake specialist work associated with the Independent Commission Against Corruption.

Investing in infrastructure:

- \$31 million to replace the Bidura Children's Court in Glebe with a modern Children's Court facility which meets security requirements and delivers Court services more efficiently
- \$24 million to ensure correctional centre capacity to cater for inmate numbers.

## Police and Emergency Services

In 2014-15, key initiatives will include:

### NSW Police Force

- \$153 million in recurrent funding over four years to employ additional police, as part of the Government's commitment to increase the authorised strength of the NSW Police Force by a further 309 officers to 16,665 by August 2015
- \$59 million to continue works on new or refurbished police stations across the State
- \$45 million over four years for the Technology Asset Replacement Program, which maintains and replaces critical NSW Police Force information systems supporting frontline service delivery
- \$25 million in capital and recurrent funding, as part of the \$103 million project to upgrade NSW Police Force properties, to address hazardous materials, compliance and safety, providing officers and staff with safe workplaces and housing
- \$15 million to improve NSW Police Force radio capabilities and network performance
- \$11 million in recurrent funding over four years to employ 17 specialist staff, including pilots and engineers, for the NSW Police Force's Aviation Support Branch
- \$7.9 million in recurrent funding over four years for costs associated with operating the NSW Police Force's new counter terrorism helicopter and fixed wing aircraft
- \$7.0 million over two years, including \$5 million in 2014-15, for the rollout of an additional 110 mobile Automatic Number Plate Recognition (ANPR) units to NSW Police Force vehicles across the State to improve road safety
- \$4.0 million over two years to purchase body worn video cameras for frontline police officers.



**New South Wales Crime Commission**

- \$20 million for the New South Wales Crime Commission to investigate organised, serious crime and homicides, financial investigations and integrity and accountability issues.

**Fire and Rescue NSW**

- \$18 million for the replacement of essential fire fighting vehicles for Fire and Rescue NSW
- \$16 million on new and continuing works for building and refurbishing fire stations across the State.

**Office of the NSW Rural Fire Service**

- \$46 million in additional funding over four years for local government capital grants to support the Office of the NSW Rural Fire Service infrastructure
- \$35 million for the Office of the NSW Rural Fire Service to continue reducing fire hazards
- \$32 million in additional funding over four years to improve Office of the NSW Rural Fire Service public information systems, expand its Rapid Aerial Response capability, enhance bushfire behaviour analysis, and for other community safety programs.

**Office of the NSW State Emergency Service**

- \$29 million for the Strategic Disaster Readiness package, as part of the \$96 million committed in 2012-13, to ensure the Office of the NSW State Emergency Service has vital resources and capabilities to help prevent and respond to flood and storm events
- \$972,000 over two years to implement an Interagency Electronic Messaging System, which will allow peer-to-peer electronic communication between the Office of the NSW State Emergency Service and other public safety organisations.

**Ministry for Police and Emergency Services**

- \$18 million on Natural Disaster Mitigation Program and Natural Disaster Resilience Program grants.

# Department of Police and Justice

## Service Group Statements

### Legal Policy and Regulatory Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Proposals for legislative reform considered by Parliament	no.	17	24	20	27	20
Requests for statistical information completed by Bureau of Crime Statistics and Research	no.	898	734	700	700	700
Higher Court matters completed by Public Defenders	no.	659	920	725	540	590
<b>Employees: <sup>(a)</sup></b>	FTE	273	272	272	243	243

(a) The decrease in the 2013-14 Revised and 2014-15 Forecast to 243 FTEs is due to internal restructuring with the removal of 30 FTEs for the NSW Bureau of Crime Statistics and Research from this service group.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	57,657	72,559	107,968
Total expenses include the following:			
Employee related	38,252	35,610	36,059
Other operating expenses <sup>(a)</sup>	10,321	28,906	62,270
Grants and subsidies	567	554	580
Other expenses	5,357	5,007	6,192
Capital Expenditure	1,318	1,438	6,057

(a) The increase in Other operating expenses in 2014-15 Budget is due to the accounting of fees charged by the Crown Solicitor's Office which has become a standalone agency.

## Court Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Cases Finalised:						
Supreme Court	no.	12,691	12,978	10,000	10,600	9,000
District Court	no.	18,845	17,885	18,500	18,500	18,500
Local Court	no.	302,965	296,668	272,668	293,756	290,818
Community Justice Centre mediation sessions held	no.	1,803	1,625	1,750	1,400	1,500
Finalisations per FTE Judicial Officer:						
Supreme Court	no.	254	250	200	207	173
District Court	no.	266	277	293	293	293
Local Court	no.	2,658	2,625	2,434	2,695	2,718
<b>Employees:</b> <sup>(a)</sup>	FTE	1,942	1,884	1,884	2,010	2,010

(a) The increase in the 2013-14 Revised and 2014-15 Forecast to 2,010 FTEs is due to the transfer in of 125 FTEs from the NSW Civil and Administrative Tribunal which commenced on 1 January 2014.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	435,952	463,749	523,305
Total expenses include the following:			
Employee related	281,118	300,446	311,421
Other operating expenses	74,910	86,231	86,150
Grants and subsidies <sup>(a)</sup>	2,768	2,232	50,279
Other expenses	7,950	8,583	8,009
Capital Expenditure	157,819	85,648	210,968

(a) The increase in 2014-15 Budget is due to the Crime Reduction Initiatives pool funding.

**Court Support Services**

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Local Court sittings with uniformed sheriff's officer present	%	73	79	70	80	80
Satisfaction with law libraries services	%	96	100	85	90	90
Transcript pages provided as daily transcript	no.	406,139	397,222	390,000	390,000	375,000
<b>Employees:</b>	FTE	660	627	627	615	615

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	88,839	87,624	86,156
Total expenses include the following:			
Employee related	57,860	56,784	56,228
Other operating expenses	14,131	15,103	13,309
Grants and subsidies	9	285	43
Other expenses	10,483	9,921	10,692
Capital Expenditure	3,037	6,297	15,300

**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 representation in criminal justice processes and to promote anti-discrimination and equal opportunity principles and policies. It also provides support to victims of crime by providing access to services and entitlements to assist in their recovery.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Anti-discrimination complaints closed	no.	1,396	1,042	1,100	1,100	1,100
Victims Compensation Tribunal applications received	no.	7,263	6,600	5,000	7,500	7,500
<b>Employees:</b>	FTE	259	267	267	272	272
				-----2013-14-----		
				Budget	Revised	2014-15
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(a)</sup>				121,928	134,367	118,247
Total expenses include the following:						
Employee related				23,864	27,155	21,649
Other operating expenses				6,761	7,249	4,855
Grants and subsidies				81,400	90,262	81,812
Other expenses				8,119	8,119	8,313
Capital Expenditure				2,088	1,525	6,773

(a) The increase in the 2013-14 Revised is due to the 2013-14 actuarial valuation of the provision for pending claims for the Victims Support Scheme.

## Registry of Births, Deaths and Marriages

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Customer transaction volumes (applications and registrations)	no.	730,366	710,403	722,296	690,117	684,053
Compliance with Guarantee of Service (standard certificate applications)	%	100	86	100	97	100
<b>Employees:</b>	FTE	175	168	168	169	152

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	27,487	26,250	27,299
Total expenses include the following:			
Employee related	14,369	14,692	14,278
Other operating expenses	10,869	9,926	10,887
Other expenses	...	2	...
Capital Expenditure	551	6,287	7,850

## Crown Solicitor's Office

**Service description:** This service group covers the provision of tied and untied legal services to Government. The Crown Solicitor must be engaged by government agencies to perform tied legal services described in Premier's Memorandum 1995-39. The Crown Solicitor's Office also competes with the private legal profession for untied legal work. The service measures that were previously published under this service group have been reallocated to the new agency - see page 6-23.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators: <sup>(a)</sup></b>			
Total Expenses Excluding Losses	69,436	41,633	...
Total expenses include the following:			
Employee related	38,814	23,606	...
Other operating expenses	10,882	5,422	...
Other expenses	18,041	11,529	...
Capital Expenditure	666	50	...

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* transferred the functions of the Crown Solicitor's Office from the Department of Police and Justice to a standalone agency. The financial indicators for 2013-14 above reflect the revised estimates for the period 1 July 2013 to 23 February 2014 only.

**Business and Personnel Services**

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Employees:</b>						
NSW Trustee and Guardian	FTE	538	555	555	546	546
Office of the Public Guardian	FTE	67	58	58	66	66
Legal Profession Admission Board	FTE	10	10	10	10	10

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000

**Financial indicators:**

Total Expenses Excluding Losses	64,370	63,349	65,758
Total expenses include the following:			
Employee related	64,370	63,349	65,758

## Custody Management

**Service description:** This service group covers the containment of inmates in correctional centres and the provision of 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 age-specific and Aboriginal inmate needs, those requiring compulsory drug treatment, mental health and other disability services, and therapeutic treatment for violent and sexual offending.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Daily average out-of-cell hours	no.	11.0	7.8	11.3	7.8	7.8
Average recurrent cost per inmate per day: <sup>(a)</sup>						
Low security/periodic	\$	177	164	164	149	149
Medium/high security	\$	223	203	211	176	176
Escorts and court security conducted	no.	134,823	147,445	141,000	149,700	152,000
Video conferences conducted	no.	31,234	35,703	39,000	38,000	42,000
<b>Employees:</b>	FTE	4,407	4,218	4,200	4,132	4,132

(a) The decrease in 2013-14 Revised and 2014-15 Forecast is due to higher utilisation of facilities.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	753,872	774,958	789,504
Total expenses include the following:			
Employee related	470,403	504,207	514,432
Other operating expenses	200,228	200,287	200,911
Grants and subsidies	61	2,217	4,622
Other expenses	25	52	23
Capital Expenditure	29,395	32,375	22,586



**Supervision of Offenders in the Community**

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Advice to courts/releasing authorities	no.	28,049	27,317	26,900	26,550	26,000
Average recurrent cost per offender per day	\$	26.23	26.02	25.00	22.00	22.00
Diversionsary programs: total registrations - caseload intake	no.	24,176	23,670	23,000	20,200	20,200
<b>Employees:</b>	FTE	1,014	1,070	1,200	1,120	1,120

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	201,787	157,539	160,498
Total expenses include the following:			
Employee related	138,293	102,498	104,579
Other operating expenses	53,014	40,717	40,845
Grants and subsidies	3,684	451	939
Other expenses	5	11	4
Capital Expenditure	4,073	6,144	5,411

(a) The 2013-14 Revised and 2014-15 Budget figures are lower due to reallocation of program resources from Supervision of Offenders in the Community to the Offenders Program.

**Offenders Program**

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Targeted offender programs completed by inmates:						
Addiction	no.	5,666	5,905	5,500	5,000	5,500
Aggression and violence programs	no.	1,560	1,439	1,750	2,900	3,000
Readiness <sup>(a)</sup>	no.	2,762	2,828	2,200	n.a.	n.a.
Employment training rate of inmate employment	%	76.0	72.4	71.0	78.0	78.0
Offender risks/needs assessments completed	no.	27,576	26,774	27,000	27,000	27,000
Inmate participation in education programs	%	35.3	36.1	33.0	36.8	37.5
<b>Employees:</b>	FTE	970	807	712	772	772

(a) Readiness program ceased in 2013-14 as a service measure and program completions are now reported in the Aggression and violence programs.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	101,352	138,474	141,075
Total expenses include the following:			
Employee related	79,143	90,096	91,925
Other operating expenses	19,323	35,789	35,899
Grants and subsidies	2,539	396	826
Other expenses	2	9	4
Capital Expenditure	5,718	5,400	4,757

(a) The 2013-14 Revised and 2014-15 Budget figures are higher due to reallocation of program resources from Supervision of Offenders in the Community to the Offenders Program.

**Community Based Services**

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Supervision orders	no.	4,665	4,176	4,000	4,470	4,500
Remand interventions	no.	5,137	4,632	4,600	3,900	3,830
Bail supervisions	no.	1,480	675	600	610	550
Youth Justice Conference referrals processed	no.	1,897	1,612	1,600	1,550	1,520
Youth Justice Conferences facilitated	no.	1,499	1,290	1,300	1,200	1,210
Youth Justice Conference Outcome Plans agreed	no.	1,439	1,206	1,300	1,200	1,210
People participating in Youth Justice Conferences	no.	5,581	5,104	5,000	4,700	4,800
<b>Employees:</b>	FTE	409	419	399	424	424
				-----2013-14-----		2014-15
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				67,563	65,328	67,783
Total expenses include the following:						
Employee related				45,338	42,866	44,376
Other operating expenses				9,473	11,990	13,232
Grants and subsidies				9,760	9,000	8,600
Other expenses				1,775	100	107
<b>Capital Expenditure</b>				1,052	1,011	509

## Juvenile Custodial Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Average daily number in custody	no.	353	324	320	318	316
Control admissions	no.	644	568	550	570	570
Remand admissions	no.	4,586	3,469	3,875	3,340	3,320
Total admissions	no.	4,732	4,037	4,030	3,910	3,890
Average length of time in custody or remand	days	14.6	14.1	15.0	15.6	15.4
<b>Employees:</b>	FTE	1,157	1,024	1,041	1,028	1,050
				-----2013-14-----		2014-15
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				129,886	128,580	131,861
Total expenses include the following:						
Employee related				96,343	95,620	98,898
Other operating expenses				20,493	20,133	19,242
Grants and subsidies				440	451	465
Other expenses				3,772	3,587	3,849
Capital Expenditure				4,818	5,867	1,370

## Cluster Grant Funding

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

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	3,529,186	3,492,043	3,582,870
Grants and subsidies			
New South Wales Crime Commission	25,724	24,536	23,547
Information and Privacy Commission	5,226	5,193	5,243
Legal Aid Commission of New South Wales	188,979	181,029	210,081
NSW Police Force	3,123,731	3,112,295	3,152,358
Office of the NSW State Emergency Service	12,624	12,624	12,878
Ministry for Police and Emergency Services	42,897	22,144	43,898
Fire and Rescue NSW	88,509	92,360	93,190
Office of the NSW Rural Fire Service	41,496	41,862	41,675

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	1,348,167	1,356,929	1,359,603
Other operating expenses	430,405	461,753	487,600
Depreciation and amortisation	176,611	174,486	180,090
Grants and subsidies	3,630,414	3,597,891	3,731,036
Finance costs	8,189	8,474	6,802
Other expenses	55,529	46,920	37,193
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>5,649,315</b>	<b>5,646,453</b>	<b>5,802,324</b>
<b>Revenue</b>			
Recurrent appropriation	5,110,669	5,084,331	5,256,142
Capital appropriation	214,667	151,489	276,421
Sales of goods and services	280,933	261,209	273,407
Investment revenue	5,302	3,960	5,086
Retained taxes, fees and fines	11,900	13,433	11,900
Grants and contributions	18,791	37,972	40,451
Acceptance by Crown Entity of employee benefits and other liabilities	92,987	78,312	95,042
Other revenue	21,585	30,592	23,291
<b>Total Revenue</b>	<b>5,756,834</b>	<b>5,661,298</b>	<b>5,981,740</b>
Gain/(loss) on disposal of non current assets	10	(596)	782
Other gains/(losses)	(509)	(3,516)	(504)
<b>Net Result</b>	<b>107,020</b>	<b>10,733</b>	<b>179,694</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	110,438	88,291	97,981
Receivables	68,796	56,643	55,795
Inventories	9,546	8,336	8,336
Other	24,803	13,405	13,405
<b>Total Current Assets</b>	<b>213,583</b>	<b>166,675</b>	<b>175,517</b>
<b>Non Current Assets</b>			
Receivables	95,522	67,426	67,426
Other financial assets	122,689	122,796	122,796
Property, plant and equipment -			
Land and building	3,395,169	3,349,141	3,415,417
Plant and equipment	178,333	236,160	258,356
Infrastructure systems	39,063	49,542	48,343
Intangibles	159,196	165,057	172,747
Other	3,469	3,328	3,328
<b>Total Non Current Assets</b>	<b>3,993,441</b>	<b>3,993,450</b>	<b>4,088,413</b>
<b>Total Assets</b>	<b>4,207,024</b>	<b>4,160,125</b>	<b>4,263,930</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	95,891	90,303	90,293
Borrowings at amortised cost	3,419	5,251	3,772
Provisions	188,287	245,781	173,194
Other	143,864	12,459	12,459
<b>Total Current Liabilities</b>	<b>431,461</b>	<b>353,794</b>	<b>279,718</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	84,310	80,586	78,696
Provisions	122,770	158,695	158,772
<b>Total Non Current Liabilities</b>	<b>207,080</b>	<b>239,281</b>	<b>237,468</b>
<b>Total Liabilities</b>	<b>638,541</b>	<b>593,075</b>	<b>517,186</b>
<b>Net Assets</b>	<b>3,568,483</b>	<b>3,567,050</b>	<b>3,746,744</b>
<b>Equity</b>			
Reserves	518,942	623,986	623,986
Accumulated funds	3,049,541	2,943,064	3,122,758
<b>Total Equity</b>	<b>3,568,483</b>	<b>3,567,050</b>	<b>3,746,744</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	1,258,690	1,269,698	1,264,951
Grants and subsidies	3,630,414	3,597,891	3,731,036
Finance costs	8,189	8,474	6,802
Other	548,417	606,916	675,309
<b>Total Payments</b>	<b>5,445,710</b>	<b>5,482,979</b>	<b>5,678,098</b>
<b>Receipts</b>			
Recurrent appropriation	5,110,669	5,084,331	5,256,142
Capital appropriation	214,667	151,489	276,421
Sale of goods and services	282,893	279,989	272,870
Interest received	2,226	2,460	1,867
Grants and contributions	18,791	37,972	40,451
Cash transfers to the Crown Entity	...	(2,226)	...
Other	98,098	125,808	117,677
<b>Total Receipts</b>	<b>5,727,344</b>	<b>5,679,823</b>	<b>5,965,428</b>
<b>Net Cash Flows From Operating Activities</b>	<b>281,634</b>	<b>196,844</b>	<b>287,330</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	10	2,022	7,310
Purchases of property, plant and equipment	(177,030)	(116,355)	(251,387)
Other	(33,505)	(51,712)	(30,194)
<b>Net Cash Flows From Investing Activities</b>	<b>(210,525)</b>	<b>(166,045)</b>	<b>(274,271)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	...	...	90
Repayment of borrowings and advances	(5,019)	(6,668)	(3,459)
<b>Net Cash Flows From Financing Activities</b>	<b>(5,019)</b>	<b>(6,668)</b>	<b>(3,369)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>66,090</b>	<b>24,131</b>	<b>9,690</b>
Opening Cash and Cash Equivalents	44,348	64,160	88,291
<b>Closing Cash and Cash Equivalents</b>	<b>110,438</b>	<b>88,291</b>	<b>97,981</b>
<b>Cash Flow Reconciliation</b>			
Net result	107,020	10,733	179,694
Non cash items added back	176,611	175,841	180,090
Change in operating assets and liabilities	(1,997)	10,270	(72,454)
<b>Net Cash Flows From Operating Activities</b>	<b>281,634</b>	<b>196,844</b>	<b>287,330</b>



# Crown Solicitor's Office

## Service Group Statements

### Crown Solicitor's Office

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b> <sup>(a)</sup>						
Average daily billable hours per solicitor	hours	5.0	4.8	5.0	5.0	5.0
Proportion of core work to total work	%	62.7	65.6	63.1	67.0	65.5
<b>Employees:</b>	FTE	351	329	335	335	342

(a) These service measures were previously published in the Department of Police and Justice. Data has been reallocated to report under the Crown Solicitor's Office due to the changes outlined in the *Government Sector Employment Act 2013*.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b> <sup>(a)</sup>			
Total Expenses Excluding Losses	...	27,349	75,834
Total expenses include the following:			
Employee related	...	13,456	38,866
Other operating expenses	...	3,422	10,136
Other expenses	...	9,865	25,412
Capital Expenditure	...	...	5,565

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* transferred the functions of the Crown Solicitor's Office from the Department of Police and Justice to a standalone agency. The financial indicators for 2013-14 above reflect the revised estimates for the period 24 February to 30 June 2014 only.

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

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	13,456	38,866
Other operating expenses	...	3,422	10,136
Depreciation and amortisation	...	606	1,420
Other expenses	...	9,865	25,412
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	...	<b>27,349</b>	<b>75,834</b>
<b>Revenue</b>			
Sales of goods and services	...	28,771	77,410
Investment revenue	...	155	351
Other revenue	...	83	54
<b>Total Revenue</b>	...	<b>29,009</b>	<b>77,815</b>
<b>Net Result</b>	...	<b>1,660</b>	<b>1,981</b>

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* transferred the functions of the Crown Solicitor's Office from the Department of Police and Justice to a standalone agency. The financial indicators for 2013-14 above reflect the revised estimates for the period 24 February to 30 June 2014 only.

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	...	16,373	13,991
Receivables	...	16,985	16,984
Other	...	5,200	5,900
<b>Total Current Assets</b>	...	<b>38,558</b>	<b>36,875</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	...	1,760	1,506
Intangibles	...	986	5,385
Other	...	3,982	4,073
<b>Total Non Current Assets</b>	...	<b>6,728</b>	<b>10,964</b>
<b>Total Assets</b>	...	<b>45,286</b>	<b>47,839</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	...	4,381	4,385
Provisions	...	8,952	9,670
<b>Total Current Liabilities</b>	...	<b>13,333</b>	<b>14,055</b>
<b>Non Current Liabilities</b>			
Provisions	...	8,772	6,624
<b>Total Non Current Liabilities</b>	...	<b>8,772</b>	<b>6,624</b>
<b>Total Liabilities</b>	...	<b>22,105</b>	<b>20,679</b>
<b>Net Assets</b>	...	<b>23,181</b>	<b>27,160</b>
<b>Equity</b>			
Accumulated funds	...	23,181	27,160
<b>Total Equity</b>	...	<b>23,181</b>	<b>27,160</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	11,278	38,832
Other	...	12,366	35,778
<b>Total Payments</b>	...	<b>23,644</b>	<b>74,610</b>
<b>Receipts</b>			
Sale of goods and services	...	12,122	77,395
Interest received	...	27	354
Other	...	12,229	44
<b>Total Receipts</b>	...	<b>24,378</b>	<b>77,793</b>
<b>Net Cash Flows From Operating Activities</b>	...	<b>734</b>	<b>3,183</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	...	...	(455)
Other	...	15,639	(5,110)
<b>Net Cash Flows From Investing Activities</b>	...	<b>15,639</b>	<b>(5,565)</b>
<b>Net Increase/(Decrease) in Cash</b>	...	<b>16,373</b>	<b>(2,382)</b>
Opening Cash and Cash Equivalents	...	...	16,373
<b>Closing Cash and Cash Equivalents</b>	...	<b>16,373</b>	<b>13,991</b>
<b>Cash Flow Reconciliation</b>			
Net result	...	1,660	1,981
Non cash items added back	...	606	1,420
Change in operating assets and liabilities	...	(1,532)	(218)
<b>Net Cash Flows From Operating Activities</b>	...	<b>734</b>	<b>3,183</b>

# Fire and Rescue NSW

## Service Group Statements

### Community Safety

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Community safety programs delivered per permanent fire station	no.	254	245	250	250	250
Building inspections undertaken	no.	950	900	900	925	925
Fires with ignition factor determined	%	76	75	75	75	80
<b>Employees:</b> <sup>(a)</sup>	FTE	219	217	217	221	221

(a) Minor adjustments to employees in earlier years due to improved data accuracy from new database management technology.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	34,266	34,207	34,610
Total expenses include the following:			
Employee related	27,274	27,177	27,625
Other operating expenses	4,622	4,445	4,507
Capital Expenditure	3,346	3,322	3,674

## Emergency Management

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Fires attended <sup>(a)</sup>	no.	25,376	30,100	30,000	25,000	30,000
Hazardous material incidents attended	no.	9,483	9,600	9,400	8,600	9,400
Non-fire rescue incidents attended	no.	5,041	5,500	5,600	4,800	5,500
Emergency medical assistance incidents attended	no.	1,052	1,150	1,200	1,100	1,200
<b>Employees:</b> <sup>(b)</sup>	FTE	2,680	2,661	2,661	2,652	2,652

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

(b) Revisions to historical data reflect the impact of new database management technology.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	384,714	391,399	395,963
Total expenses include the following:			
Employee related	306,198	310,978	316,102
Other operating expenses	51,907	50,836	51,503
Capital Expenditure	37,552	38,023	41,990

## Operational Preparedness

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Average age of fire engine pumper fleet	years	9	9	10	10	10
Accredited rescue crews	no.	181	182	184	182	182
Workers compensation claims <sup>(a)</sup>	no.	635	629	610	537	510
Average workers compensation claim costs <sup>(b)</sup>	\$	15,459	12,255	6,500	10,500	9,975
<b>Employees:</b> <sup>(c)</sup>	FTE	1,494	1,479	1,479	1,474	1,474

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

(b) Substantial work has been undertaken in 2013-14 to ensure data accuracy and identify total claim costs. Improved claim management is assisting firefighters return to work.

(c) Revisions to historical data reflect the impact of new database management technology.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	227,593	232,200	234,910
Total expenses include the following:			
Employee related	181,145	184,495	187,534
Other operating expenses	30,706	30,154	30,551
Capital Expenditure	22,215	22,556	24,907

## Financial Statements

### Operating Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	514,617	522,650	531,261
Other operating expenses	87,235	85,435	86,561
Depreciation and amortisation	44,721	49,721	47,661
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>646,573</b>	<b>657,806</b>	<b>665,483</b>
<b>Revenue</b>			
Sales of goods and services	10,459	11,513	10,695
Investment revenue	5,713	6,284	5,819
Retained taxes, fees and fines	467,123	470,398	473,739
Grants and contributions	160,187	163,701	164,872
Other revenue	7,045	19,882	11,272
<b>Total Revenue</b>	<b>650,527</b>	<b>671,778</b>	<b>666,397</b>
<b>Net Result</b>	<b>3,954</b>	<b>13,972</b>	<b>914</b>



## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	100,634	149,932	125,399
Receivables	13,180	13,177	13,177
Inventories	1,516	1,485	1,485
Other	83	83	83
<b>Total Current Assets</b>	<b>115,413</b>	<b>164,677</b>	<b>140,144</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	341,552	390,269	414,169
Plant and equipment	230,034	209,129	207,686
Intangibles	38,624	45,410	45,863
<b>Total Non Current Assets</b>	<b>610,210</b>	<b>644,808</b>	<b>667,718</b>
<b>Total Assets</b>	<b>725,623</b>	<b>809,485</b>	<b>807,862</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	28,635	41,807	41,807
Provisions	104,499	120,149	117,612
<b>Total Current Liabilities</b>	<b>133,134</b>	<b>161,956</b>	<b>159,419</b>
<b>Non Current Liabilities</b>			
Provisions	45,507	54,166	54,166
<b>Total Non Current Liabilities</b>	<b>45,507</b>	<b>54,166</b>	<b>54,166</b>
<b>Total Liabilities</b>	<b>178,641</b>	<b>216,122</b>	<b>213,585</b>
<b>Net Assets</b>	<b>546,982</b>	<b>593,363</b>	<b>594,277</b>
<b>Equity</b>			
Reserves	244,163	292,696	292,696
Accumulated funds	302,819	300,667	301,581
<b>Total Equity</b>	<b>546,982</b>	<b>593,363</b>	<b>594,277</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	517,174	525,207	533,798
Other	86,934	85,134	86,241
<b>Total Payments</b>	<b>604,108</b>	<b>610,341</b>	<b>620,039</b>
<b>Receipts</b>			
Sale of goods and services	10,139	11,193	10,375
Interest received	5,713	6,284	5,819
Retained taxes, fees and fines	450,403	446,506	451,530
Grants and contributions	89,259	92,812	93,190
Other	94,693	114,663	105,163
<b>Total Receipts</b>	<b>650,207</b>	<b>671,458</b>	<b>666,077</b>
<b>Net Cash Flows From Operating Activities</b>	<b>46,099</b>	<b>61,117</b>	<b>46,038</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	700	...
Purchases of property, plant and equipment	(53,059)	(50,937)	(65,985)
Other	(10,054)	(12,964)	(4,586)
<b>Net Cash Flows From Investing Activities</b>	<b>(63,113)</b>	<b>(63,201)</b>	<b>(70,571)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	358	358	358
Repayment of borrowings and advances	(358)	(358)	(358)
<b>Net Increase/(Decrease) in Cash</b>	<b>(17,014)</b>	<b>(2,084)</b>	<b>(24,533)</b>
Opening Cash and Cash Equivalents	117,648	152,016	149,932
<b>Closing Cash and Cash Equivalents</b>	<b>100,634</b>	<b>149,932</b>	<b>125,399</b>
<b>Cash Flow Reconciliation</b>			
Net result	3,954	13,972	914
Non cash items added back	44,721	49,721	47,661
Change in operating assets and liabilities	(2,576)	(2,576)	(2,537)
<b>Net Cash Flows From Operating Activities</b>	<b>46,099</b>	<b>61,117</b>	<b>46,038</b>

# Information and Privacy Commission

## Service Group Statements

### Information and Privacy Commission

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Number of GIPA reviews undertaken <sup>(a)</sup>	no.	280	237	270	450	450
Number of GIPA complaints Investigated <sup>(a)</sup>	no.	79	58	55	50	50
Number of hits on the Information and Privacy Commission website	thous	276	257	250	265	350
Number of Formal Privacy matters handled <sup>(b)</sup>	no.	448	439	376	248	250
<b>Employees:</b>	FTE	33	25	28	29	29

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

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

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	5,362	5,112	5,411
Total expenses include the following:			
Employee related	3,605	3,522	3,782
Other operating expenses	1,585	1,395	1,429
Capital Expenditure	150	117	483

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	3,605	3,522	3,782
Other operating expenses	1,585	1,395	1,429
Depreciation and amortisation	172	195	200
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>5,362</b>	<b>5,112</b>	<b>5,411</b>
<b>Revenue</b>			
Investment revenue	36	36	35
Grants and contributions	5,226	5,193	5,576
Acceptance by Crown Entity of employee benefits and other liabilities	111	225	113
Other revenue	...	4	...
<b>Total Revenue</b>	<b>5,373</b>	<b>5,458</b>	<b>5,724</b>
<b>Net Result</b>	<b>11</b>	<b>346</b>	<b>313</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	664	1,395	1,407
Receivables	30	44	44
<b>Total Current Assets</b>	<b>694</b>	<b>1,439</b>	<b>1,451</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	138	142	116
Intangibles	999	828	1,137
<b>Total Non Current Assets</b>	<b>1,137</b>	<b>970</b>	<b>1,253</b>
<b>Total Assets</b>	<b>1,831</b>	<b>2,409</b>	<b>2,704</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	426	369	369
Provisions	285	222	204
<b>Total Current Liabilities</b>	<b>711</b>	<b>591</b>	<b>573</b>
<b>Non Current Liabilities</b>			
Provisions	90	89	89
<b>Total Non Current Liabilities</b>	<b>90</b>	<b>89</b>	<b>89</b>
<b>Total Liabilities</b>	<b>801</b>	<b>680</b>	<b>662</b>
<b>Net Assets</b>	<b>1,030</b>	<b>1,729</b>	<b>2,042</b>
<b>Equity</b>			
Accumulated funds	1,030	1,729	2,042
<b>Total Equity</b>	<b>1,030</b>	<b>1,729</b>	<b>2,042</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	3,513	3,313	3,687
Other	2,557	2,004	2,108
<b>Total Payments</b>	<b>6,070</b>	<b>5,317</b>	<b>5,795</b>
<b>Receipts</b>			
Interest received	36	36	35
Grants and contributions	5,226	5,193	5,576
Other	972	610	679
<b>Total Receipts</b>	<b>6,234</b>	<b>5,839</b>	<b>6,290</b>
<b>Net Cash Flows From Operating Activities</b>	<b>164</b>	<b>522</b>	<b>495</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	...	(28)	...
Other	(150)	(89)	(483)
<b>Net Cash Flows From Investing Activities</b>	<b>(150)</b>	<b>(117)</b>	<b>(483)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>14</b>	<b>405</b>	<b>12</b>
Opening Cash and Cash Equivalents	650	990	1,395
<b>Closing Cash and Cash Equivalents</b>	<b>664</b>	<b>1,395</b>	<b>1,407</b>
<b>Cash Flow Reconciliation</b>			
Net result	11	346	313
Non cash items added back	172	195	200
Change in operating assets and liabilities	(19)	(19)	(18)
<b>Net Cash Flows From Operating Activities</b>	<b>164</b>	<b>522</b>	<b>495</b>

# Legal Aid Commission of New South Wales

## Service Group Statements

### Criminal Law Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Legal representation:						
In-house	no.	9,110	9,228	9,300	8,600	8,600
Assigned	no.	14,655	14,666	14,200	13,200	13,300
Duty appearances:						
In-house	no.	97,777	97,356	98,000	102,900	103,400
Assigned	no.	51,857	52,177	54,000	50,200	50,000
Legal advice and minor assistance <sup>(a)</sup>	no.	32,309	34,606	36,200	32,700	33,000
General information services	no.	268,846	296,655	225,000	299,600	300,000
<b>Employees:</b>	FTE	426	427	428	422	422

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

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	120,947	117,345	128,150
Total expenses include the following:			
Employee related	45,933	45,218	46,574
Other operating expenses	9,264	9,399	9,350
Grants and subsidies	17	147	17
Other expenses	63,551	60,118	70,226
Capital Expenditure	2,109	2,109	1,916

## Civil Law Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Legal representation:						
In-house	no.	932	790	800	760	800
Assigned	no.	945	588	600	560	600
Duty appearances:						
In-house	no.	3,655	2,743	2,800	3,000	3,000
Assigned	no.	9,824	10,693	11,200	11,200	11,200
Legal advice and minor assistance <sup>(a)</sup>						
	no.	37,750	49,214	48,000	57,400	57,400
General information services	no.	193,029	190,829	186,000	176,500	179,000
<b>Employees:</b>	FTE	188	190	190	196	196

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

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	31,744	32,264	34,659
Total expenses include the following:			
Employee related	18,784	20,685	21,066
Other operating expenses	4,465	4,466	4,550
Grants and subsidies	383	584	454
Other expenses	7,144	5,409	7,656
Capital Expenditure	936	937	903



## Family Law Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Legal representation:						
In-house	no.	2,777	2,594	2,800	2,300	2,400
Assigned	no.	10,332	10,134	10,000	11,500	11,500
Duty appearances:						
In-house	no.	6,766	7,253	7,800	7,500	7,600
Assigned	no.	1,865	1,966	2,000	2,500	2,700
Legal advice and minor assistance <sup>(a)</sup>						
	no.	41,288	44,899	46,000	46,900	47,000
General information services	no.	147,424	146,259	143,000	134,800	136,000
<b>Employees:</b>	FTE	260	255	256	256	256

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

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	67,576	64,976	77,626
Total expenses include the following:			
Employee related	27,729	26,885	33,110
Other operating expenses	5,693	6,220	6,758
Grants and subsidies	17	279	660
Other expenses	32,833	30,132	35,604
Capital Expenditure	1,261	1,260	1,444

## Community Partnerships

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Local Courts served by Women's Domestic Violence Court Advocacy Program	no.	108	108	108	114	114
Community Legal Centre cases opened	no.	10,114	9,461	10,000	9,500	9,200
Community Legal Centre advice services	no.	62,526	64,902	62,000	65,000	62,000
<b>Employees:</b>	FTE	9	9	9	10	10
				-----2013-14----- Budget Revised \$000 \$000		2014-15 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				26,914	29,539	30,651
Total expenses include the following:						
Employee related				2,032	2,145	2,176
Other operating expenses				568	831	914
Grants and subsidies				24,139	26,276	27,310
Other expenses				129	136	161
Capital Expenditure				44	44	87

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	94,478	94,933	102,926
Other operating expenses	19,990	20,916	21,572
Depreciation and amortisation	4,500	5,197	4,500
Grants and subsidies	24,556	27,286	28,441
Finance costs	...	(3)	...
Other expenses	103,657	95,795	113,647
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>247,181</b>	<b>244,124</b>	<b>271,086</b>
<b>Revenue</b>			
Sales of goods and services	4,148	4,656	4,160
Investment revenue	2,985	3,450	3,400
Grants and contributions	239,468	238,707	259,837
Other revenue	318	355	324
<b>Total Revenue</b>	<b>246,919</b>	<b>247,168</b>	<b>267,721</b>
Gain/(loss) on disposal of non current assets	35	(10)	35
Other gains/(losses)	(200)	(474)	(200)
<b>Net Result</b>	<b>(427)</b>	<b>2,560</b>	<b>(3,530)</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	78,056	85,350	81,795
Receivables	4,799	3,824	3,824
<b>Total Current Assets</b>	<b>82,855</b>	<b>89,174</b>	<b>85,619</b>
<b>Non Current Assets</b>			
Receivables	2,221	1,867	1,867
Property, plant and equipment -			
Land and building	7,157	6,383	5,838
Plant and equipment	5,044	3,707	3,482
Intangibles	892	2,627	3,247
<b>Total Non Current Assets</b>	<b>15,314</b>	<b>14,584</b>	<b>14,434</b>
<b>Total Assets</b>	<b>98,169</b>	<b>103,758</b>	<b>100,053</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	15,229	13,946	14,244
Provisions	65,398	53,250	52,777
<b>Total Current Liabilities</b>	<b>80,627</b>	<b>67,196</b>	<b>67,021</b>
<b>Non Current Liabilities</b>			
Provisions	4,450	3,555	3,555
Other	54	274	274
<b>Total Non Current Liabilities</b>	<b>4,504</b>	<b>3,829</b>	<b>3,829</b>
<b>Total Liabilities</b>	<b>85,131</b>	<b>71,025</b>	<b>70,850</b>
<b>Net Assets</b>	<b>13,038</b>	<b>32,733</b>	<b>29,203</b>
<b>Equity</b>			
Accumulated funds	13,038	32,733	29,203
<b>Total Equity</b>	<b>13,038</b>	<b>32,733</b>	<b>29,203</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	95,111	94,606	103,101
Grants and subsidies	24,556	27,286	28,441
Other	138,230	132,586	149,995
<b>Total Payments</b>	<b>257,897</b>	<b>254,478</b>	<b>281,537</b>
<b>Receipts</b>			
Sale of goods and services	3,948	4,182	3,960
Interest received	2,985	3,450	3,400
Grants and contributions	201,583	200,822	228,566
Other	52,786	53,136	46,371
<b>Total Receipts</b>	<b>261,302</b>	<b>261,590</b>	<b>282,297</b>
<b>Net Cash Flows From Operating Activities</b>	<b>3,405</b>	<b>7,112</b>	<b>760</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	35	14	35
Purchases of property, plant and equipment	(3,950)	(3,338)	(2,600)
Other	(400)	(1,012)	(1,750)
<b>Net Cash Flows From Investing Activities</b>	<b>(4,315)</b>	<b>(4,336)</b>	<b>(4,315)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(910)</b>	<b>2,776</b>	<b>(3,555)</b>
Opening Cash and Cash Equivalents	78,966	82,574	85,350
<b>Closing Cash and Cash Equivalents</b>	<b>78,056</b>	<b>85,350</b>	<b>81,795</b>
<b>Cash Flow Reconciliation</b>			
Net result	(427)	2,560	(3,530)
Non cash items added back	4,500	5,197	4,500
Change in operating assets and liabilities	(668)	(645)	(210)
<b>Net Cash Flows From Operating Activities</b>	<b>3,405</b>	<b>7,112</b>	<b>760</b>

# Ministry for Police and Emergency Services

## Service Group Statements

### Policy and Finance

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Cabinet minutes developed	no.	23	27	25	25	30
Replies to Parliamentary questions	no.	335	433	300	282	300
Replies to letters	no.	5,550	4,110	4,000	3,500	3,000
Letters responded to within the required time frame	%	95	95	95	95	95
<b>Employees:</b>	FTE	36	38	34	37	36

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	10,984	21,356	20,318
Total expenses include the following:			
Employee related	4,989	4,995	5,084
Other operating expenses	1,388	2,871	2,580
Grants and subsidies	4,396	13,068	12,162
Capital Expenditure	580	100	3,174

(a) The increase in 2013-14 Revised is due to the reallocation of funds between Service Groups, with all rental costs moved to Policy and Finance.

## Counter Terrorism and Disaster Resilience

**Service description:** This service group initiates policies to improve emergency management through the prevention, preparedness, response and recovery phases. It also provides policy advice and support to the State Emergency Management Committee (SEMC), the State Rescue Board (SRB), the State Emergency Operations Controller and the State Emergency Recovery Controller.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Disaster resilience grants schemes administered	no.	8	8	7	8	8
SEMC and SRB meetings supported	no.	8	8	8	8	8
Support to emergency management operations	no.	166	223	100	89	163
Training courses, workshops and exercises delivered	no.	107	111	150	108	100
<b>Employees:</b>	FTE	47	42	42	40	39
				-----2013-14-----		2014-15
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(a)</sup>				45,327	22,163	35,805
Total expenses include the following:						
Employee related				6,092	6,086	6,127
Other operating expenses				6,047	4,009	8,106
Grants and subsidies				32,977	12,068	21,572

(a) The decrease in 2013-14 Revised is due to the reallocation to Policy and Finance, and rephasing of the Natural Disaster Resilience program.

## Financial Statements

### Operating Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	11,081	11,081	11,211
Other operating expenses	7,435	6,880	10,686
Depreciation and amortisation	422	422	492
Grants and subsidies	37,373	25,136	33,734
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>56,311</b>	<b>43,519</b>	<b>56,123</b>
<b>Revenue</b>			
Investment revenue	287	600	116
Grants and contributions	54,072	35,321	53,373
Acceptance by Crown Entity of employee benefits and other liabilities	510	513	521
Other revenue	206	748	414
<b>Total Revenue</b>	<b>55,075</b>	<b>37,182</b>	<b>54,424</b>
Gain/(loss) on disposal of non current assets	...	12	...
<b>Net Result</b>	<b>(1,236)</b>	<b>(6,325)</b>	<b>(1,699)</b>



## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	14,416	13,369	8,916
Receivables	2,427	570	571
<b>Total Current Assets</b>	<b>16,843</b>	<b>13,939</b>	<b>9,487</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	486	51	2,701
Plant and equipment	154	101	133
Intangibles	9	28	28
<b>Total Non Current Assets</b>	<b>649</b>	<b>180</b>	<b>2,862</b>
<b>Total Assets</b>	<b>17,492</b>	<b>14,119</b>	<b>12,349</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,318	1,090	1,072
Provisions	453	1,515	1,462
<b>Total Current Liabilities</b>	<b>1,771</b>	<b>2,605</b>	<b>2,534</b>
<b>Non Current Liabilities</b>			
Provisions	476	14	14
Other	...	182	182
<b>Total Non Current Liabilities</b>	<b>476</b>	<b>196</b>	<b>196</b>
<b>Total Liabilities</b>	<b>2,247</b>	<b>2,801</b>	<b>2,730</b>
<b>Net Assets</b>	<b>15,245</b>	<b>11,318</b>	<b>9,619</b>
<b>Equity</b>			
Accumulated funds	15,245	11,318	9,619
<b>Total Equity</b>	<b>15,245</b>	<b>11,318</b>	<b>9,619</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	9,830	10,755	10,761
Grants and subsidies	37,373	25,136	33,734
Other	8,363	6,880	10,686
<b>Total Payments</b>	<b>55,566</b>	<b>42,771</b>	<b>55,181</b>
<b>Receipts</b>			
Interest received	287	600	116
Grants and contributions	54,072	35,321	53,373
Other	382	924	413
<b>Total Receipts</b>	<b>54,741</b>	<b>36,845</b>	<b>53,902</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(825)</b>	<b>(5,926)</b>	<b>(1,279)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	12	...
Purchases of property, plant and equipment	(580)	(90)	(3,174)
Other	...	(10)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(580)</b>	<b>(88)</b>	<b>(3,174)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,405)</b>	<b>(6,014)</b>	<b>(4,453)</b>
Opening Cash and Cash Equivalents	15,821	19,383	13,369
<b>Closing Cash and Cash Equivalents</b>	<b>14,416</b>	<b>13,369</b>	<b>8,916</b>
<b>Cash Flow Reconciliation</b>			
Net result	(1,236)	(6,325)	(1,699)
Non cash items added back	422	422	492
Change in operating assets and liabilities	(11)	(23)	(72)
<b>Net Cash Flows From Operating Activities</b>	<b>(825)</b>	<b>(5,926)</b>	<b>(1,279)</b>

# New South Wales Crime Commission

## Service Group Statements

### Criminal Investigations and Confiscation of Assets

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Charges <sup>(a)</sup>	no.	445	684	750	700	750
Restraining orders	no.	82	61	80	80	85
Asset forfeiture orders	no.	27	36	50	50	50
Proceeds assessment orders	no.	40	36	40	45	50
Unexplained wealth orders	no.	n.a.	3	5	3	5
<b>Employees:</b>	FTE	108	145	133	123	126

(a) The name of this service measure was referred to as 'Arrests' prior to the 2013-14 Budget papers.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	23,604	23,184	24,085
Total expenses include the following:			
Employee related	16,802	16,742	17,004
Other operating expenses	5,497	5,637	5,801
Other expenses	25	25	...
Capital Expenditure	4,482	4,189	1,782

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	16,802	16,742	17,004
Other operating expenses	5,497	5,637	5,801
Depreciation and amortisation	1,280	780	1,280
Other expenses	25	25	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>23,604</b>	<b>23,184</b>	<b>24,085</b>
<b>Revenue</b>			
Sales of goods and services	50	90	51
Investment revenue	110	110	50
Grants and contributions	25,724	24,536	23,547
Acceptance by Crown Entity of employee benefits and other liabilities	626	456	387
<b>Total Revenue</b>	<b>26,510</b>	<b>25,192</b>	<b>24,035</b>
Gain/(loss) on disposal of non current assets	...	(1)	...
<b>Net Result</b>	<b>2,906</b>	<b>2,007</b>	<b>(50)</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,374	1,918	1,675
Receivables	602	671	874
Other	...	5	5
<b>Total Current Assets</b>	<b>2,976</b>	<b>2,594</b>	<b>2,554</b>
<b>Non Current Assets</b>			
Receivables	354	454	500
Property, plant and equipment -			
Land and building	71	110	110
Plant and equipment	1,882	5,044	5,244
Intangibles	3,992	923	1,225
<b>Total Non Current Assets</b>	<b>6,299</b>	<b>6,531</b>	<b>7,079</b>
<b>Total Assets</b>	<b>9,275</b>	<b>9,125</b>	<b>9,633</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	623	791	1,119
Borrowings at amortised cost	226	177	177
Provisions	2,041	1,752	1,982
<b>Total Current Liabilities</b>	<b>2,890</b>	<b>2,720</b>	<b>3,278</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	197	316	316
Provisions	18	22	22
<b>Total Non Current Liabilities</b>	<b>215</b>	<b>338</b>	<b>338</b>
<b>Total Liabilities</b>	<b>3,105</b>	<b>3,058</b>	<b>3,616</b>
<b>Net Assets</b>	<b>6,170</b>	<b>6,067</b>	<b>6,017</b>
<b>Equity</b>			
Accumulated funds	6,170	6,067	6,017
<b>Total Equity</b>	<b>6,170</b>	<b>6,067</b>	<b>6,017</b>

## Cash Flow Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	15,934	16,044	16,383
Other	5,888	6,028	5,886
<b>Total Payments</b>	<b>21,822</b>	<b>22,072</b>	<b>22,269</b>
<b>Receipts</b>			
Sale of goods and services	60	100	7
Interest received	110	110	50
Grants and contributions	25,724	24,536	23,547
Other	333	333	204
<b>Total Receipts</b>	<b>26,227</b>	<b>25,079</b>	<b>23,808</b>
<b>Net Cash Flows From Operating Activities</b>	<b>4,405</b>	<b>3,007</b>	<b>1,539</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(1,282)	(4,029)	(892)
Other	(3,200)	(160)	(890)
<b>Net Cash Flows From Investing Activities</b>	<b>(4,482)</b>	<b>(4,189)</b>	<b>(1,782)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(77)</b>	<b>(1,182)</b>	<b>(243)</b>
Opening Cash and Cash Equivalents	2,451	3,100	1,918
<b>Closing Cash and Cash Equivalents</b>	<b>2,374</b>	<b>1,918</b>	<b>1,675</b>
<b>Cash Flow Reconciliation</b>			
Net result	2,906	2,007	(50)
Non cash items added back	1,280	780	1,280
Change in operating assets and liabilities	219	220	309
<b>Net Cash Flows From Operating Activities</b>	<b>4,405</b>	<b>3,007</b>	<b>1,539</b>

# NSW Police Force

## Service Group Statements

	Units	2011-12 Actual	2012-13 Actual	2013-14 Revised	2014-15 Forecast
<b>Average Staffing across all Service Groups:</b>					
Total NSW Police (sworn and civilian)	FTE	19,262	19,609	19,691	19,812
Total actual police positions at Operational Commands <sup>(a)</sup>	%	97	98	98	98

(a) During the 2014-15 financial year the authorised strength of police officers will increase by 209 from 16,356 to 16,565.

## Community Support

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Urgent calls responded to within target time <sup>(a)</sup>	%	78	78	80	80	80
People feel safe walking/jogging by themselves in their neighbourhood at night <sup>(b)</sup>	%	58	58	61	61	61

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

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

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	1,748,521	1,747,811	1,751,027
Total expenses include the following:			
Employee related	1,298,685	1,303,271	1,352,488
Other operating expenses	229,382	230,143	224,082
Grants and subsidies	130,928	130,446	87,072
Other expenses	1,374	1,266	1,396
Capital Expenditure	75,657	68,444	91,493

## Criminal Investigation

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

	2011-12	2012-13	2013-14	2013-14	2014-15
Units	Actual	Actual	Forecast	Revised	Forecast

### Service measures:

Legal actions excluding infringement notices <sup>(a)</sup>	thous	152	154	154	157	157
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(a) Excludes non-NSW charges and charges for breach of bail.

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000

### Financial indicators:

Total Expenses Excluding Losses	983,124	1,070,118	1,072,089
Total expenses include the following:			
Employee related	730,202	797,944	828,081
Other operating expenses	128,973	140,908	137,196
Grants and subsidies	73,614	79,867	53,310
Other expenses	772	775	855
Capital Expenditure	42,540	39,954	56,020



## Traffic and Commuter Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Random breath tests undertaken	mill	4.3	4.9	4.4	5.4	5.4
Charges for prescribed concentration of alcohol	thous	20	20	20	20	20
Traffic infringement notices	thous	592	594	600	614	614
				-----2013-14----- Budget \$000	Revised \$000	2014-15 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(a)</sup>				406,399	358,358	360,358
Total expenses include the following:						
Employee related				304,813	271,919	282,862
Other operating expenses				51,802	44,751	43,574
Grants and subsidies				29,567	25,365	16,931
Other expenses				310	246	271
Capital Expenditure				17,086	14,535	17,791

(a) While officer numbers have increased, the reduction reflects efficiencies gained from the creation of a centralised Traffic and Highway Patrol Command.

## Judicial Support

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Juvenile diversions as a proportion of juvenile offenders to court	%	61	59	58	58	58
Legal actions where alleged offenders are proceeded against to court <sup>(a)</sup>	thous	126	128	129	131	131

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

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	254,235	234,035	234,467
Total expenses include the following:			
Employee related	188,828	174,511	181,104
Other operating expenses	33,354	30,818	30,003
Grants and subsidies	19,036	17,467	11,659
Other expenses	200	169	187
Capital Expenditure	11,002	9,616	12,252

(a) The decrease in Judicial Support reflects a shift in hours to other Service Groups. Efficiencies have been gained through police officers now being able to give evidence at court by using audio visual links, enabling them to be rostered for operational duties, rather than attend in person.

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	2,522,528	2,547,645	2,644,535
Other operating expenses	443,511	446,620	434,855
Depreciation and amortisation	159,738	149,738	156,169
Grants and subsidies	253,145	253,145	168,972
Finance costs	10,701	10,718	10,701
Other expenses	2,656	2,456	2,709
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>3,392,279</b>	<b>3,410,322</b>	<b>3,417,941</b>
<b>Revenue</b>			
Sales of goods and services	33,343	38,602	34,094
Investment revenue	2,773	3,773	2,835
Grants and contributions	3,137,062	3,139,704	3,174,937
Acceptance by Crown Entity of employee benefits and other liabilities	168,182	156,182	167,387
Other revenue	31,513	31,344	31,783
<b>Total Revenue</b>	<b>3,372,873</b>	<b>3,369,605</b>	<b>3,411,036</b>
Gain/(loss) on disposal of non current assets	(918)	(1,797)	(918)
Other gains/(losses)	(10)	(32)	(10)
<b>Net Result</b>	<b>(20,334)</b>	<b>(42,546)</b>	<b>(7,833)</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	78,288	86,063	73,920
Receivables	70,735	86,985	75,462
Assets held for sale	1,791	...	...
<b>Total Current Assets</b>	<b>150,814</b>	<b>173,048</b>	<b>149,382</b>
<b>Non Current Assets</b>			
Receivables	30,839	24,600	24,600
Property, plant and equipment -			
Land and building	1,256,919	1,273,248	1,296,851
Plant and equipment	264,208	274,063	273,601
Intangibles	107,501	117,079	112,936
<b>Total Non Current Assets</b>	<b>1,659,467</b>	<b>1,688,990</b>	<b>1,707,988</b>
<b>Total Assets</b>	<b>1,810,281</b>	<b>1,862,038</b>	<b>1,857,370</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	110,138	112,138	125,715
Borrowings at amortised cost	8,989	8,989	10,245
Provisions	371,013	366,778	359,327
Other	149	149	149
<b>Total Current Liabilities</b>	<b>490,289</b>	<b>488,054</b>	<b>495,436</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	146,057	146,057	135,812
Provisions	70,554	76,799	79,898
Other	284	284	213
<b>Total Non Current Liabilities</b>	<b>216,895</b>	<b>223,140</b>	<b>215,923</b>
<b>Total Liabilities</b>	<b>707,184</b>	<b>711,194</b>	<b>711,359</b>
<b>Net Assets</b>	<b>1,103,097</b>	<b>1,150,844</b>	<b>1,146,011</b>
<b>Equity</b>			
Reserves	446,449	474,775	477,775
Accumulated funds	656,648	676,069	668,236
<b>Total Equity</b>	<b>1,103,097</b>	<b>1,150,844</b>	<b>1,146,011</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	2,334,269	2,400,740	2,462,983
Grants and subsidies	253,145	253,145	168,972
Finance costs	10,701	10,718	10,701
Other	515,494	486,590	500,698
<b>Total Payments</b>	<b>3,113,609</b>	<b>3,151,193</b>	<b>3,143,354</b>
<b>Receipts</b>			
Sale of goods and services	25,493	29,913	47,594
Interest received	3,313	4,301	2,888
Grants and contributions	3,136,679	3,139,419	3,174,545
Other	93,154	107,098	88,258
<b>Total Receipts</b>	<b>3,258,639</b>	<b>3,280,731</b>	<b>3,313,285</b>
<b>Net Cash Flows From Operating Activities</b>	<b>145,030</b>	<b>129,538</b>	<b>169,931</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	1,734	1,234	4,471
Purchases of property, plant and equipment	(132,551)	(121,780)	(159,778)
Other	(13,734)	(13,746)	(17,778)
<b>Net Cash Flows From Investing Activities</b>	<b>(144,551)</b>	<b>(134,292)</b>	<b>(173,085)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(7,811)	(7,811)	(8,989)
<b>Net Cash Flows From Financing Activities</b>	<b>(7,811)</b>	<b>(7,811)</b>	<b>(8,989)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(7,332)</b>	<b>(12,565)</b>	<b>(12,143)</b>
Opening Cash and Cash Equivalents	85,620	98,628	86,063
<b>Closing Cash and Cash Equivalents</b>	<b>78,288</b>	<b>86,063</b>	<b>73,920</b>
<b>Cash Flow Reconciliation</b>			
Net result	(20,334)	(42,546)	(7,833)
Non cash items added back	159,738	148,250	156,169
Change in operating assets and liabilities	5,626	23,834	21,595
<b>Net Cash Flows From Operating Activities</b>	<b>145,030</b>	<b>129,538</b>	<b>169,931</b>

# Office of the NSW Rural Fire Service

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## Service Group Statements

### Community Safety

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Community education programs - properties protected	no.	59,102	60,084	56,910	55,000	55,500
Development control assessments - properties protected <sup>(a)</sup>	no.	45,408	40,673	30,000	42,644	35,000
<b>Employees:</b>	FTE	41	47	38	50	50

(a) Severe bushfires across New South Wales led to a significant increase in the 2013-14 Revised numbers of protected properties.

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	23,848	26,804	24,947
Total expenses include the following:			
Employee related	2,930	3,855	3,948
Other operating expenses	5,845	5,499	5,650
Grants and subsidies	15,029	17,429	15,330

## Emergency Bush Fire Response Operations

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Operation plans approved by Bushfire Coordinating Committee	%	100	100	100	100	100
Volunteer Competency Index - for three principal qualifications	%	94	85	90	85	90
<b>Employees:</b> <sup>(a)</sup>	FTE	755	703	730	696	714

(a) The decline in FTEs for 2013-14 Revised relates to changes in reporting lines for a number of positions. Positions deemed ancillary, rather than operational, have been transferred to other Service Groups, which is reflected in the increases to staff numbers and funding to these areas.

	-----2013-14-----		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	266,291	381,096	260,434
Total expenses include the following:			
Employee related	72,947	74,011	77,162
Other operating expenses	48,665	33,459	40,187
Grants and subsidies <sup>(a)</sup>	135,978	263,573	133,715
Other expenses	5,871	6,354	5,988
Capital Expenditure	11,963	15,131	9,863

(a) A large number of bushfires across New South Wales, including the October 2013 Blue Mountains bushfires, led to significant response services expenditure in 2013-14. This returns to a more normal trend in 2014-15.

## Operational and Administrative Support

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
District community education strategies submitted by due date	%	100	100	100	100	100
Fire code development application approvals for buildings completed in 14 days	%	49	74	70	57	70
<b>Employees:</b>	FTE	151	139	120	141	141
				-----2013-14-----		
				Budget	Revised	2014-15
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				40,977	44,313	47,500
Total expenses include the following:						
Employee related				17,208	19,219	19,705
Other operating expenses				20,479	21,765	25,032
Grants and subsidies				1,573	1,530	1,573
Capital Expenditure				...	230	...



## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	93,085	97,085	100,815
Other operating expenses	74,989	60,723	70,869
Depreciation and amortisation	4,591	5,519	4,591
Grants and subsidies <sup>(a)</sup>	152,580	282,532	150,618
Other expenses	5,871	6,354	5,988
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>331,116</b>	<b>452,213</b>	<b>332,881</b>
<b>Revenue</b>			
Sales of goods and services	427	3,904	437
Investment revenue	...	...	720
Retained taxes, fees and fines	209,464	209,464	210,371
Grants and contributions	76,145	217,804	76,879
Acceptance by Crown Entity of employee benefits and other liabilities	...	...	671
Other revenue	8,165	6,494	7,961
<b>Total Revenue</b>	<b>294,201</b>	<b>437,666</b>	<b>297,039</b>
Other gains/(losses)	...	(14)	...
<b>Net Result</b>	<b>(36,915)</b>	<b>(14,561)</b>	<b>(35,842)</b>

(a) A large number of bushfires across New South Wales, including the October 2013 Blue Mountains bushfires, led to significant response services expenditure in 2013-14. This returns to a more normal trend in 2014-15.

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	5,350	30,663	5,053
Receivables	3,264	3,872	3,872
<b>Total Current Assets</b>	<b>8,614</b>	<b>34,535</b>	<b>8,925</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	219	228	...
Plant and equipment	20,362	23,204	23,835
Infrastructure systems	...	1,647	1,647
Intangibles	210	955	844
<b>Total Non Current Assets</b>	<b>20,791</b>	<b>26,034</b>	<b>26,326</b>
<b>Total Assets</b>	<b>29,405</b>	<b>60,569</b>	<b>35,251</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	18,714	18,717	29,316
Provisions	24,955	24,955	24,955
Other	...	75	75
<b>Total Current Liabilities</b>	<b>43,669</b>	<b>43,747</b>	<b>54,346</b>
<b>Non Current Liabilities</b>			
Provisions	24,044	17,881	17,881
Other	...	506	431
<b>Total Non Current Liabilities</b>	<b>24,044</b>	<b>18,387</b>	<b>18,312</b>
<b>Total Liabilities</b>	<b>67,713</b>	<b>62,134</b>	<b>72,658</b>
<b>Net Assets</b>	<b>(38,308)</b>	<b>(1,565)</b>	<b>(37,407)</b>
<b>Equity</b>			
Accumulated funds	(38,308)	(1,565)	(37,407)
<b>Total Equity</b>	<b>(38,308)</b>	<b>(1,565)</b>	<b>(37,407)</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	93,087	96,622	100,144
Grants and subsidies	118,291	245,560	115,546
Other	122,072	137,524	107,880
<b>Total Payments</b>	<b>333,450</b>	<b>479,706</b>	<b>323,570</b>
<b>Receipts</b>			
Sale of goods and services	427	8,786	437
Interest received	...	...	720
Retained taxes, fees and fines	209,464	209,464	210,371
Grants and contributions	42,865	184,308	43,454
Other	47,995	67,490	47,861
<b>Total Receipts</b>	<b>300,751</b>	<b>470,048</b>	<b>302,843</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(32,699)</b>	<b>(9,658)</b>	<b>(20,727)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	4,980	4,980	4,980
Purchases of property, plant and equipment	(11,963)	(15,131)	(9,863)
Other	...	(230)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(6,983)</b>	<b>(10,381)</b>	<b>(4,883)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(39,682)</b>	<b>(20,039)</b>	<b>(25,610)</b>
Opening Cash and Cash Equivalents	45,032	50,702	30,663
<b>Closing Cash and Cash Equivalents</b>	<b>5,350</b>	<b>30,663</b>	<b>5,053</b>
<b>Cash Flow Reconciliation</b>			
Net result	(36,915)	(14,561)	(35,842)
Non cash items added back	4,591	5,519	4,591
Change in operating assets and liabilities	(375)	(616)	10,524
<b>Net Cash Flows From Operating Activities</b>	<b>(32,699)</b>	<b>(9,658)</b>	<b>(20,727)</b>

# Office of the NSW State Emergency Service

## Service Group Statements

### Community and Organisational Preparedness

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Number of cadets trained	no.	395	449	680	470	500
Number of FloodSafe brochures distributed	no.	24,000	43,000	25,000	46,000	30,000
Percentage of volunteers with fully qualified Storm Water Damage training.	%	31.3	42.7	41.0	43.0	45.0
<b>Employees:</b>	FTE	86	99	114	99	99
				———2013-14———		2014-15
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				15,873	17,721	17,908
Total expenses include the following:						
Employee related				8,233	8,233	8,640
Other operating expenses				6,657	8,505	8,285
Grants and subsidies				983	983	983
Capital Expenditure				973	...	...

## Emergency Management

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Emergency calls answered within 20 seconds	%	100	100	100	100	100
Flood response tasks <sup>(a)</sup>	no.	6,737	1,231	N/A	N/A	N/A
Storm response tasks <sup>(a)</sup>	no.	21,030	22,069	N/A	N/A	N/A
<b>Employees:</b>	FTE	159	184	180	184	184

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

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	68,411	66,968	68,751
Total expenses include the following:			
Employee related	24,694	24,694	25,909
Other operating expenses	30,302	28,940	28,661
Grants and subsidies	7,947	7,958	7,947
Capital Expenditure	9,365	7,138	14,081

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	32,927	32,927	34,549
Other operating expenses	36,959	37,445	36,946
Depreciation and amortisation	5,468	5,376	6,234
Grants and subsidies	8,930	8,941	8,930
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>84,284</b>	<b>84,689</b>	<b>86,659</b>
<b>Revenue</b>			
Sales of goods and services	36	332	37
Investment revenue	104	474	409
Retained taxes, fees and fines	65,289	65,289	66,657
Grants and contributions	22,990	23,075	23,460
Acceptance by Crown Entity of employee benefits and other liabilities	133	362	136
Other revenue	300	685	307
<b>Total Revenue</b>	<b>88,852</b>	<b>90,217</b>	<b>91,006</b>
Gain/(loss) on disposal of non current assets	(149)	(641)	(149)
<b>Net Result</b>	<b>4,419</b>	<b>4,887</b>	<b>4,198</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	13,676	18,682	16,636
Receivables	2,503	4,189	3,083
Inventories	4,066	4,553	4,553
Other	...	3	3
<b>Total Current Assets</b>	<b>20,245</b>	<b>27,427</b>	<b>24,275</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	166	...	...
Plant and equipment	21,286	19,851	27,478
<b>Total Non Current Assets</b>	<b>21,452</b>	<b>19,851</b>	<b>27,478</b>
<b>Total Assets</b>	<b>41,697</b>	<b>47,278</b>	<b>51,753</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	7,722	9,543	9,979
Provisions	3,293	3,159	3,000
<b>Total Current Liabilities</b>	<b>11,015</b>	<b>12,702</b>	<b>12,979</b>
<b>Non Current Liabilities</b>			
Provisions	37	32	32
<b>Total Non Current Liabilities</b>	<b>37</b>	<b>32</b>	<b>32</b>
<b>Total Liabilities</b>	<b>11,052</b>	<b>12,734</b>	<b>13,011</b>
<b>Net Assets</b>	<b>30,645</b>	<b>34,544</b>	<b>38,742</b>
<b>Equity</b>			
Accumulated funds	30,645	34,544	38,742
<b>Total Equity</b>	<b>30,645</b>	<b>34,544</b>	<b>38,742</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	32,950	32,607	34,572
Grants and subsidies	8,930	8,941	8,930
Other	38,259	39,532	36,704
<b>Total Payments</b>	<b>80,139</b>	<b>81,080</b>	<b>80,206</b>
<b>Receipts</b>			
Sale of goods and services	36	1,829	37
Interest received	104	474	409
Retained taxes, fees and fines	65,289	65,289	66,657
Grants and contributions	12,624	12,624	12,878
Other	11,966	11,153	12,189
<b>Total Receipts</b>	<b>90,019</b>	<b>91,369</b>	<b>92,170</b>
<b>Net Cash Flows From Operating Activities</b>	<b>9,880</b>	<b>10,289</b>	<b>11,964</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	71	89	71
Purchases of property, plant and equipment	(10,338)	(7,138)	(14,081)
<b>Net Cash Flows From Investing Activities</b>	<b>(10,267)</b>	<b>(7,049)</b>	<b>(14,010)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(387)</b>	<b>3,240</b>	<b>(2,046)</b>
Opening Cash and Cash Equivalents	14,063	15,442	18,682
<b>Closing Cash and Cash Equivalents</b>	<b>13,676</b>	<b>18,682</b>	<b>16,636</b>
<b>Cash Flow Reconciliation</b>			
Net result	4,419	4,887	4,198
Non cash items added back	5,468	5,376	6,234
Change in operating assets and liabilities	(7)	26	1,532
<b>Net Cash Flows From Operating Activities</b>	<b>9,880</b>	<b>10,289</b>	<b>11,964</b>



## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	82,496	71,572	83,823
Depreciation and amortisation	4,484	3,441	5,671
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>86,980</b>	<b>75,013</b>	<b>89,494</b>
<b>Revenue</b>			
Sales of goods and services	54,294	58,070	55,537
Investment revenue	7,701	7,353	7,735
Grants and contributions	12,649	13,231	13,231
Other revenue	10,680	7,420	11,264
<b>Total Revenue</b>	<b>85,324</b>	<b>86,074</b>	<b>87,767</b>
Gain/(loss) on disposal of non current assets	...	(11)	...
Other gains/(losses)	...	(1)	...
<b>Net Result</b>	<b>(1,656)</b>	<b>11,049</b>	<b>(1,727)</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	37,102	28,523	15,227
Receivables	20,281	24,812	24,812
<b>Total Current Assets</b>	<b>57,383</b>	<b>53,335</b>	<b>40,039</b>
<b>Non Current Assets</b>			
Other financial assets	28,018	44,956	44,956
Property, plant and equipment -			
Land and building	19,827	19,861	19,398
Plant and equipment	10,140	11,716	17,012
Intangibles	8,356	4,246	10,982
<b>Total Non Current Assets</b>	<b>66,341</b>	<b>80,779</b>	<b>92,348</b>
<b>Total Assets</b>	<b>123,724</b>	<b>134,114</b>	<b>132,387</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	5,716	8,403	8,403
Provisions	23,422	22,690	22,690
<b>Total Current Liabilities</b>	<b>29,138</b>	<b>31,093</b>	<b>31,093</b>
<b>Non Current Liabilities</b>			
Other	77,199	51,614	51,614
<b>Total Non Current Liabilities</b>	<b>77,199</b>	<b>51,614</b>	<b>51,614</b>
<b>Total Liabilities</b>	<b>106,337</b>	<b>82,707</b>	<b>82,707</b>
<b>Net Assets</b>	<b>17,387</b>	<b>51,407</b>	<b>49,680</b>
<b>Equity</b>			
Reserves	1,258	1,258	1,258
Accumulated funds	16,129	50,149	48,422
<b>Total Equity</b>	<b>17,387</b>	<b>51,407</b>	<b>49,680</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	87,937	77,643	89,264
<b>Total Payments</b>	<b>87,937</b>	<b>77,643</b>	<b>89,264</b>
<b>Receipts</b>			
Sale of goods and services	54,294	58,124	55,537
Interest received	2,748	2,442	2,782
Grants and contributions	12,649	13,231	13,231
Other	16,120	12,449	16,705
<b>Total Receipts</b>	<b>85,811</b>	<b>86,246</b>	<b>88,255</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(2,126)</b>	<b>8,603</b>	<b>(1,009)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of investments	12,950	1,430	6,386
Purchases of property, plant and equipment	(3,534)	(4,637)	(7,850)
Purchases of investments	(1,433)	(1,433)	(1,433)
Other	(5,857)	(2,567)	(9,390)
<b>Net Cash Flows From Investing Activities</b>	<b>2,126</b>	<b>(7,207)</b>	<b>(12,287)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>...</b>	<b>1,396</b>	<b>(13,296)</b>
Opening Cash and Cash Equivalents	37,102	27,127	28,523
<b>Closing Cash and Cash Equivalents</b>	<b>37,102</b>	<b>28,523</b>	<b>15,227</b>
<b>Cash Flow Reconciliation</b>			
Net result	(1,656)	11,049	(1,727)
Non cash items added back	(469)	(1,512)	718
Change in operating assets and liabilities	(1)	(934)	...
<b>Net Cash Flows From Operating Activities</b>	<b>(2,126)</b>	<b>8,603</b>	<b>(1,009)</b>

## Introduction

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

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

## Services

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

## 2014-15 Budget Highlights

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In 2014-15, the Commission's key initiatives will include:

- \$150,000 for a comprehensive review and update of the suggested directions to juries in the Criminal Trial Court Bench Book to ensure jurors can easily understand them, with an emphasis on directions given in criminal defences and the rights to silence
- \$150,000 to review and update the Civil Trials Bench Book to reflect the current changes to case law and amendments to legislation
- \$110,000 to focus on education and training sessions developed using effective adult learning principles and more online and distance education resources to complement the current conference and seminar program.

## Service Group Statements

### Education, Sentencing and Complaints

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Judicial education days	no.	870	1,232	1,400	1,400	1,400
Average number of training days per judicial officer	no.	3.0	5.0	5.0	5.0	5.0
JIRS usage-page hits per month	no.	99,172	113,666	90,000	100,000	100,000
Sentencing monographs, sentencing trend papers, bench book updates and other publications	no.	28	25	27	25	25
Complaints finalised within six months	%	68	78	90	90	90
<b>Employees:</b>	FTE	34	34	36	34	34
				-----2013-14----- Budget \$000	Revised \$000	2014-15 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				6,121	5,974	6,115
Total expenses include the following:						
Employee related				4,498	4,369	4,374
Other operating expenses				1,516	1,507	1,637
Capital Expenditure				150	40	150

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	4,498	4,369	4,374
Other operating expenses	1,516	1,507	1,637
Depreciation and amortisation	107	98	104
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>6,121</b>	<b>5,974</b>	<b>6,115</b>
<b>Revenue</b>			
Recurrent appropriation	4,996	4,794	4,914
Capital appropriation	150	40	150
Sales of goods and services	947	995	682
Investment revenue	50	41	46
Acceptance by Crown Entity of employee benefits and other liabilities	206	144	212
Other revenue	8	10	148
<b>Total Revenue</b>	<b>6,357</b>	<b>6,024</b>	<b>6,152</b>
<b>Net Result</b>	<b>236</b>	<b>50</b>	<b>37</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	1,536	1,483	1,474
Receivables	61	49	49
<b>Total Current Assets</b>	<b>1,597</b>	<b>1,532</b>	<b>1,523</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	354	271	317
Intangibles	1	...	...
<b>Total Non Current Assets</b>	<b>355</b>	<b>271</b>	<b>317</b>
<b>Total Assets</b>	<b>1,952</b>	<b>1,803</b>	<b>1,840</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	250	270	270
Provisions	389	389	389
<b>Total Current Liabilities</b>	<b>639</b>	<b>659</b>	<b>659</b>
<b>Total Liabilities</b>	<b>639</b>	<b>659</b>	<b>659</b>
<b>Net Assets</b>	<b>1,313</b>	<b>1,144</b>	<b>1,181</b>
<b>Equity</b>			
Accumulated funds	1,313	1,144	1,181
<b>Total Equity</b>	<b>1,313</b>	<b>1,144</b>	<b>1,181</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	4,312	4,297	4,162
Other	1,695	1,628	1,816
<b>Total Payments</b>	<b>6,007</b>	<b>5,925</b>	<b>5,978</b>
<b>Receipts</b>			
Recurrent appropriation	4,996	4,794	4,914
Capital appropriation	150	40	150
Sale of goods and services	947	999	682
Interest received	38	39	46
Cash transfers to the Crown Entity	...	(50)	...
Other	187	189	327
<b>Total Receipts</b>	<b>6,318</b>	<b>6,011</b>	<b>6,119</b>
<b>Net Cash Flows From Operating Activities</b>	<b>311</b>	<b>86</b>	<b>141</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(150)	(40)	(150)
<b>Net Cash Flows From Investing Activities</b>	<b>(150)</b>	<b>(40)</b>	<b>(150)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>161</b>	<b>46</b>	<b>(9)</b>
Opening Cash and Cash Equivalents	1,375	1,437	1,483
<b>Closing Cash and Cash Equivalents</b>	<b>1,536</b>	<b>1,483</b>	<b>1,474</b>
<b>Cash Flow Reconciliation</b>			
Net result	236	50	37
Non cash items added back	107	98	104
Change in operating assets and liabilities	(32)	(62)	...
<b>Net Cash Flows From Operating Activities</b>	<b>311</b>	<b>86</b>	<b>141</b>



## Introduction

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

The ODPP operates under the *Director of Public Prosecutions Act 1986*, the *Crown Prosecutors Act 1986*, the *Victims Rights and Support Act 2013* and ODPP Prosecution Guidelines.

## Services

The ODPP's key services involve:

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

## 2014-15 Budget Highlights

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In 2014-15, ODPP's total expenditure will be \$118 million. This covers:

- \$110 million on prosecution services which includes \$3.6 million for ICAC prosecutions
- \$8.0 million on victim and witness assistance.

## Service Group Statements

### Prosecutions

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Committals completed	no.	6,016	5,947	6,100	6,086	6,208
Cases summarily disposed of in Local Court	no.	2,703	2,433	2,600	2,478	2,580
Cases committed for trial	no.	1,639	1,875	1,800	1,840	1,877
Cases committed for sentence in higher courts	no.	1,674	1,639	1,700	1,768	1,751
Trial matters concluded	no.	1,831	1,685	1,800	1,668	1,763
<b>Employees:</b>	FTE	585	580	577	579	579
				-----2013-14-----		
				Budget	Revised	2014-15
				\$000	\$000	Budget
						\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				107,124	105,676	109,883
Total expenses include the following:						
Employee related				89,346	85,456	92,278
Other operating expenses				14,793	17,532	14,524
Grants and subsidies				...	127	...
Capital Expenditure				2,739	2,740	1,300

## Victim and Witness Assistance

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Victims and witnesses assisted by the Witness Assistance Service	no.	4,741	4,940	4,400	6,139	6,200
<b>Employees:</b>	FTE	32	29	30	29	29
				-----2013-14----- Budget \$000	Revised \$000	2014-15 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				7,958	7,219	7,977
Total expenses include the following:						
Employee related				3,296	3,250	3,364
Other operating expenses				597	574	549
Other expenses				3,905	3,260	3,905
Capital Expenditure				145	144	68

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	92,642	88,706	95,642
Other operating expenses	15,390	18,106	15,073
Depreciation and amortisation	3,145	2,696	3,240
Grants and subsidies	...	127	...
Other expenses	3,905	3,260	3,905
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>115,082</b>	<b>112,895</b>	<b>117,860</b>
<b>Revenue</b>			
Recurrent appropriation	104,215	102,615	106,688
Capital appropriation	2,884	2,884	1,368
Sales of goods and services	72	40	74
Investment revenue	195	195	199
Grants and contributions	...	1,273	...
Acceptance by Crown Entity of employee benefits and other liabilities	7,975	5,850	8,175
Other revenue	31	893	32
<b>Total Revenue</b>	<b>115,372</b>	<b>113,750</b>	<b>116,536</b>
Gain/(loss) on disposal of non current assets	5	(49)	5
<b>Net Result</b>	<b>295</b>	<b>806</b>	<b>(1,319)</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	5,275	3,818	5,838
Receivables	1,627	3,357	3,332
<b>Total Current Assets</b>	<b>6,902</b>	<b>7,175</b>	<b>9,170</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	11,272	10,800	8,753
Intangibles	673	1,362	1,537
<b>Total Non Current Assets</b>	<b>11,945</b>	<b>12,162</b>	<b>10,290</b>
<b>Total Assets</b>	<b>18,847</b>	<b>19,337</b>	<b>19,460</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	4,193	2,925	4,198
Provisions	9,459	10,552	10,537
Other	249	...	...
<b>Total Current Liabilities</b>	<b>13,901</b>	<b>13,477</b>	<b>14,735</b>
<b>Non Current Liabilities</b>			
Provisions	2,313	3,256	3,440
<b>Total Non Current Liabilities</b>	<b>2,313</b>	<b>3,256</b>	<b>3,440</b>
<b>Total Liabilities</b>	<b>16,214</b>	<b>16,733</b>	<b>18,175</b>
<b>Net Assets</b>	<b>2,633</b>	<b>2,604</b>	<b>1,285</b>
<b>Equity</b>			
Accumulated funds	2,633	2,604	1,285
<b>Total Equity</b>	<b>2,633</b>	<b>2,604</b>	<b>1,285</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	83,967	83,213	86,697
Grants and subsidies	...	127	...
Other	21,749	25,469	20,636
<b>Total Payments</b>	<b>105,716</b>	<b>108,809</b>	<b>107,333</b>
<b>Receipts</b>			
Recurrent appropriation	104,215	102,615	106,688
Capital appropriation	2,884	2,884	1,368
Sale of goods and services	72	40	74
Interest received	195	159	199
Grants and contributions	...	1,273	...
Cash transfers to the Crown Entity	...	(27)	...
Other	2,361	3,248	2,387
<b>Total Receipts</b>	<b>109,727</b>	<b>110,192</b>	<b>110,716</b>
<b>Net Cash Flows From Operating Activities</b>	<b>4,011</b>	<b>1,383</b>	<b>3,383</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	5	...	5
Purchases of property, plant and equipment	(2,784)	(1,884)	(868)
Other	(100)	(1,000)	(500)
<b>Net Cash Flows From Investing Activities</b>	<b>(2,879)</b>	<b>(2,884)</b>	<b>(1,363)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>1,132</b>	<b>(1,501)</b>	<b>2,020</b>
Opening Cash and Cash Equivalents	4,143	5,319	3,818
<b>Closing Cash and Cash Equivalents</b>	<b>5,275</b>	<b>3,818</b>	<b>5,838</b>
<b>Cash Flow Reconciliation</b>			
Net result	295	806	(1,319)
Non cash items added back	3,145	2,696	3,240
Change in operating assets and liabilities	571	(2,119)	1,462
<b>Net Cash Flows From Operating Activities</b>	<b>4,011</b>	<b>1,383</b>	<b>3,383</b>

## 7. Premier and Cabinet Cluster

Agency	Expenses			Capital Expenditure		
	2013-14 Revised \$m	2014-15 Budget \$m	Var. %	2013-14 Revised \$m	2014-15 Budget \$m	Var. %
<b>Department of Premier and Cabinet</b>						
Service Group						
Policy Support .....	48.9	43.9	(10.2)	2.0	0.6	(70.3)
Administrative Support for Government .....	122.4	124.0	1.3	5.7	5.8	0.6
Protocol and Special Events .....	44.9	32.3	(28.1)	1.0	0.2	(80.2)
Cluster Grant Funding .....	473.6	348.0	(26.5)	...	...	...
Service Groups Transferred						
Parliamentary Counsel's Office <sup>(a)</sup> .....	5.9	...	N/A	...	...	...
Capacity Building, Oversight and Provision of Advice for Local Government <sup>(b)</sup> .....	10.0	...	N/A	...	...	...
Pensioner Rebate Scheme <sup>(b)</sup> .....	78.2	...	N/A	...	...	...
Companion Animals Program <sup>(b)</sup> .....	3.9	...	N/A	...	...	...
National Parks and Wildlife Services <sup>(b)</sup> .....	320.2	...	N/A	15.0	...	N/A
Regional Operations and Heritage <sup>(b)</sup> .....	303.5	...	N/A	0.9	...	N/A
Policy and Science <sup>(b)</sup> .....	40.9	...	N/A	2.2	...	N/A
Personnel Services <sup>(b)</sup> .....	32.5	...	N/A	...	...	...
<b>Total</b>	<b>1,484.8</b>	<b>548.2</b>	<b>(63.1)</b>	<b>26.9</b>	<b>6.6</b>	<b>(75.6)</b>
 (a) Commencing 24 February 2014, the <i>Administrative Arrangements Order 2014</i> separated the Parliamentary Counsel's Office from the Department of Premier and Cabinet. The Office's 2013-14 financial indicators reflect actuals to 23 February 2014 and full year Budget figures. Their 2014-15 Budget and the revised projection for the period 24 February 2014 to 30 June 2014 are reported as a separate agency within the Premier and Cabinet cluster.						
(b) Commencing 24 February 2014, the <i>Administrative Arrangements Order 2014</i> separated the Office of Environment and Heritage and the Office of Local Government from the Department of Premier and Cabinet. Both offices' 2013-14 financial indicators for their Service Groups reflect actuals to 23 February 2014 and full year Budget figures. Their 2014-15 Budget and the revised projection for the period 24 February 2014 to 30 June 2014 are reported in the Planning and Environment cluster.						
<b>Infrastructure NSW</b>						
<b>Total</b>	<b>57.4</b>	<b>37.5</b>	<b>(34.7)</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Natural Resources Commission</b>						
Service Group						
Natural Resources Commission .....	5.0	4.9	(1.3)	...	0.1	N/A
<b>Total</b>	<b>5.0</b>	<b>4.9</b>	<b>(1.3)</b>	<b>...</b>	<b>0.1</b>	<b>N/A</b>
<b>Parliamentary Counsel's Office <sup>(a)</sup></b>						
Service Group						
Parliamentary Counsel's Office .....	3.7	9.3	151.7	...	0.1	N/A
<b>Total</b>	<b>3.7</b>	<b>9.3</b>	<b>151.7</b>	<b>...</b>	<b>0.1</b>	<b>N/A</b>
<b>Service NSW</b>						
Service Group						
Service NSW .....	95.8	268.8	180.5	34.2	87.2	154.7
<b>Total</b>	<b>95.8</b>	<b>268.8</b>	<b>180.5</b>	<b>34.2</b>	<b>87.2</b>	<b>154.7</b>

Agency	Expenses			Capital Expenditure		
	2013-14 Revised \$m	2014-15 Budget \$m	Var. %	2013-14 Revised \$m	2014-15 Budget \$m	Var. %
<b>Barangaroo Delivery Authority</b>						
Total	55.6	74.1	33.2	101.1	80.8	(20.1)
<b>Audit Office of New South Wales</b>						
Total	43.1	46.4	7.6	3.6	3.0	(16.6)
<b>Independent Commission Against Corruption</b>						
Service Group						
Corruption Investigation, Prevention, Research and Education .....	25.4	27.0	6.3	3.8	7.3	92.5
Total	25.4	27.0	6.3	3.8	7.3	92.5
<b>Independent Pricing and Regulatory Tribunal</b>						
Service Group						
Utilities Pricing, Regulation and Analysis and Policy Work .....	27.9	30.8	10.1	0.2	0.2	...
Total	27.9	30.8	10.1	0.2	0.2	...
<b>New South Wales Electoral Commission</b>						
Service Group						
Conduct and Management of Elections .....	41.4	92.2	122.9	5.8	7.5	29.3
Total	41.4	92.2	122.9	5.8	7.5	29.3
<b>Ombudsman's Office</b>						
Service Group						
Complaint Resolution, Investigation, Oversight and Scrutiny .....	29.2	29.5	1.1	1.3	0.4	(73.4)
Total	29.2	29.5	1.1	1.3	0.4	(73.4)
<b>Police Integrity Commission</b>						
Service Group						
Investigations, Research and Complaint Management .....	19.4	20.2	4.1	1.0	1.2	20.0
Total	19.4	20.2	4.1	1.0	1.2	20.0
<b>Public Service Commission</b>						
Service Group						
Services and Capabilities Improvement .....	34.4	35.3	2.6	1.0	0.8	(18.6)
Total	34.4	35.3	2.6	1.0	0.8	(18.6)



## Introduction

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The Premier and Cabinet cluster works for the people of New South Wales by supporting the Premier and Cabinet and working with other clusters to drive the Government's objectives under NSW 2021, coordinate policy and services throughout the whole of government and enable effective stewardship of the public service. It provides thought leadership across the public sector, contributing a unifying intelligence to the system of government.

Until 24 February 2014, the Department of Premier and Cabinet Agency included the Office of Environment and Heritage and the Office of Local Government, as separate divisions. Following the issue of the *Administrative Arrangements Order 2014*, commencing on that day, these divisions were transferred to standalone agencies.

Subsequent to this change, the new agencies along with the other agencies comprising the Environment and Heritage portfolio, such as the Environment Protection Authority, will report the residual 2013-14 period projection (for the period 24 February to 30 June 2014) and the whole of 2014-15 Budget in the Planning and Environment cluster. This will be explained further in the next section.

The Premier and Cabinet cluster also oversees investment in infrastructure and coordinates 'independent accountability organisations' such as the Ombudsman's Office and the Independent Commission Against Corruption.

The Premier and Cabinet cluster is the lead or co-lead for achieving the following NSW 2021 goals:

- invest in critical infrastructure
- involve the community in decision-making on government policy, services and projects
- improve government transparency by increasing access to government information
- restore trust in state and local government as a service provider
- increase the competitiveness of doing business in New South Wales.

As the lead cluster in the NSW public sector, the Premier and Cabinet cluster:

- provides strategic policy advice on state and national issues to guide decision-making
- leads the Government's agenda for change in New South Wales
- coordinates and leads departments to deliver key community programs
- manages machinery-of-government issues
- takes a lead in national policy and intergovernmental relations
- coordinates government services in rural and regional communities

- drives the government-wide achievement of NSW 2021 goals
- contributes to an efficient, customer-focused public sector
- facilitates private sector partnerships and investment
- provides independent advice to help the Government identify and prioritise the delivery of critical public infrastructure across the state
- facilitates a whole-of-government approach to run major events and organise official events such as ceremonial occasions, State and official receptions and Head of Mission visits.

### Services

The cluster's key services are:

- supporting and coordinating the delivery of government priorities identified in NSW 2021
- coordinating significant infrastructure and investment projects to support economic development
- applying the 20-year State Infrastructure Strategy to assess the State's infrastructure needs and priorities
- monitoring and reviewing major capital projects worth over \$100 million through Infrastructure NSW, in partnership with the Treasury
- delivering the foreshore urban renewal project at Barangaroo
- delivering the Government's 'Simpler Government Services Plan' and implementing a new 'customer-centric' one-stop-government service model through Service NSW
- supporting the Cabinet process and the Premier's participation in meetings of the Council of Australian Governments
- coordinating the activities of government agencies to ensure they are aligned at a regional level
- drafting and publishing legislation
- providing ministerial support
- using a whole-of-government approach for special events, which includes supporting the Governor, Premier and Ministers
- supporting the Government's commitment to red tape reduction.

## 2014-15 Budget Highlights

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In 2014-15, the cluster's key initiatives will include:

- \$269 million for Service NSW, to convert and integrate motor registries into the Service NSW one-stop-shops and digital channels. With the transfer of other similar functions from agencies, including Births, Deaths and Marriages, Fair Trading and Environment & Heritage, Service NSW will handle 800 transactions that were previously delivered across the various agencies delivering an enhanced NSW customer experience
- \$9.3 million for the Cricket World Cup 2015, as part of the total NSW Government commitment to the event of \$19.5 million
- \$3.0 million as the final contribution to successfully hosting the 2015 Asia Football Cup.

The cluster's capital expenditure in 2014-15 will include:

- \$78 million for works to complete the Headland Park and Barangaroo North Public Domain design and construction
- \$54 million for Service NSW network technology; customer service system integration; technology upgrades; and initial work on the payments gateway project
- \$27 million for Service NSW Service Centres consolidation and enhancement
- \$2.8 million for the Barangaroo Central Precinct Planning.

# Department of Premier and Cabinet

## Service Group Statements

### Policy Support <sup>(a)</sup>

**Service description:** This service group covers the provision of integrated sector-wide policy advice, counsel and legislative support services. It comprises the following areas: Communities and Social Investment, Sector Performance and Coordination, Productivity and Sustainability and Office of General Counsel.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
NSW 2021 measures under						
Development <sup>(b)</sup>	no.	42	12	6	1	n.a.
Unsolicited private sector proposals that reach Stage 1 of the assessment within 90 Days						
	%	100	92	100	100	100
Savings to government through centralised media contracts compared to market rates						
	%	40	35	35	45	45
Number of Unique Individual visitors to the Consultation Website						
	no.	n.a.	n.a.	n.a.	60,288	64,000
Number of Consultations using the Consultation Website						
	no.	n.a.	n.a.	n.a.	251	265
<b>Employees:</b> <sup>(c)</sup>						
	FTE	242	243	242	247	247

(a) This service group has been re-established combining a number of service groups previously reported separately including Policy Support, NSW 2021 Plan Leadership and Support, Delivery and Implementation, Service and Capabilities Improvement and Communications and Advertising. In addition, the activities relating to the Parliamentary Counsel's Office has been transferred to a separate service group.

(b) This service measure has been updated to reflect the correct unit measure. The 2013-14 Budget papers indicated the unit of measures as a %.

(c) The 2011-12 Actual and 2013-14 Forecast FTE count has been updated to reflect the changes to the service group and corrections to the FTE count.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	56,167	48,886	43,888
Total expenses include the following:			
Employee related	34,321	34,322	32,963
Other operating expenses <sup>(a)</sup>	21,606	13,654	10,695
Grants and subsidies	240	910	230
Other expenses	...	...	...
Capital Expenditure	730	2,023	600

(a) Decreased expenditure in 2013-14 and further decrease in 2014-15 reflects the November 2013 renegotiations in the print media contracts. The 2013-14 Budget and the 2013-14 Revised amounts are the result of the previous contract, where the media suppliers invoiced DPC and then the costs were on charged to the relevant agencies. The new contract allows for the media outlets to bill directly to the government agencies, resulting in DPC's expenses reducing.

**Administrative Support for Government <sup>(a)</sup>**

**Service description:** This service group covers a range of administrative and coordination functions to support the Premier and Ministry, and the operations of the department. It includes human resources, governance, ICT and finance functions.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Ministers' offices supported	no.	22	22	22	22	22
Appointments to Government boards and committees	no.	1,873	1,687	1,600	1,600	1,600
<b>Employees: <sup>(b)</sup></b>	FTE	309	315	306	321	321

(a) The service group Administrative Support for Government published in the 2013-14 budget papers has now been reconfigured with the activities relating to Protocol and Special Events transferred to a separate service group.

(b) The 2011-12 Actual and 2013-14 Forecast FTE count has been updated to reflect the changes to the service group and corrections to the FTE count.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	121,809	122,408	123,992
Total expenses include the following:			
Employee related	51,729	52,358	52,190
Other operating expenses <sup>(a)</sup>	65,372	52,880	53,468
Grants and subsidies <sup>(a)</sup>	...	12,044	13,779
Capital Expenditure	7,768	5,719	5,756

(a) The 2013-14 Budget included certain grants in the Other Operating Expenses category. The 2013-14 Revised and 2014-15 Budget columns reflect the correct allocation.

**Protocol and Special Events <sup>(a)</sup>**

**Service description:** This service group provides management and coordination services for the Premier and NSW Government in protocol and ceremonial matters, special events, honours and awards and community programs. It also provides administrative support to Former Office Holders and supports the Governor in constitutional, ceremonial and community roles.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Protocol and official						
hospitality events organised	no.	128	111	120	107	110
Community Cabinets organised	no.	10	6	10	10	8
<b>Employees:</b>						
	FTE	61	66	66	77	77

(a) The activities of this service group were previously included in the Administrative Support for Government service group.

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	33,717	44,861	32,257
Total expenses include the following:			
Employee related	5,956	9,740	10,207
Other operating expenses <sup>(a)</sup>	20,284	15,601	8,529
Grants and subsidies <sup>(b) (c)</sup>	4,115	19,467	13,394
Other expenses <sup>(d)</sup>	3,362	...	...
Capital Expenditure	3,000	1,008	200

(a) 2013-14 Revised included \$7.0 million of expenditure on the Rotary and Red Cross International Conventions.

(b) 2013-14 Revised included \$6.7 million of expenditure on the Asian Football Cup event, with 2014-15 Budget only requiring an additional \$3.1 million to meet the residual of the State's funding obligation.

(c) The 2013-14 Revised position reflects an additional \$10.2 million of funding for the Cricket World Cup. A further \$9.3 million of funding is included in 2014-15.

(d) The 2013-14 Budget included \$3.6 million of expenditure for Australia Day related activities as Other Expenses. These costs have been reported in the employee related costs line for the 2013-14 Revised and the 2014-15 Budget. In addition, the costs related to the administration of Government House have been transferred to the Department from 1 January 2014.

## Cluster Grant Funding

**Service description:** This service group covers the provision of grant funding to agencies within the Premier and Cabinet cluster. For 2014-15 grant funding will be provided to Service NSW, Infrastructure NSW, Parliamentary Council's Office and Natural Resources Commission.

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	371,662	473,570	348,031
Grants and subsidies			
Service NSW	109,759	118,759	324,197
Infrastructure NSW	10,202	8,524	10,152
Parliamentary Counsel's Office	...	3,464	8,740
Natural Resources Commission	4,853	4,853	4,942
Environment Trust	76,327	52,347	...
Office of Local Government	...	10,906	...
Royal Botanic Gardens and Domain Trust	38,708	29,526	...
Office of Environment and Heritage	...	143,069	...
Environment Protection Agency	131,813	102,122	...

(a) The 2014-15 Budget figures relate only to grant funded entities remaining in the cluster following the restructure in 2013-14. Those agencies with nil funding for 2014-15 Budget have been reported in the Planning and Environment cluster.

## Parliamentary Counsel's Office

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

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	9,585	5,876	...
Total expenses include the following:			
Employee related	7,529	4,538	...
Other operating expenses	1,608	1,013	...
Capital Expenditure	80	...	...

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* separated the Parliamentary Counsel's Office from the Department of Premier and Cabinet. The Office's 2013-14 financial indicators reflect actuals to 23 February 2014 and full year Budget figures. Their 2014-15 Budget and the revised projection for the period 24 February 2014 to 30 June 2014 are reported as a separate agency within the Premier and Cabinet cluster.

## Capacity Building, Oversight and Provision of Advice for Local Government <sup>(a)</sup>

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

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	41,126	10,002	...
Total expenses include the following:			
Employee related	8,051	5,251	...
Other operating expenses	2,258	1,379	...
Grants and subsidies	30,674	3,294	...
Capital Expenditure	145	...	...

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* separated the Office of Local Government from the Department of Premier and Cabinet. The Office's 2013-14 financial indicators for their Service Groups reflect actuals to 23 February 2014 and full year 2013-14 Budget figures. Their 2014-15 Budget and the revised projection for the period 24 February 2014 to 30 June 2014 are reported in the Planning and Environment cluster.

## Pensioner Rebate Scheme <sup>(a)</sup>

**Service description:** This service group covers the Pensioner Rebate Scheme, which provides rebates to local councils of up to 55 per cent of concessions to eligible pensioners for council rates.

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	76,000	78,183	...
Grants and subsidies	76,000	78,183	...

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* separated the Office of Local Government from the Department of Premier and Cabinet. The Office's 2013-14 financial indicators for their Service Groups reflect actuals to 23 February 2014 and full year 2013-14 Budget figures. Their 2014-15 Budget and the revised projection for the period 24 February 2014 to 30 June 2014 are reported in the Planning and Environment cluster.



### Companion Animals Program <sup>(a)</sup>

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

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	6,326	3,948	...
Total expenses include the following:			
Employee related	498	322	...
Other operating expenses	5,795	3,626	...

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* separated the Office of Local Government from the Department of Premier and Cabinet. The Office's 2013-14 financial indicators for their Service Groups reflect actuals to 23 February 2014 and full year 2013-14 Budget figures. Their 2014-15 Budget and the revised projection for the period 24 February 2014 to 30 June 2014 are reported in the Planning and Environment cluster.

### National Parks and Wildlife Services <sup>(a)</sup>

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

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	485,942	320,157	...
Total expenses include the following:			
Employee related	192,202	150,335	...
Other operating expenses	183,849	89,491	...
Grants and subsidies	22,135	20,774	...
Capital Expenditure	39,671	15,027	...

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* separated the Office of Environment and Heritage from the Department of Premier and Cabinet. The Office's 2013-14 financial indicators for their Service Groups reflect actuals to 23 February 2014 and full year 2013-14 Budget figures. Their 2014-15 Budget and the revised projection for the period 24 February 2014 to 30 June 2014 are reported in the Planning and Environment cluster.

## Regional Operations and Heritage <sup>(a)</sup>

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

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	550,777	303,459	...
Total expenses include the following:			
Employee related	80,803	48,027	...
Other operating expenses	111,933	36,043	...
Grants and subsidies	344,058	210,993	...
Capital Expenditure	5,818	926	...

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* separated the Office of Environment and Heritage from the Department of Premier and Cabinet. The Office's 2013-14 financial indicators for their Service Groups reflect actuals to 23 February 2014 and full year 2013-14 Budget figures. Their 2014-15 Budget and the revised projection for the period 24 February 2014 to 30 June 2014 are reported in the Planning and Environment cluster.

## Policy and Science <sup>(a)</sup>

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

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	63,441	40,881	...
Total expenses include the following:			
Employee related	35,418	26,270	...
Other operating expenses	17,153	7,442	...
Grants and subsidies	242	615	...
Capital Expenditure	7,253	2,216	...

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* separated the Office of Environment and Heritage from the Department of Premier and Cabinet. The Office's 2013-14 financial indicators for their Service Groups reflect actuals to 23 February 2014 and full year 2013-14 Budget figures. Their 2014-15 Budget and the revised projection for the period 24 February 2014 to 30 June 2014 are reported in the Planning and Environment cluster.

**Personnel Services** <sup>(a)</sup>

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

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	55,837	32,527	...
Total expenses include the following:			
Employee related	55,837	32,527	...

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* separated the Office of Environment and Heritage, the Office of Local Government from the Department of Premier and Cabinet. Both office's 2013-14 financial indicators for their Service Groups reflect actuals to 23 February 2014 and full year 2013-14 Budget figures. Their 2014-15 Budget and the revised projection for the period 24 February 2014 to 30 June 2014 are reported in the Planning and Environment cluster.

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

### Operating Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	472,344	363,690	95,360
Other operating expenses	429,858	221,129	72,692
Depreciation and amortisation	104,584	71,309	4,607
Grants and subsidies	849,126	819,850	375,434
Finance costs	13,115	8,780	75
Other expenses	3,362	...	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>1,872,389</b>	<b>1,484,758</b>	<b>548,168</b>
<b>Revenue</b>			
Recurrent appropriation	1,133,541	1,108,411	518,966
Capital appropriation	84,668	19,161	4,010
Sales of goods and services	126,029	79,436	1,861
Investment revenue	9,676	7,358	1,734
Retained taxes, fees and fines	9,254	6,554	...
Grants and contributions	385,605	263,567	2,553
Acceptance by Crown Entity of employee benefits and other liabilities	31,374	16,105	3,379
Other revenue	33,693	53,588	...
<b>Total Revenue</b>	<b>1,813,840</b>	<b>1,554,180</b>	<b>532,503</b>
Gain/(loss) on disposal of non current assets	(840)	3	...
Other gains/(losses)	(100)	(95)	...
<b>Net Result</b>	<b>(59,489)</b>	<b>69,330</b>	<b>(15,665)</b>

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* separated the Office of Environment and Heritage and the Office of Local Government from the Department of Premier and Cabinet. The 2013-14 Budget for the Department of Premier and Cabinet includes the full year Operating Statements of both offices. The Department's 2013-14 Revised figures include the actuals to 23 February 2014 for the separated offices, whilst the Department's 2014-15 Budget excludes the figures for the separated offices. The 2014-15 Budget and the revised projection for the period 24 February 2014 to 30 June 2014, for the separated offices are reported in the Planning and Environment cluster.

(b) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* separated the Parliamentary Counsel's Office from the Department of Premier and Cabinet. The 2013-14 Budget for the Department of Premier and Cabinet includes the full year Operating Statement of this office. The Department's 2013-14 Revised figures include the actuals to 23 February 2014 for the separated office, whilst the Department's 2014-15 Budget excludes the figures for the separated office. The 2014-15 Budget and the revised projection for the period 24 February 2014 to 30 June 2014, for the separated office is reported later in the Premier and Cabinet cluster.

**Balance Sheet** <sup>(a)(b)</sup>

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	292,602	34,968	37,119
Receivables	39,232	38,848	17,180
Other financial assets	16	...	...
Inventories	666	...	...
Assets held for sale	277	...	...
Other	600	...	...
<b>Total Current Assets</b>	<b>333,393</b>	<b>73,816</b>	<b>54,299</b>
<b>Non Current Assets</b>			
Receivables	62	...	...
Property, plant and equipment -			
Land and building	2,227,342	98,359	98,432
Plant and equipment	71,647	16,160	16,984
Infrastructure systems	1,541,371	...	...
Intangibles	184,213	2,172	3,224
<b>Total Non Current Assets</b>	<b>4,024,635</b>	<b>116,691</b>	<b>118,640</b>
<b>Total Assets</b>	<b>4,358,028</b>	<b>190,507</b>	<b>172,939</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	130,147	17,553	16,450
Provisions	60,686	10,795	11,065
Other	1,355	2,905	2,905
<b>Total Current Liabilities</b>	<b>192,188</b>	<b>31,253</b>	<b>30,420</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	290,982	...	...
Provisions	53,691	8,732	8,810
Other	...	31,041	29,893
<b>Total Non Current Liabilities</b>	<b>344,673</b>	<b>39,773</b>	<b>38,703</b>
<b>Total Liabilities</b>	<b>536,861</b>	<b>71,026</b>	<b>69,123</b>
<b>Net Assets</b>	<b>3,821,167</b>	<b>119,481</b>	<b>103,816</b>

**Balance Sheet (cont)** <sup>(a)(b)</sup>

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Equity</b>			
Reserves	637,492	...	...
Accumulated funds	3,183,675	119,481	103,816
<b>Total Equity</b>	<b>3,821,167</b>	<b>119,481</b>	<b>103,816</b>

- (a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* separated the Office of Environment and Heritage and the Office of Local Government from the Department of Premier and Cabinet. The 2013-14 Budget for the Department of Premier and Cabinet includes the 30 June 2014 forecast Balance Sheets of both offices. The Department's 2013-14 Revised Budget and 2014-15 Budget excludes the figures for the separated offices. The 2013-14 Revised and the 2014-15 Budget for the separated offices are reported in the Planning and Environment cluster.
- (b) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* separated the Parliamentary Counsel's Office from the Department of Premier and Cabinet. The 2013-14 Budget for the Department of Premier and Cabinet includes the 30 June 2014 forecast Balance Sheet of the Office. The Department's 2013-14 Revised Budget and 2014-15 Budget excludes the figures for the separated office. The 2013-14 Revised and the 2014-15 Budget for the separated office are reported later in the Premier and Cabinet cluster.

**Cash Flow Statement** <sup>(a)(b)</sup>

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	442,815	356,521	91,649
Grants and subsidies	849,126	819,850	375,434
Finance costs	3,298	2,215	...
Other	448,551	168,390	83,723
<b>Total Payments</b>	<b>1,743,790</b>	<b>1,346,976</b>	<b>550,806</b>
<b>Receipts</b>			
Recurrent appropriation	1,133,541	1,108,411	518,966
Capital appropriation	84,668	19,161	4,010
Sale of goods and services	146,096	97,353	1,861
Interest received	8,769	11,330	1,953
Retained taxes, fees and fines	...	(622)	...
Grants and contributions	380,022	256,696	...
Cash transfers to the Crown Entity	...	(7,805)	...
Other	57,395	17,815	32,723
<b>Total Receipts</b>	<b>1,810,491</b>	<b>1,502,339</b>	<b>559,513</b>
<b>Net Cash Flows From Operating Activities</b>	<b>66,701</b>	<b>155,363</b>	<b>8,707</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	995	506	...
Purchases of property, plant and equipment	(45,910)	(18,384)	(4,198)
Other	(18,555)	(416,650)	(2,358)
<b>Net Cash Flows From Investing Activities</b>	<b>(63,470)</b>	<b>(434,528)</b>	<b>(6,556)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(35,300)	...	...
<b>Net Cash Flows From Financing Activities</b>	<b>(35,300)</b>	<b>...</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(32,069)</b>	<b>(279,165)</b>	<b>2,151</b>
Opening Cash and Cash Equivalents	324,671	314,133	34,968
<b>Closing Cash and Cash Equivalents</b>	<b>292,602</b>	<b>34,968</b>	<b>37,119</b>

**Cash Flow Statement (cont)** <sup>(a)(b)</sup>

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flow Reconciliation</b>			
Net result	(59,489)	69,330	(15,665)
Non cash items added back	113,701	75,557	4,607
Change in operating assets and liabilities	12,489	10,476	19,765
<b>Net Cash Flows From Operating Activities</b>	<b>66,701</b>	<b>155,363</b>	<b>8,707</b>

- (a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* separated the Office of Environment and Heritage and the Office of Local Government from the Department of Premier and Cabinet. The 2013-14 Budget for the Department of Premier and Cabinet includes the full year Cash Flow Statements of both offices. The Department's 2013-14 Revised figures include the actuals to 23 February 2014 for the separated offices, whilst the Department's 2014-15 Budget excludes the figures for the separated offices. The 2014-15 Budget and the revised projection for the period 24 February 2014 to 30 June 2014, for the separated offices are reported in the Planning and Environment cluster.
- (b) Commencing 24 February 2014, the *Administrative Arrangements Order 2014* separated the Parliamentary Counsel's Office from the Department of Premier and Cabinet. The 2013-14 Budget for the Department of Premier and Cabinet includes the full year Cash Flow Statement of this office. The Department's 2013-14 Revised figures include the actuals to 23 February 2014 for the separated office, whilst the Department's 2014-15 Budget excludes the figures for the separated office. The 2014-15 Budget and the revised projection for the period 24 February 2014 to 30 June 2014, for the separated office is reported later in the Premier and Cabinet cluster budget paper.



## Financial Statements

### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	4,159	3,870	4,159
Other operating expenses <sup>(a)</sup>	29,376	53,272	33,091
Depreciation and amortisation	237	224	236
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>33,772</b>	<b>57,366</b>	<b>37,486</b>
<b>Revenue</b>			
Sales of goods and services	23,570	49,222	21,766
Investment revenue	...	53	...
Grants and contributions	10,202	8,524	15,152
Acceptance by Crown Entity of employee benefits and other liabilities	...	68	68
<b>Total Revenue</b>	<b>33,772</b>	<b>57,867</b>	<b>36,986</b>
Gain/(loss) on disposal of non current assets	...	(1)	...
<b>Net Result</b>	<b>...</b>	<b>500</b>	<b>(500)</b>

(a) The increase in the 2013-14 Revised reflects expenses relating to the project management of the Sydney International Convention, Exhibition and Entertainment Precinct (SICEEP). These expenses reduce in 2014-15, as the project management role nears completion.

## Balance Sheet

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	3,120	1,651	1,354
Receivables	1,812	2,641	2,641
<b>Total Current Assets</b>	<b>4,932</b>	<b>4,292</b>	<b>3,995</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	316	354	138
Intangibles	34	20	...
<b>Total Non Current Assets</b>	<b>350</b>	<b>374</b>	<b>138</b>
<b>Total Assets</b>	<b>5,282</b>	<b>4,666</b>	<b>4,133</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	3,110	1,779	1,779
Provisions	280	360	327
<b>Total Current Liabilities</b>	<b>3,390</b>	<b>2,139</b>	<b>2,106</b>
<b>Non Current Liabilities</b>			
Provisions	464	312	312
<b>Total Non Current Liabilities</b>	<b>464</b>	<b>312</b>	<b>312</b>
<b>Total Liabilities</b>	<b>3,854</b>	<b>2,451</b>	<b>2,418</b>
<b>Net Assets</b>	<b>1,428</b>	<b>2,215</b>	<b>1,715</b>
<b>Equity</b>			
Accumulated funds	1,428	2,215	1,715
<b>Total Equity</b>	<b>1,428</b>	<b>2,215</b>	<b>1,715</b>

## Cash Flow Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	4,192	3,827	4,124
Other	29,376	53,280	33,091
<b>Total Payments</b>	<b>33,568</b>	<b>57,107</b>	<b>37,215</b>
<b>Receipts</b>			
Sale of goods and services	23,570	49,222	21,766
Interest received	...	53	...
Grants and contributions	10,202	8,524	15,152
<b>Total Receipts</b>	<b>33,772</b>	<b>57,799</b>	<b>36,918</b>
<b>Net Cash Flows From Operating Activities</b>	<b>204</b>	<b>692</b>	<b>(297)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>204</b>	<b>692</b>	<b>(297)</b>
Opening Cash and Cash Equivalents	2,916	959	1,651
<b>Closing Cash and Cash Equivalents</b>	<b>3,120</b>	<b>1,651</b>	<b>1,354</b>
<b>Cash Flow Reconciliation</b>			
Net result	...	500	(500)
Non cash items added back	237	224	236
Change in operating assets and liabilities	(33)	(32)	(33)
<b>Net Cash Flows From Operating Activities</b>	<b>204</b>	<b>692</b>	<b>(297)</b>

# Natural Resources Commission

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## Service Group Statements

### Natural Resources Commission

**Service description:** This service group covers provision of independent advice to the Government on natural resource management (NRM) issues which enables NRM decisions to be based on sound science and best practice management balancing economic, social and environmental interests of the State.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Reviews and audits of the Catchment Action Plans and Local Land Services	no.	5	13	0	11	0
Reviews of scientific, technical and complex issues	no.	5	9	4	6	5
Independent review and audit	no.	n.a.	n.a.	7	8	7
<b>Employees:</b>	FTE	23	23	20	20	20

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	4,717	5,001	4,935
Total expenses include the following:			
Employee related	3,262	3,108	3,299
Other operating expenses <sup>(a)</sup>	1,421	1,857	1,604
Capital Expenditure	130	32	98

(a) The increase in the 2013-14 Revised reflects the cost of two studies that were commissioned after the completion of the 2013-14 Budget.

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	3,262	3,108	3,299
Other operating expenses	1,421	1,857	1,604
Depreciation and amortisation	34	36	32
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>4,717</b>	<b>5,001</b>	<b>4,935</b>
<b>Revenue</b>			
Investment revenue	26	22	27
Grants and contributions	4,853	4,853	4,942
Acceptance by Crown Entity of employee benefits and other liabilities	40	30	39
Other revenue	...	225	...
<b>Total Revenue</b>	<b>4,919</b>	<b>5,130</b>	<b>5,008</b>
Gain/(loss) on disposal of non current assets	...	(3)	...
<b>Net Result</b>	<b>202</b>	<b>126</b>	<b>73</b>

## Balance Sheet

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	491	699	685
Receivables	40	42	44
<b>Total Current Assets</b>	<b>531</b>	<b>741</b>	<b>729</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	128	27	93
Intangibles	...	5	5
<b>Total Non Current Assets</b>	<b>128</b>	<b>32</b>	<b>98</b>
<b>Total Assets</b>	<b>659</b>	<b>773</b>	<b>827</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	285	194	191
Provisions	152	245	229
<b>Total Current Liabilities</b>	<b>437</b>	<b>439</b>	<b>420</b>
<b>Non Current Liabilities</b>			
Provisions	101	102	102
<b>Total Non Current Liabilities</b>	<b>101</b>	<b>102</b>	<b>102</b>
<b>Total Liabilities</b>	<b>538</b>	<b>541</b>	<b>522</b>
<b>Net Assets</b>	<b>121</b>	<b>232</b>	<b>305</b>
<b>Equity</b>			
Accumulated funds	121	232	305
<b>Total Equity</b>	<b>121</b>	<b>232</b>	<b>305</b>

## Cash Flow Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	3,238	3,094	3,277
Other	1,423	1,859	1,608
<b>Total Payments</b>	<b>4,661</b>	<b>4,953</b>	<b>4,885</b>
<b>Receipts</b>			
Interest received	30	26	27
Grants and contributions	4,853	4,853	4,942
Other	...	225	...
<b>Total Receipts</b>	<b>4,883</b>	<b>5,104</b>	<b>4,969</b>
<b>Net Cash Flows From Operating Activities</b>	<b>222</b>	<b>151</b>	<b>84</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(130)	(25)	(98)
Other	...	(7)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(130)</b>	<b>(32)</b>	<b>(98)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>92</b>	<b>119</b>	<b>(14)</b>
Opening Cash and Cash Equivalents	399	580	699
<b>Closing Cash and Cash Equivalents</b>	<b>491</b>	<b>699</b>	<b>685</b>
<b>Cash Flow Reconciliation</b>			
Net result	202	126	73
Non cash items added back	34	36	32
Change in operating assets and liabilities	(14)	(11)	(21)
<b>Net Cash Flows From Operating Activities</b>	<b>222</b>	<b>151</b>	<b>84</b>

# Parliamentary Counsel's Office

## Service Group Statements

### Parliamentary Counsel's Office

**Service description:** This service group covers the provision of drafting, publishing and legislative support services.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Items of legislation drafted <sup>(a)</sup>	no.	787	835	835	832	830
Pages of legislation drafted	thous	9.4	12.2	12.2	12.2	12.0
Legislative website visits	mill	129	175	200	235	235
<b>Employees:</b>	FTE	44	45	44	44	44

(a) Items drafted and page counts are for Bills introduced and instruments made. The print layout of legislation was redesigned to enable more text to appear on each page. The page count for previous years has been adjusted so that the figures are on a comparable basis.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	...	3,693	9,296
Total expenses include the following:			
Employee related	...	2,998	7,301
Other operating expenses	...	565	1,566
Capital Expenditure	...	20	80

(a) Commencing 24 February 2014, the *Administrative Arrangements Order 2014*, transferred the functions of the Parliamentary Council's Office from the Department of Premier and Cabinet to a standalone agency. The financial indicators for 2013-14 above reflect the revised estimates for the period 24 February to 30 June 2014 only.



## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	2,998	7,301
Other operating expenses	...	565	1,566
Depreciation and amortisation	...	130	429
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	...	<b>3,693</b>	<b>9,296</b>
<b>Revenue</b>			
Sales of goods and services	...	51	179
Grants and contributions	...	3,464	8,740
Acceptance by Crown Entity of employee benefits and other liabilities	...	99	222
<b>Total Revenue</b>	...	<b>3,614</b>	<b>9,141</b>
<b>Net Result</b>	...	<b>(79)</b>	<b>(155)</b>

## Balance Sheet

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	...	49	736
<b>Total Current Assets</b>	...	<b>49</b>	<b>736</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	...	576	249
Intangibles	...	256	234
<b>Total Non Current Assets</b>	...	<b>832</b>	<b>483</b>
<b>Total Assets</b>	...	<b>881</b>	<b>1,219</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	...	...	473
Provisions	...	623	636
<b>Total Current Liabilities</b>	...	<b>623</b>	<b>1,109</b>
<b>Non Current Liabilities</b>			
Provisions	...	262	269
<b>Total Non Current Liabilities</b>	...	<b>262</b>	<b>269</b>
<b>Total Liabilities</b>	...	<b>885</b>	<b>1,378</b>
<b>Net Assets</b>	...	<b>(4)</b>	<b>(159)</b>
<b>Equity</b>			
Accumulated funds	...	(4)	(159)
<b>Total Equity</b>	...	<b>(4)</b>	<b>(159)</b>

## Cash Flow Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	2,886	7,059
Other	...	565	1,093
<b>Total Payments</b>	...	<b>3,451</b>	<b>8,152</b>
<b>Receipts</b>			
Sale of goods and services	...	51	179
Grants and contributions	...	3,464	8,740
Other	...	4	...
<b>Total Receipts</b>	...	<b>3,519</b>	<b>8,919</b>
<b>Net Cash Flows From Operating Activities</b>	...	<b>68</b>	<b>767</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	...	(20)	(60)
Other	...	1	(20)
<b>Net Cash Flows From Investing Activities</b>	...	<b>(19)</b>	<b>(80)</b>
<b>Net Increase/(Decrease) in Cash</b>	...	<b>49</b>	<b>687</b>
Opening Cash and Cash Equivalents	...	...	49
<b>Closing Cash and Cash Equivalents</b>	...	<b>49</b>	<b>736</b>
<b>Cash Flow Reconciliation</b>			
Net result	...	(79)	(155)
Non cash items added back	...	130	429
Change in operating assets and liabilities	...	17	493
<b>Net Cash Flows From Operating Activities</b>	...	<b>68</b>	<b>767</b>

# Service NSW

## Service Group Statements

### Service NSW

**Service description:** This service group delivers common Government services to customers across New South Wales through digital platforms, one-stop shop service centres and a 24/7 telephone service.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Launch of single digital channel <sup>(a)</sup>	no.	N/A	N/A	1	1	N/A
Launch of contact centres <sup>(b)</sup>	no.	N/A	N/A	1	1	1
Transaction services offered <sup>(c)</sup>	no.	N/A	N/A	800	800	800
Service centres transitioned <sup>(d)</sup>	no.	N/A	N/A	18	18	59
<b>Employees:</b> <sup>(e)</sup>	FTE	N/A	N/A	676	693	1,087

(a) The digital channel was opened on 1 July 2013.

(b) The Parramatta contact centre was opened on 1 July 2013. Transition of the Newcastle contact centre from Roads and Maritime Services (RMS) commenced in March 2014. It has been facilitated by the assignment of the relevant RMS staff to Service NSW, with full transfer and rebranding to a Service NSW branded operation to be completed in early 2014-15.

(c) Service NSW is delivering 800 multi-agency transactions through its service delivery network. These transactions will be distributed through an expanding multi-channel network in 2014-15 as coverage is expanded by the Accelerated Digital Strategy.

(d) The RMS Customer Service Branch, which includes the motor registry network, will transition to Service NSW from 1 July 2014. During 2014-15, it is planned to integrate a further 59 sites into the distribution network as Service NSW sites pursuant to the Accelerated Digital Strategy approved by the Government.

(e) Increase in staff numbers from 2013-14 to 2014-15 reflects the planned scale-up of physical points of presence under the Accelerated Digital Strategy.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	93,509	95,840	268,822
Total expenses include the following:			
Employee related	55,031	35,435	80,540
Other operating expenses	31,634	35,861	32,248
Grants and subsidies <sup>(a)</sup>	...	19,900	144,189
Capital Expenditure	34,439	34,230	87,185

(a) Increase in grants and subsidies in 2014-15 is due to projected payments to the RMS for assignment of staff from its Customer Service Branch and related costs, as part of the Accelerated Digital Strategy.

## Financial Statements

### Operating Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	55,031	35,435	80,540
Other operating expenses	31,634	35,861	32,248
Depreciation and amortisation	6,844	4,644	11,845
Grants and subsidies	...	19,900	144,189
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>93,509</b>	<b>95,840</b>	<b>268,822</b>
<b>Revenue</b>			
Sales of goods and services	11,346	6,230	20,000
Investment revenue	...	96	...
Grants and contributions	109,759	118,759	324,197
Acceptance by Crown Entity of employee benefits and other liabilities	...	513	...
Other revenue	...	31	...
<b>Total Revenue</b>	<b>121,105</b>	<b>125,629</b>	<b>344,197</b>
<b>Net Result</b>	<b>27,596</b>	<b>29,789</b>	<b>75,375</b>

## Balance Sheet

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	1	73	6,699
Receivables	15,277	5,170	2,345
<b>Total Current Assets</b>	<b>15,278</b>	<b>5,243</b>	<b>9,044</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	3,516	...	...
Plant and equipment	18,073	34,084	111,118
Intangibles	22,553	12,221	10,527
<b>Total Non Current Assets</b>	<b>44,142</b>	<b>46,305</b>	<b>121,645</b>
<b>Total Assets</b>	<b>59,420</b>	<b>51,548</b>	<b>130,689</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	15,675	3,583	5,249
Provisions	342	1,814	3,487
<b>Total Current Liabilities</b>	<b>16,017</b>	<b>5,397</b>	<b>8,736</b>
<b>Non Current Liabilities</b>			
Provisions	446	975	1,402
<b>Total Non Current Liabilities</b>	<b>446</b>	<b>975</b>	<b>1,402</b>
<b>Total Liabilities</b>	<b>16,463</b>	<b>6,372</b>	<b>10,138</b>
<b>Net Assets</b>	<b>42,957</b>	<b>45,176</b>	<b>120,551</b>
<b>Equity</b>			
Accumulated funds	42,957	45,176	120,551
<b>Total Equity</b>	<b>42,957</b>	<b>45,176</b>	<b>120,551</b>

## Cash Flow Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	55,031	32,997	78,867
Grants and subsidies	...	19,900	144,189
Other	31,634	62,199	44,155
<b>Total Payments</b>	<b>86,665</b>	<b>115,096</b>	<b>267,211</b>
<b>Receipts</b>			
Sale of goods and services	11,346	1,560	22,825
Interest received	...	96	...
Grants and contributions	109,759	118,759	324,197
Other	...	28,984	14,000
<b>Total Receipts</b>	<b>121,105</b>	<b>149,399</b>	<b>361,022</b>
<b>Net Cash Flows From Operating Activities</b>	<b>34,440</b>	<b>34,303</b>	<b>93,811</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(15,959)	(26,799)	(87,185)
Other	(18,480)	(7,431)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(34,439)</b>	<b>(34,230)</b>	<b>(87,185)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>1</b>	<b>73</b>	<b>6,626</b>
Opening Cash and Cash Equivalents	...	...	73
<b>Closing Cash and Cash Equivalents</b>	<b>1</b>	<b>73</b>	<b>6,699</b>
<b>Cash Flow Reconciliation</b>			
Net result	27,596	29,789	75,375
Non cash items added back	6,844	4,644	11,845
Change in operating assets and liabilities	...	(130)	6,591
<b>Net Cash Flows From Operating Activities</b>	<b>34,440</b>	<b>34,303</b>	<b>93,811</b>

## Financial Statements

### Operating Statement

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	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	7,354	9,574	9,464
Other operating expenses	8,775	11,237	8,137
Depreciation and amortisation	100	414	396
Grants and subsidies	20,000	23,883	40,317
Finance costs	12,195	10,515	15,798
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>48,424</b>	<b>55,623</b>	<b>74,112</b>
<b>Revenue</b>			
Investment revenue	...	3,888	10,969
Grants and contributions	39,917	42,188	46,656
Other revenue	11	1,160	391
<b>Total Revenue</b>	<b>39,928</b>	<b>47,236</b>	<b>58,016</b>
Gain/(loss) on disposal of non current assets	55,333	44,284	7,387
<b>Net Result</b>	<b>46,837</b>	<b>35,897</b>	<b>(8,709)</b>

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## Balance Sheet

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	336	14,150	85
Receivables	201,939	142,236	121,255
Assets held for sale	15,667	7,837	49,805
<b>Total Current Assets</b>	<b>217,942</b>	<b>164,223</b>	<b>171,145</b>
<b>Non Current Assets</b>			
Receivables	...	47,822	47,822
Property, plant and equipment -			
Land and building	151,188	155,082	97,730
Plant and equipment	224	478	367
Infrastructure systems	184,026	176,364	257,141
<b>Total Non Current Assets</b>	<b>335,438</b>	<b>379,746</b>	<b>403,060</b>
<b>Total Assets</b>	<b>553,380</b>	<b>543,969</b>	<b>574,205</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	16,754	15,795	15,843
Borrowings at amortised cost	...	22,750	120,922
Provisions	247	13,015	21,808
<b>Total Current Liabilities</b>	<b>17,001</b>	<b>51,560</b>	<b>158,573</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	289,792	233,288	233,812
Provisions	90,235	109,824	41,232
<b>Total Non Current Liabilities</b>	<b>380,027</b>	<b>343,112</b>	<b>275,044</b>
<b>Total Liabilities</b>	<b>397,028</b>	<b>394,672</b>	<b>433,617</b>
<b>Net Assets</b>	<b>156,352</b>	<b>149,297</b>	<b>140,588</b>
<b>Equity</b>			
Reserves	19,259	19,259	19,259
Accumulated funds	137,093	130,038	121,329
<b>Total Equity</b>	<b>156,352</b>	<b>149,297</b>	<b>140,588</b>

## Cash Flow Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	7,426	9,309	9,163
Grants and subsidies	20,000	23,883	40,317
Finance costs	6,279	10,515	15,798
Other	65,120	55,192	78,189
<b>Total Payments</b>	<b>98,825</b>	<b>98,899</b>	<b>143,467</b>
<b>Receipts</b>			
Interest received	...	3,888	10,969
Other	49,928	53,348	57,047
<b>Total Receipts</b>	<b>49,928</b>	<b>57,236</b>	<b>68,016</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(48,897)</b>	<b>(41,663)</b>	<b>(75,451)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	166,567	158,172	22,486
Purchases of property, plant and equipment	(96,434)	(101,145)	(80,777)
Advances made	(129,714)	(114,066)	(50,789)
Other	...	...	71,770
<b>Net Cash Flows From Investing Activities</b>	<b>(59,581)</b>	<b>(57,039)</b>	<b>(37,310)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	106,185	126,254	183,245
Repayment of borrowings and advances	...	(20,000)	(84,549)
<b>Net Cash Flows From Financing Activities</b>	<b>106,185</b>	<b>106,254</b>	<b>98,696</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(2,293)</b>	<b>7,552</b>	<b>(14,065)</b>
Opening Cash and Cash Equivalents	2,629	6,598	14,150
<b>Closing Cash and Cash Equivalents</b>	<b>336</b>	<b>14,150</b>	<b>85</b>
<b>Cash Flow Reconciliation</b>			
Net result	46,837	35,897	(8,709)
Non cash items added back	100	414	396
Change in operating assets and liabilities	(95,834)	(77,974)	(67,138)
<b>Net Cash Flows From Operating Activities</b>	<b>(48,897)</b>	<b>(41,663)</b>	<b>(75,451)</b>

## Introduction

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The Audit Office of New South Wales audits government activity and prepares reports on behalf of the Auditor-General. It reports to the Parliament of New South Wales and helps to hold the Government accountable for its use of community resources and legal powers.

The Office is funded through services charged back to agencies. It also receives funding for special-purpose and performance audits.

The Audit Office of New South Wales, a statutory authority, operates under the *Public Finance and Audit Act 1983*.

## Services

The Audit Office's key services are:

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

## 2014-15 Budget Highlights

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In 2014-15, the Audit Office of New South Wales' key initiatives will include:

- generating \$39.5 million from financial auditing of Government agencies and reporting the results to Parliament
- spending \$5.1 million on performance audits of Government agencies operations and reporting the results to Parliament
- spending \$3 million on upgrading information technology and enhancing information and human capital management systems.

## Financial Statements

### Operating Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	34,127	32,135	33,876
Other operating expenses	9,426	9,558	10,180
Depreciation and amortisation	1,818	1,262	1,975
Other expenses	36	136	337
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>45,407</b>	<b>43,091</b>	<b>46,368</b>
<b>Revenue</b>			
Sales of goods and services	42,147	42,339	44,607
Investment revenue	251	208	250
Other revenue	100	113	104
<b>Total Revenue</b>	<b>42,498</b>	<b>42,660</b>	<b>44,961</b>
Gain/(loss) on disposal of non current assets	...	(27)	...
<b>Net Result</b>	<b>(2,909)</b>	<b>(458)</b>	<b>(1,407)</b>

## Balance Sheet

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,135	5,860	3,236
Receivables	6,202	7,513	7,513
Inventories	797	...	...
Other	8,302	6,830	6,830
<b>Total Current Assets</b>	<b>17,436</b>	<b>20,203</b>	<b>17,579</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	734	890	572
Plant and equipment	1,151	1,135	1,131
Intangibles	4,935	4,820	6,170
Other	320	430	430
<b>Total Non Current Assets</b>	<b>7,140</b>	<b>7,275</b>	<b>8,303</b>
<b>Total Assets</b>	<b>24,576</b>	<b>27,478</b>	<b>25,882</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,150	2,376	2,376
Provisions	10,753	10,282	10,093
Other	101	232	232
<b>Total Current Liabilities</b>	<b>13,004</b>	<b>12,890</b>	<b>12,701</b>
<b>Non Current Liabilities</b>			
Provisions	40,114	30,355	30,355
Other	115	77	77
<b>Total Non Current Liabilities</b>	<b>40,229</b>	<b>30,432</b>	<b>30,432</b>
<b>Total Liabilities</b>	<b>53,233</b>	<b>43,322</b>	<b>43,133</b>
<b>Net Assets</b>	<b>(28,657)</b>	<b>(15,844)</b>	<b>(17,251)</b>
<b>Equity</b>			
Accumulated funds	(28,657)	(15,844)	(17,251)
<b>Total Equity</b>	<b>(28,657)</b>	<b>(15,844)</b>	<b>(17,251)</b>

## Cash Flow Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	34,313	32,135	34,065
Other	9,462	9,080	10,517
<b>Total Payments</b>	<b>43,775</b>	<b>41,215</b>	<b>44,582</b>
<b>Receipts</b>			
Sale of goods and services	42,147	41,225	44,607
Interest received	251	208	250
Other	100	113	104
<b>Total Receipts</b>	<b>42,498</b>	<b>41,546</b>	<b>44,961</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(1,277)</b>	<b>331</b>	<b>379</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(573)	(573)	(540)
Other	(2,976)	(3,027)	(2,463)
<b>Net Cash Flows From Investing Activities</b>	<b>(3,549)</b>	<b>(3,600)</b>	<b>(3,003)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(4,826)</b>	<b>(3,269)</b>	<b>(2,624)</b>
Opening Cash and Cash Equivalents	6,961	9,129	5,860
<b>Closing Cash and Cash Equivalents</b>	<b>2,135</b>	<b>5,860</b>	<b>3,236</b>
<b>Cash Flow Reconciliation</b>			
Net result	(2,909)	(458)	(1,407)
Non cash items added back	1,818	1,262	1,975
Change in operating assets and liabilities	(186)	(473)	(189)
<b>Net Cash Flows From Operating Activities</b>	<b>(1,277)</b>	<b>331</b>	<b>379</b>

## Introduction

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The Independent Commission Against Corruption (ICAC) promotes and improves integrity in the public sector. It has special powers to investigate, expose and minimise corruption.

The ICAC operates under the *Independent Commission Against Corruption Act 1988*.

## Services

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

## 2014-15 Budget Highlights

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In 2014-15, ICAC's key initiatives will include:

- \$3.2 million to finalise the upgrade of the Commission's information and communications technology infrastructure
- \$3.6 million to complete the Commission's fit out works at its new accommodation site.

## Service Group Statements

### Corruption Investigation, Prevention, Research and Education

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Average days to deal with complaints	no.	60	39	55	55	55
Investigations completed within twelve months	%	90	86	80	80	80
Training and other presentations delivered	no.	195	173	100	100	100
Persons referred for consideration of prosecution or disciplinary action arising from investigations	no.	10	22	n.a.	28	n.a.
<b>Employees:</b>	FTE	120	124	123	127	123

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	24,291	25,395	26,983
Total expenses include the following:			
Employee related	16,500	17,280	17,908
Other operating expenses	5,712	6,906	5,524
Capital Expenditure	10,644	3,794	7,304



## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	16,500	17,280	17,908
Other operating expenses	5,712	6,906	5,524
Depreciation and amortisation	2,079	1,209	3,551
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>24,291</b>	<b>25,395</b>	<b>26,983</b>
<b>Revenue</b>			
Recurrent appropriation	21,150	21,150	20,822
Capital appropriation	9,614	3,794	6,274
Sales of goods and services	358	323	366
Investment revenue	54	36	55
Grants and contributions	1,030	2,625	2,630
Acceptance by Crown Entity of employee benefits and other liabilities	533	633	652
Other revenue	23	17	24
<b>Total Revenue</b>	<b>32,762</b>	<b>28,578</b>	<b>30,823</b>
<b>Net Result</b>	<b>8,471</b>	<b>3,183</b>	<b>3,840</b>

## Balance Sheet

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	1,038	2,547	2,908
Receivables	818	368	368
<b>Total Current Assets</b>	<b>1,856</b>	<b>2,915</b>	<b>3,276</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	1,878	1,548	917
Plant and equipment	8,329	2,900	7,340
Intangibles	554	493	437
<b>Total Non Current Assets</b>	<b>10,761</b>	<b>4,941</b>	<b>8,694</b>
<b>Total Assets</b>	<b>12,617</b>	<b>7,856</b>	<b>11,970</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	775	630	784
Provisions	1,602	2,004	2,124
<b>Total Current Liabilities</b>	<b>2,377</b>	<b>2,634</b>	<b>2,908</b>
<b>Non Current Liabilities</b>			
Provisions	407	471	471
<b>Total Non Current Liabilities</b>	<b>407</b>	<b>471</b>	<b>471</b>
<b>Total Liabilities</b>	<b>2,784</b>	<b>3,105</b>	<b>3,379</b>
<b>Net Assets</b>	<b>9,833</b>	<b>4,751</b>	<b>8,591</b>
<b>Equity</b>			
Reserves	409	409	409
Accumulated funds	9,424	4,342	8,182
<b>Total Equity</b>	<b>9,833</b>	<b>4,751</b>	<b>8,591</b>

## Cash Flow Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	16,049	16,413	17,039
Other	6,205	7,499	5,965
<b>Total Payments</b>	<b>22,254</b>	<b>23,912</b>	<b>23,004</b>
<b>Receipts</b>			
Recurrent appropriation	21,150	21,150	20,822
Capital appropriation	9,614	3,794	6,274
Sale of goods and services	358	323	366
Interest received	54	29	55
Grants and contributions	...	2,625	1,600
Other	1,546	718	1,552
<b>Total Receipts</b>	<b>32,722</b>	<b>28,639</b>	<b>30,669</b>
<b>Net Cash Flows From Operating Activities</b>	<b>10,468</b>	<b>4,727</b>	<b>7,665</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(10,095)	(3,294)	(7,244)
Other	(549)	(500)	(60)
<b>Net Cash Flows From Investing Activities</b>	<b>(10,644)</b>	<b>(3,794)</b>	<b>(7,304)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(176)</b>	<b>933</b>	<b>361</b>
Opening Cash and Cash Equivalents	1,214	1,614	2,547
<b>Closing Cash and Cash Equivalents</b>	<b>1,038</b>	<b>2,547</b>	<b>2,908</b>
<b>Cash Flow Reconciliation</b>			
Net result	8,471	3,183	3,840
Non cash items added back	2,079	1,193	3,551
Change in operating assets and liabilities	(82)	351	274
<b>Net Cash Flows From Operating Activities</b>	<b>10,468</b>	<b>4,727</b>	<b>7,665</b>

## Introduction

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

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

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

## Services

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

## 2014-15 Budget Highlights

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In 2014-15, IPART's key initiatives will include:

- \$29.5 million to:
  - independently regulate utility services
  - licence key water and gas businesses
  - administer the Energy Savings Scheme
  - set local council rates
  - provide policy advice to Government to deliver a balanced outcome for consumers, utilities and the Government.
- \$1.3 million to increase participation in the Energy Savings Scheme, which supports the Government's *NSW 2021* goal to put downward pressure on the cost of living by realising annual energy savings of 16,000 GWh by 2020.

## Service Group Statements

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

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Perceived professionalism of staff <sup>(a)</sup>	%	93	93	95	93	93
Special review reports submitted to Ministers	no.	10	7	6	10	6
Abatement certificates registered <sup>(b)</sup>	mill	24.5	1.2	0.0	0.0	0.0
Energy Savings certificates registered	mill	1.00	3.00	2.70	3.75	1.50
<b>Employees:</b> <sup>(c)</sup>	FTE	107	125	129	128	133

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

(b) The Greenhouse Gas Reduction Scheme closed on 30 June 2012 and no further certificates can be created.

(c) Increased staff numbers are to support the growth of the Energy Savings Scheme.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	26,891	27,933	30,756
Total expenses include the following:			
Employee related	17,412	17,866	18,928
Other operating expenses	8,872	9,460	11,255
Capital Expenditure	180	180	180

## Operating Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	17,412	17,866	18,928
Other operating expenses	8,872	9,460	11,255
Depreciation and amortisation	607	607	573
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>26,891</b>	<b>27,933</b>	<b>30,756</b>
<b>Revenue</b>			
Recurrent appropriation	24,442	23,742	26,597
Capital appropriation	180	180	180
Sales of goods and services	1,311	2,384	3,000
Investment revenue	249	249	255
Acceptance by Crown Entity of employee benefits and other liabilities	386	592	395
Other revenue	216	145	221
<b>Total Revenue</b>	<b>26,784</b>	<b>27,292</b>	<b>30,648</b>
<b>Net Result</b>	<b>(107)</b>	<b>(641)</b>	<b>(108)</b>

## Balance Sheet

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	8,699	9,363	9,578
Receivables	950	996	996
<b>Total Current Assets</b>	<b>9,649</b>	<b>10,359</b>	<b>10,574</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	456	513	125
Intangibles	14	16	11
<b>Total Non Current Assets</b>	<b>470</b>	<b>529</b>	<b>136</b>
<b>Total Assets</b>	<b>10,119</b>	<b>10,888</b>	<b>10,710</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	867	2,077	2,077
Provisions	1,926	1,887	1,817
Other	...	300	300
<b>Total Current Liabilities</b>	<b>2,793</b>	<b>4,264</b>	<b>4,194</b>
<b>Non Current Liabilities</b>			
Provisions	136	432	432
<b>Total Non Current Liabilities</b>	<b>136</b>	<b>432</b>	<b>432</b>
<b>Total Liabilities</b>	<b>2,929</b>	<b>4,696</b>	<b>4,626</b>
<b>Net Assets</b>	<b>7,190</b>	<b>6,192</b>	<b>6,084</b>
<b>Equity</b>			
Accumulated funds	7,190	6,192	6,084
<b>Total Equity</b>	<b>7,190</b>	<b>6,192</b>	<b>6,084</b>

## Cash Flow Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	17,097	17,525	18,603
Other	10,113	10,701	12,476
<b>Total Payments</b>	<b>27,210</b>	<b>28,226</b>	<b>31,079</b>
<b>Receipts</b>			
Recurrent appropriation	24,442	23,742	26,597
Capital appropriation	180	180	180
Sale of goods and services	1,311	2,384	3,000
Interest received	249	249	255
Cash transfers to the Crown Entity	...	(922)	...
Other	1,437	1,366	1,442
<b>Total Receipts</b>	<b>27,619</b>	<b>26,999</b>	<b>31,474</b>
<b>Net Cash Flows From Operating Activities</b>	<b>409</b>	<b>(1,227)</b>	<b>395</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(180)	(180)	(180)
<b>Net Cash Flows From Investing Activities</b>	<b>(180)</b>	<b>(180)</b>	<b>(180)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>229</b>	<b>(1,407)</b>	<b>215</b>
Opening Cash and Cash Equivalents	8,470	10,770	9,363
<b>Closing Cash and Cash Equivalents</b>	<b>8,699</b>	<b>9,363</b>	<b>9,578</b>
<b>Cash Flow Reconciliation</b>			
Net result	(107)	(641)	(108)
Non cash items added back	607	607	573
Change in operating assets and liabilities	(91)	(1,193)	(70)
<b>Net Cash Flows From Operating Activities</b>	<b>409</b>	<b>(1,227)</b>	<b>395</b>



## Introduction

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The New South Wales Electoral Commission manages the electoral roll, elections and referendums. Its work includes:

- running general elections for the State
- running elections for local government, trade unions, statutory boards and registered clubs, and ballots for enterprise agreements
- delivering automated electronic enrolments to the electoral roll
- maintaining the lobbyist register and enforcing minimum standards relating to the registration of lobbyists
- providing administrative support to the Election Funding Authority.

The Commission operates under the *Parliamentary Electorates and Elections Act 1912*.

## Services

The Commission's key service involves conducting and managing elections, including reporting on electoral spending and advising different groups on their rights and responsibilities.

## 2014-15 Budget Highlights

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In 2014-15, the Commission's key initiatives will include:

- \$44 million to conduct the State General Election in March 2015, including \$2.2 million for the *I-vote* online voting system
- \$3.8 million as part of a two year project totalling \$5.7 million to develop a Roll Management System replacing the reliance and the cost of the electoral roll sourced from the Australian Electoral Commission
- \$600,000 to deliver Tablet devices for the *I-roll* product to be used in polling places
- \$300,000 for an Online Electoral Material Registration System.

## Service Group Statements

### Conduct and Management of Elections

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Parliamentary general and by-elections conducted	no.	1	3	1	1	1
Local Government ordinary election and by-elections conducted	no.	2	6	12	9	9
Registered club elections conducted	no.	18	15	30	13	18
Statutory board and industrial ballots conducted	no.	27	17	20	18	20
<b>Employees:</b>	FTE	43	59	41	63	69
				———2013-14———		2014-15
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				40,086	41,379	92,228
Total expenses include the following:						
Employee related				11,919	11,919	12,786
Other operating expenses				6,271	6,212	7,929
Other expenses				17,103	18,452	65,054
Capital Expenditure				6,175	5,775	7,465

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	11,919	11,919	12,786
Other operating expenses	6,271	6,212	7,929
Depreciation and amortisation	4,793	4,796	6,459
Other expenses	17,103	18,452	65,054
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>40,086</b>	<b>41,379</b>	<b>92,228</b>
<b>Revenue</b>			
Recurrent appropriation	35,849	34,443	86,017
Capital appropriation	6,175	5,775	7,465
Sales of goods and services	930	930	1,221
Investment revenue	170	170	174
Grants and contributions	...	91	...
Acceptance by Crown Entity of employee benefits and other liabilities	443	443	454
Other revenue	...	5	...
<b>Total Revenue</b>	<b>43,567</b>	<b>41,857</b>	<b>95,331</b>
<b>Net Result</b>	<b>3,481</b>	<b>478</b>	<b>3,103</b>

## Balance Sheet

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	4,201	3,155	4,015
Receivables	3,237	2,939	4,121
Inventories	150	150	150
Other	50	...	...
<b>Total Current Assets</b>	<b>7,638</b>	<b>6,244</b>	<b>8,286</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	2,033	1,623	5,592
Intangibles	14,305	14,352	11,389
<b>Total Non Current Assets</b>	<b>16,338</b>	<b>15,975</b>	<b>16,981</b>
<b>Total Assets</b>	<b>23,976</b>	<b>22,219</b>	<b>25,267</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	361	1,281	1,281
Provisions	953	945	890
Other	...	2	2
<b>Total Current Liabilities</b>	<b>1,314</b>	<b>2,228</b>	<b>2,173</b>
<b>Non Current Liabilities</b>			
Other	150	500	500
<b>Total Non Current Liabilities</b>	<b>150</b>	<b>500</b>	<b>500</b>
<b>Total Liabilities</b>	<b>1,464</b>	<b>2,728</b>	<b>2,673</b>
<b>Net Assets</b>	<b>22,512</b>	<b>19,491</b>	<b>22,594</b>
<b>Equity</b>			
Accumulated funds	22,512	19,491	22,594
<b>Total Equity</b>	<b>22,512</b>	<b>19,491</b>	<b>22,594</b>

## Cash Flow Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	11,673	11,494	12,387
Other	29,725	28,115	78,133
<b>Total Payments</b>	<b>41,398</b>	<b>39,609</b>	<b>90,520</b>
<b>Receipts</b>			
Recurrent appropriation	35,849	34,443	86,017
Capital appropriation	6,175	5,775	7,465
Sale of goods and services	(607)	350	189
Interest received	170	(69)	174
Grants and contributions	...	91	...
Cash transfers to the Crown Entity	...	(277)	...
Other	5,000	2,354	5,000
<b>Total Receipts</b>	<b>46,587</b>	<b>42,667</b>	<b>98,845</b>
<b>Net Cash Flows From Operating Activities</b>	<b>5,189</b>	<b>3,058</b>	<b>8,325</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(1,510)	(1,510)	(4,472)
Other	(4,665)	(4,265)	(2,993)
<b>Net Cash Flows From Investing Activities</b>	<b>(6,175)</b>	<b>(5,775)</b>	<b>(7,465)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(986)</b>	<b>(2,717)</b>	<b>860</b>
Opening Cash and Cash Equivalents	5,187	5,872	3,155
<b>Closing Cash and Cash Equivalents</b>	<b>4,201</b>	<b>3,155</b>	<b>4,015</b>
<b>Cash Flow Reconciliation</b>			
Net result	3,481	478	3,103
Non cash items added back	4,793	4,793	6,459
Change in operating assets and liabilities	(3,085)	(2,213)	(1,237)
<b>Net Cash Flows From Operating Activities</b>	<b>5,189</b>	<b>3,058</b>	<b>8,325</b>

## Introduction

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The Ombudsman's Office is an independent review body. It aims to ensure public and private sector bodies within its jurisdiction fulfil their functions properly. The Ombudsman is accountable to the public through the Parliament of New South Wales.

The Office operates under a range of legislation, including the *Ombudsman Act 1974*, the *Community Services (Complaints, Reviews and Monitoring) Act 1993* and the *Police Act 1990*.

## Services

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

## 2014-15 Budget Highlights

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In 2014-15, the NSW Ombudsman's key initiatives will include:

- \$739,000 to establish a new function to oversight Aboriginal service provision in NSW, including creating a new Deputy Ombudsman position
- \$336,000 to embed a new role in referring high risk matters to the Children's Guardian that have come to the Ombudsman's attention in the course of exercising his functions
- finalising the Operation Prospect investigation.

## Service Group Statements

### Complaint Resolution, Investigation, Oversight and Scrutiny

**Service description:** This service group covers the independent resolution, investigation or oversight of complaints made by the public about agencies within the jurisdiction of the Ombudsman and the scrutiny of complaint handling and other systems of those agencies.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Written complaints and notifications about public sector and certain non-government agencies	no.	9,504	8,724	9,000	9,500	9,000
Telephone complaints/inquiries received	no.	23,849	28,041	27,500	28,300	27,500
Time spent on visiting services by Community Visitors	hours	6,222	6,134	8,800	10,100	10,000
Initial assessment of complaints within 10 days	%	97	97	80	97	80
Initial assessment of agency notifications within 10 days	%	93	96	80	95	80
<b>Employees:</b>	FTE	186	180	190	190	185
				-----2013-14----- Budget \$000	Revised \$000	2014-15 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				25,879	29,165	29,488
Total expenses include the following:						
Employee related				20,705	23,450	24,189
Other operating expenses				4,601	4,984	4,597
Capital Expenditure				1,364	1,318	350

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	20,705	23,450	24,189
Other operating expenses	4,601	4,984	4,597
Depreciation and amortisation	573	713	702
Finance costs	...	18	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>25,879</b>	<b>29,165</b>	<b>29,488</b>
<b>Revenue</b>			
Recurrent appropriation	23,669	24,259	24,369
Capital appropriation	1,364	1,314	350
Sales of goods and services	533	599	564
Investment revenue	35	70	35
Grants and contributions	...	2,629	2,165
Acceptance by Crown Entity of employee benefits and other liabilities	889	889	912
Other revenue	...	20	17
<b>Total Revenue</b>	<b>26,490</b>	<b>29,780</b>	<b>28,412</b>
<b>Net Result</b>	<b>611</b>	<b>615</b>	<b>(1,076)</b>



## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	1,862	1,777	1,091
Receivables	656	720	569
Other financial assets	...	11	11
<b>Total Current Assets</b>	<b>2,518</b>	<b>2,508</b>	<b>1,671</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	1,141	954	784
Intangibles	1,035	1,105	923
<b>Total Non Current Assets</b>	<b>2,176</b>	<b>2,059</b>	<b>1,707</b>
<b>Total Assets</b>	<b>4,694</b>	<b>4,567</b>	<b>3,378</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	870	745	636
Provisions	2,067	1,831	1,787
Other	21	33	17
<b>Total Current Liabilities</b>	<b>2,958</b>	<b>2,609</b>	<b>2,440</b>
<b>Non Current Liabilities</b>			
Provisions	474	504	560
<b>Total Non Current Liabilities</b>	<b>474</b>	<b>504</b>	<b>560</b>
<b>Total Liabilities</b>	<b>3,432</b>	<b>3,113</b>	<b>3,000</b>
<b>Net Assets</b>	<b>1,262</b>	<b>1,454</b>	<b>378</b>
<b>Equity</b>			
Accumulated funds	1,262	1,454	378
<b>Total Equity</b>	<b>1,262</b>	<b>1,454</b>	<b>378</b>

## Cash Flow Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	19,686	22,430	23,357
Other	5,145	5,556	4,987
<b>Total Payments</b>	<b>24,831</b>	<b>27,986</b>	<b>28,344</b>
<b>Receipts</b>			
Recurrent appropriation	23,669	24,259	24,369
Capital appropriation	1,364	1,314	350
Sale of goods and services	533	599	564
Interest received	35	70	35
Grants and contributions	...	2,629	2,165
Other	543	599	525
<b>Total Receipts</b>	<b>26,144</b>	<b>29,470</b>	<b>28,008</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,313</b>	<b>1,484</b>	<b>(336)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(649)	(653)	(180)
Other	(715)	(665)	(170)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,364)</b>	<b>(1,318)</b>	<b>(350)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(51)</b>	<b>166</b>	<b>(686)</b>
Opening Cash and Cash Equivalents	1,913	1,611	1,777
<b>Closing Cash and Cash Equivalents</b>	<b>1,862</b>	<b>1,777</b>	<b>1,091</b>
<b>Cash Flow Reconciliation</b>			
Net result	611	615	(1,076)
Non cash items added back	573	713	702
Change in operating assets and liabilities	129	156	38
<b>Net Cash Flows From Operating Activities</b>	<b>1,313</b>	<b>1,484</b>	<b>(336)</b>

## Introduction

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

The Commission aims to increase public confidence in the integrity of these agencies. It also oversees other agencies that investigate serious police misconduct.

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

## Services

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

## 2014-15 Budget Highlight

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In 2014-15, the Commission's key initiatives will include \$20 million on detecting and investigating serious misconduct within NSW Police and misconduct within the New South Wales Crime Commission.

## Service Group Statements

### Investigations, Research and Complaint Management

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Active full investigations	no.	43	37	43	35	35
Research projects and reports including reform recommendations	no.	1	1	3	2	2
Complaints assessed	no.	1,039	1,319	1,200	1,400	1,300
<b>Employees:</b>						
	FTE	104	98	101	98	96
				———2013-14——— Budget      Revised \$000        \$000		2014-15 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				20,249	19,435	20,230
Total expenses include the following:						
Employee related				14,423	14,219	14,300
Other operating expenses				4,551	4,061	4,780
Capital Expenditure				1,790	1,000	1,200

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	14,423	14,219	14,300
Other operating expenses	4,551	4,061	4,780
Depreciation and amortisation	1,275	1,155	1,150
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>20,249</b>	<b>19,435</b>	<b>20,230</b>
<b>Revenue</b>			
Recurrent appropriation	17,980	17,630	18,075
Capital appropriation	1,790	1,000	1,200
Investment revenue	84	60	72
Acceptance by Crown Entity of employee benefits and other liabilities	715	715	733
<b>Total Revenue</b>	<b>20,569</b>	<b>19,405</b>	<b>20,080</b>
Gain/(loss) on disposal of non current assets	...	20	...
<b>Net Result</b>	<b>320</b>	<b>(10)</b>	<b>(150)</b>

## Balance Sheet

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	1,800	1,739	1,571
Receivables	433	391	374
<b>Total Current Assets</b>	<b>2,233</b>	<b>2,130</b>	<b>1,945</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	625	490	290
Plant and equipment	2,861	2,139	2,309
Intangibles	181	179	259
<b>Total Non Current Assets</b>	<b>3,667</b>	<b>2,808</b>	<b>2,858</b>
<b>Total Assets</b>	<b>5,900</b>	<b>4,938</b>	<b>4,803</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	500	465	475
Provisions	1,198	1,145	1,145
<b>Total Current Liabilities</b>	<b>1,698</b>	<b>1,610</b>	<b>1,620</b>
<b>Non Current Liabilities</b>			
Provisions	725	464	469
<b>Total Non Current Liabilities</b>	<b>725</b>	<b>464</b>	<b>469</b>
<b>Total Liabilities</b>	<b>2,423</b>	<b>2,074</b>	<b>2,089</b>
<b>Net Assets</b>	<b>3,477</b>	<b>2,864</b>	<b>2,714</b>
<b>Equity</b>			
Reserves	186	416	416
Accumulated funds	3,291	2,448	2,298
<b>Total Equity</b>	<b>3,477</b>	<b>2,864</b>	<b>2,714</b>

## Cash Flow Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	13,778	13,710	13,567
Other	5,094	4,610	5,336
<b>Total Payments</b>	<b>18,872</b>	<b>18,320</b>	<b>18,903</b>
<b>Receipts</b>			
Recurrent appropriation	17,980	17,630	18,075
Capital appropriation	1,790	1,000	1,200
Interest received	84	60	72
Cash transfers to the Crown Entity	...	(50)	...
Other	588	588	588
<b>Total Receipts</b>	<b>20,442</b>	<b>19,228</b>	<b>19,935</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,570</b>	<b>908</b>	<b>1,032</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	20	...
Purchases of property, plant and equipment	(1,690)	(900)	(1,000)
Other	(100)	(100)	(200)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,790)</b>	<b>(980)</b>	<b>(1,200)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(220)</b>	<b>(72)</b>	<b>(168)</b>
Opening Cash and Cash Equivalents	2,020	1,811	1,739
<b>Closing Cash and Cash Equivalents</b>	<b>1,800</b>	<b>1,739</b>	<b>1,571</b>
<b>Cash Flow Reconciliation</b>			
Net result	320	(10)	(150)
Non cash items added back	1,275	1,150	1,150
Change in operating assets and liabilities	(25)	(232)	32
<b>Net Cash Flows From Operating Activities</b>	<b>1,570</b>	<b>908</b>	<b>1,032</b>

## Introduction

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The Public Service Commission aims to ensure the public sector workforce is properly equipped to deliver effective programs and services to the people of New South Wales. It leads the sector and advises the Government on workforce-related operational and policy issues. This is achieved through:

- developing, and driving the implementation of, standards and policies
- delivering key enabling programs
- analysing and providing information covering all aspects of workforce management in the public sector.

## Services

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

## 2014-15 Budget Highlights

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In 2014-15, the Commission's key initiatives will include spending:

- \$4.0 million continuing the Human Capital Management System project (commenced 2013-14), which will improve agencies' ability to manage capability, performance, workforce planning, and learning and development
- \$2.4 million to further develop the capabilities of our most senior leaders across the sector
- \$1.5 million on Public Sector Reform to continue the work to deliver major reform initiatives to implement the *Government Sector Employment Act 2013*
- \$500,000 supporting the sector through the rollout of the newly developed capability framework and occupation specific capability sets
- \$200,000 to analyse and report on the results of the second sector wide employee survey the *2014 People Matter Employee Survey*.



## Service Group Statements

### Services and Capabilities Improvement

**Service description:** This service group covers the promotion and maintenance of the highest levels of integrity, impartiality, accountability, capability and leadership across the public sector through innovative human capital management policies and programs.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Employees:</b>	FTE	93	102	123	107	118
				-----2013-14----- Budget \$000	Revised \$000	2014-15 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				35,571	34,371	35,268
Total expenses include the following:						
Employee related				17,770	15,266	17,527
Other operating expenses				16,799	18,103	16,294
Capital Expenditure				1,350	1,020	830

## Financial Statements

### Operating Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	17,770	15,266	17,527
Other operating expenses	16,799	18,103	16,294
Depreciation and amortisation	1,002	1,002	1,447
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>35,571</b>	<b>34,371</b>	<b>35,268</b>
<b>Revenue</b>			
Recurrent appropriation	32,961	32,111	32,871
Capital appropriation	1,350	1,020	830
Investment revenue	100	170	150
Acceptance by Crown Entity of employee benefits and other liabilities	452	712	443
Other revenue	1,200	1,200	500
<b>Total Revenue</b>	<b>36,063</b>	<b>35,213</b>	<b>34,794</b>
<b>Net Result</b>	<b>492</b>	<b>842</b>	<b>(474)</b>

## Balance Sheet

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	3,235	4,000	4,353
Receivables	500	1,208	1,250
<b>Total Current Assets</b>	<b>3,735</b>	<b>5,208</b>	<b>5,603</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	1,509	1,502	1,227
Intangibles	2,862	2,553	2,211
<b>Total Non Current Assets</b>	<b>4,371</b>	<b>4,055</b>	<b>3,438</b>
<b>Total Assets</b>	<b>8,106</b>	<b>9,263</b>	<b>9,041</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,360	1,067	1,295
Provisions	1,560	1,578	1,602
<b>Total Current Liabilities</b>	<b>2,920</b>	<b>2,645</b>	<b>2,897</b>
<b>Non Current Liabilities</b>			
Provisions	305	308	308
<b>Total Non Current Liabilities</b>	<b>305</b>	<b>308</b>	<b>308</b>
<b>Total Liabilities</b>	<b>3,225</b>	<b>2,953</b>	<b>3,205</b>
<b>Net Assets</b>	<b>4,881</b>	<b>6,310</b>	<b>5,836</b>
<b>Equity</b>			
Accumulated funds	4,881	6,310	5,836
<b>Total Equity</b>	<b>4,881</b>	<b>6,310</b>	<b>5,836</b>

## Cash Flow Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	17,337	14,528	16,932
Other	16,799	19,767	17,840
<b>Total Payments</b>	<b>34,136</b>	<b>34,295</b>	<b>34,772</b>
<b>Receipts</b>			
Recurrent appropriation	32,961	32,111	32,871
Capital appropriation	1,350	1,020	830
Interest received	100	170	150
Other	1,200	2,560	2,104
<b>Total Receipts</b>	<b>35,611</b>	<b>35,861</b>	<b>35,955</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,475</b>	<b>1,566</b>	<b>1,183</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(100)	(100)	(100)
Other	(1,250)	(920)	(730)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,350)</b>	<b>(1,020)</b>	<b>(830)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>125</b>	<b>546</b>	<b>353</b>
Opening Cash and Cash Equivalents	3,110	3,454	4,000
<b>Closing Cash and Cash Equivalents</b>	<b>3,235</b>	<b>4,000</b>	<b>4,353</b>
<b>Cash Flow Reconciliation</b>			
Net result	492	842	(474)
Non cash items added back	1,002	1,002	1,447
Change in operating assets and liabilities	(19)	(278)	210
<b>Net Cash Flows From Operating Activities</b>	<b>1,475</b>	<b>1,566</b>	<b>1,183</b>

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

Agency	Expenses			Capital Expenditure		
	2013-14 Revised \$m	2014-15 Budget \$m	Var. %	2013-14 Revised \$m	2014-15 Budget \$m	Var. %
<b>Department of Trade and Investment, Regional Infrastructure and Services <sup>(a)</sup></b>						
Service Group						
Industry, Innovation, Hospitality and the Arts .....	262.4	284.2	8.3	11.8	8.9	(24.5)
Resources and Energy .....	331.1	363.4	9.7	1.4	4.0	193.0
Primary Industries .....	1,077.5	951.5	(11.7)	36.8	43.9	19.2
Personnel Services .....	163.8	65.2	(60.2)	...	...	...
Cluster Grant Funding .....	576.4	696.7	20.9	0.5	...	N/A
<b>Total</b>	<b>2,411.3</b>	<b>2,361.1</b>	<b>(2.1)</b>	<b>50.6</b>	<b>56.8</b>	<b>12.4</b>
<b>Independent Liquor and Gaming Authority <sup>(b)</sup></b>						
Service Group						
Casino Supervision and Liquor and Gaming Related Services .....	13.7	13.6	(1.0)	0.1	0.1	...
<b>Total</b>	<b>13.7</b>	<b>13.6</b>	<b>(1.0)</b>	<b>0.1</b>	<b>0.1</b>	<b>...</b>
<b>New South Wales Rural Assistance Authority <sup>(b)</sup></b>						
Service Group						
Financial Assistance to Farmers and Small Businesses .....	70.1	47.2	(32.7)	0.1	0.1	...
<b>Total</b>	<b>70.1</b>	<b>47.2</b>	<b>(32.7)</b>	<b>0.1</b>	<b>0.1</b>	<b>...</b>
<b>Art Gallery of New South Wales <sup>(b)</sup></b>						
<b>Total</b>	<b>44.8</b>	<b>46.5</b>	<b>3.6</b>	<b>8.0</b>	<b>16.0</b>	<b>100.3</b>
<b>Australian Museum <sup>(b)</sup></b>						
<b>Total</b>	<b>44.8</b>	<b>43.0</b>	<b>(3.9)</b>	<b>3.3</b>	<b>5.3</b>	<b>60.4</b>
<b>Catchment Management Authorities <sup>(c)</sup></b>						
<b>Total</b>	<b>50.6</b>	<b>...</b>	<b>N/A</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Destination NSW</b>						
<b>Total</b>	<b>131.1</b>	<b>136.0</b>	<b>3.8</b>	<b>3.2</b>	<b>0.2</b>	<b>(95.0)</b>
<b>Local Land Services <sup>(c)</sup></b>						
<b>Total</b>	<b>114.1</b>	<b>123.8</b>	<b>8.5</b>	<b>0.2</b>	<b>0.3</b>	<b>23.1</b>
<b>Museum of Applied Arts and Sciences <sup>(b)</sup></b>						
<b>Total</b>	<b>51.4</b>	<b>44.4</b>	<b>(13.6)</b>	<b>6.1</b>	<b>32.5</b>	<b>434.8</b>

Agency	Expenses			Capital Expenditure		
	2013-14 Revised \$m	2014-15 Budget \$m	Var. %	2013-14 Revised \$m	2014-15 Budget \$m	Var. %
<b>New South Wales Film and Television Office</b>						
Total	11.1	10.9	(1.6)	...	...	...
<b>NSW Food Authority <sup>(b)</sup></b>						
Total	22.4	21.6	(3.6)	1.5	1.1	(26.7)
<b>State Library of New South Wales <sup>(b)</sup></b>						
Total	88.9	91.9	3.4	21.8	20.9	(4.3)
<b>Water Administration Ministerial Corporation <sup>(d)</sup></b>						
Total	57.4	63.1	10.0	26.3	...	N/A

(a) The Department of Trade and Investment, Regional Infrastructure and Services is affected by staff changes associated with the *Government Sector Employment Act 2013* and *Local Land Services Act 2013*. The Department is also affected by the transfer of the Urban Water Directorate from the Office of Finance and Services.

(b) The 2013-14 Revised and 2014-15 Budget are affected by staff changes associated with the *Government Sector Employment Act 2013*, effective from 24 February 2014.

(c) Staff from the former Catchment Management Authorities were transferred to Local Land Services on 1 January 2014 as a result of the implementation of *Local Land Services Act 2013*.

(d) The revised estimate for capital expenditure reflects the \$26.3 million purchase of land as part of the Nimmie-Caira System Enhanced Environmental Water Delivery Project.

## Introduction

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

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

- improve the performance of the NSW economy
- drive economic growth in regional New South Wales
- increase the competitiveness of doing business in New South Wales
- secure potable water supplies.

It is also the co-lead for the NSW 2021 goals to increase opportunities for people to look after their own neighbourhoods and environments and to enhance cultural, creative, sporting and recreation opportunities.

The cluster's work includes:

- promoting trade and investment within the State through effective international engagement to grow exports and investment, particularly in regional New South Wales
- partnering with growth industries to develop and implement strategies to grow the economy and create jobs
- developing and sustaining profitable food and fibre industries, and demonstrating best-practice natural resource management
- promoting tourism and securing major events
- encouraging investment in and sustainable development of gas and mineral resources
- driving reform in the State's energy markets to deliver better and more reliable outcomes for customers
- supporting the hospitality, racing, art and cultural sectors
- developing the State's creative sectors and cultural heritage through the State's cultural institutions
- regulating casinos; licensing liquor, gaming and registered club industries.

## Services

The cluster's key services are:

### Primary Industries

- enabling knowledge transfer and research to promote industry competitiveness, and sustainable agricultural development
- planning, managing and regulating the sustainable use of fisheries and improving biosecurity with a framework that supports primary industries and efficient food and fibre production
- managing sustainable water sharing, licensing, allocation and trading arrangements; investigating the feasibility of new or refurbished regional dams; coordinating New South Wales' involvement in interstate water management; urban water policy development; managing metropolitan water planning and urban regional water supply and sewerage programs; aiding water recycling; and helping non-metropolitan utilities apply best practice
- managing Crown lands to ensure industry and communities have access to government land, to support economic, social and infrastructure development.

### Industry, Innovation, Hospitality and the Arts

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

### Resources and Energy

- promoting New South Wales as an attractive investment destination by encouraging investment in the mineral resources industries and reducing barriers to investment, recognising the sector's role in the NSW economy
- supporting the sector by producing geoscientific information, managing titles, improving safety and environmental performance, and satisfying community and industry information needs on resource project assessment and compliance
- addressing gas supply challenges through a regulatory framework that encourages responsible domestic gas industry development
- reforming the state-owned distribution businesses to drive down electricity prices and implementing strong new protections for vulnerable customers.



### **Other services performed within the cluster**

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

### **2014-15 Budget Highlights**

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In 2014-15, the Trade and Investment, Regional Infrastructure and Services cluster's key initiatives will include:

- \$16 million for coastal infrastructure repairs on Crown land, including on the North Coast
- \$10 million over four years to deliver dredging projects in priority waterways on the North Coast
- \$4.7 million over two years to develop plans to transform the Australian Museum
- \$1.1 million over four years to engage a service provider for specialist small business advisors with language skills to support small businesses from non-English speaking backgrounds in Greater Western Sydney
- \$1.0 million towards scoping and feasibility studies, including environmental, geotechnical and preliminary design work, for the construction of a new dam on the Belubula River
- \$600,000 to establish a presence in South East Asia to grow NSW exports and investments in the priority markets of Singapore, Indonesia and Malaysia
- \$500,000 to undertake feasibility studies and prepare business cases for priority water security infrastructure projects in regional New South Wales
- \$500,000 over two years to develop a Western Sydney tourism, events and conference strategy in partnership with industry.

### **Trade and Investment, Regional Infrastructure and Services**

- \$55 million for the State Investment Attraction Scheme and the Regional Industries Investment Fund to improve the State's economic performance, drive economic growth in regional areas and complement the Jobs Action Plan
- \$14 million for the Research Attraction and Acceleration Program to support innovation and encourage investment in the State's research and development capacity
- \$3.9 million for the Innovate NSW program to support small and medium enterprises to collaborate with industry and end-users to develop leading edge products and services.

### **Tourism and Major Events**

- \$108 million in integrated tourism and events programs to grow New South Wales as a global tourism and event destination. Highlights include the Australian premiere of Matilda the Musical, the Juventus Soccer match which will be exclusive to Sydney, the Handa Opera on Sydney Harbour, the Australian round of the World Rally Championships in Coffs Harbour, the Bledisloe Cup, the Sydney International Art Series and the National Rugby League grand final.

### **Small Business**

- \$14 million to support the Small Biz Connect program and dispute resolution services, with new initiatives including specialist advisors with language skills to support multicultural small businesses in Western Sydney.

### **Primary Industries**

- \$61 million for Local Land Services to deliver quality services to farmers, land holders and the community across rural and regional New South Wales
- \$11 million to support the NSW Food Authority's regulation and monitoring of food to help ensure food sold in New South Wales is correctly labelled, safe for human consumption and that consumers are able to make informed choices
- \$4.8 million as the State's contribution to inter-jurisdictional national biosecurity arrangements to manage the impacts and risks posed by pests, weeds, diseases and contaminants.

### **Resources and Energy**

- \$228 million to assist eligible NSW households with the financial costs of meeting their energy needs and reducing the impact of power prices
- \$23 million for the research and development of low emissions technologies as part of the Government's commitment to an affordable and secure renewable energy future, while encouraging regional development and employment opportunities

- \$6.5 million for the New Frontiers pre-exploration data collection initiative to attract new exploration and further investment in the resources sector
- \$4.3 million for the rehabilitation of derelict mines.

### **Natural Resources, Lands and Water**

- \$39 million to secure long-term potable water supplies and manage effluent effectively in regional communities
- \$17 million to implement water reform initiatives in the Murray-Darling Basin
- \$12 million for programs to improve water and sewerage services for eligible Aboriginal communities
- \$11 million to control noxious weeds to improve agricultural productivity and protect the environment
- \$3.8 million to fulfil the Government's commitments under the *Tweed River Entrance Sand Bypassing Act 1995*.

### **Hospitality, Gaming and Racing**

- \$16 million for the Responsible Gambling Fund to help maintain social health and encourage responsible behaviour
- \$14 million in ClubGRANTS funding toward eligible community projects.

### **The Arts**

- \$171 million in operating grants to cultural institutions to help enhance cultural, creative and recreational opportunities and develop the cultural heritage of New South Wales
- \$49 million for infrastructure upgrades to cultural institutions, particularly the Sydney Opera House, Museum of Applied Arts and Sciences and State Library of New South Wales, to maintain the State's cultural assets and benefit the community and economy
- \$15 million over four years for the Public Library Infrastructure Fund
- \$14 million to advance plans for the transformation of the Sydney Opera House
- \$11 million to enable the Art Gallery to proceed with the next stages of planning for major works and \$2.8 million for removal of hazardous materials and electrical switch upgrade.

In 2014-15, the total expenses for the Department of Trade and Investment, Regional Infrastructure and Services will be \$2.4 billion.

# Department of Trade and Investment, Regional Infrastructure and Services

## Service Group Statements

### Industry, Innovation, Hospitality and the Arts

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Jobs impact of major investment projects supported by the Department <sup>(a)</sup>	no.	8,836	3,785	3,200	5,200	5,500
Clients serviced - export and other services <sup>(b)</sup>	no.	7,353	5,855	6,000	6,000	6,000
Occupation rate for Arts NSW properties <sup>(c)</sup>	%	85	85	90	89	88
Regulatory inspections <sup>(d)</sup>	no.	1,969	1,867	1,800	2,000	2,000
<b>Employees:</b>	FTE	625	533	554	514	589

(a) Jobs creation committed to by companies offered assistance. Program has a new focus on high growth actuals and high growth potential companies. This means fewer companies and higher level services. Significant reorganisation and restructuring meant that for part of the 2012-13 financial year the program was not at full capacity.

(b) This measure has been redefined to include one to one and group value adding interactions such as missions, events, advisory and capacity building workshops with exporters, investors, and a range of other regional, metropolitan and sector based businesses. The reduction in clients serviced between 2011-12 to 2012-13 can be attributed to the establishment of the Office of the Small Business Commissioner, as those figures are not included.

(c) Arts NSW provides subsidised rental to many arts organisations through its property portfolio as well as grants provided through the Arts Funding Program. From 2015 the Arts Funding Program is replaced by the Arts and Cultural Development Program.

(d) The figure for 2011-12 Actual Regulatory Inspections was previously not reported, now 1,969.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	281,145	262,399	284,219
Total expenses include the following:			
Employee related	58,370	67,269	73,376
Other operating expenses	42,415	44,960	40,792
Grants and subsidies	166,052	141,448	160,574
Arts and Cultural Development Program <sup>(a)</sup>	51,218	53,218	48,392
Regional Industries Investment Fund	31,734	19,500	22,000
Research Attraction and Acceleration Program	13,352	12,193	14,000
State Investment Attraction Scheme <sup>(b)</sup>	53,325	33,638	36,209
Other expenses	1,150	1,034	866
Capital Expenditure	11,292	11,838	8,943

(a) Formerly Arts Funding Program.

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

## Resources and Energy

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Mine safety regulation:						
Investigations of operational safety <sup>(a)</sup>	no.	409	303	280	226	230
Enforcement actions <sup>(b)</sup>	no.	1,311	1,279	1,280	1,298	1,280
Mine environmental regulation:						
Audits, assessments, investigations and enforcements	no.	950	980	1,000	1,000	1,000
Energy regulation administration:						
Total number of licences granted under the <i>Pipelines Act 1967</i>	no.	35	35	39	37	39
Conveyance searches	no.	3,460	3,374	3,700	3,600	3,800
<b>Employees:</b>	FTE	412	388	503	476	507

(a) The numbers shown represent the subset of incidents requiring an inspector site visit, in accordance with the Mine Safety policy for determination of investigation levels. The year on year decrease indicates less severe incidents are occurring as overall notifiable incidents remain at prior year levels.

(b) The figure for 2011-12 Actual Enforcement Actions has been revised from 1,307.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	385,299	331,144	363,370
Total expenses include the following:			
Employee related	57,423	60,391	66,795
Other operating expenses	61,069	59,437	49,672
Grants and subsidies	254,096	206,196	242,233
Low Income Household Rebate	206,910	179,000	192,700
Family Energy Rebate <sup>(a)</sup>	18,970	5,000	13,500
Other expenses	9,014	770	...
Capital Expenditure	1,351	1,351	3,958

(a) The estimate for the Family Energy Rebate for 2013-14 has been revised to reflect low uptake of the scheme.

## Primary Industries

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Increase in farm productivity <sup>(a)</sup>	%	0.8	1.0	1.0	1.0	1.0
Native fish stocked in NSW freshwater	mill	1.9	2.0	2.2	2.6	2.2
Fisheries compliance actions <sup>(b)</sup>	no.	6,569	6,284	7,000	7,000	7,000
Pest and disease monitoring programs in place <sup>(c)</sup>	no.	41	71	80	122	122
Water sharing arrangements in place or commenced <sup>(d)</sup>	%	77	85	100	90	98
Water supply and sewerage projects completed	no.	481	492	504	503	515
Gross revenue collected from Crown land tenures <sup>(e)</sup>	\$m	51.5	50.1	55.0	54.7	55.8
<b>Employees:</b>	FTE	3,300	3,198	3,094	2,980	3,095

(a) As measured by the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES). Figures for 2012-13 onwards are indicative only as ABARES does not issue forecasts of productivity growth, and 2012-13 data is not yet available.

(b) The data collected for this measure has been expanded to include all sanction types, and includes integration of marine parks officers from 2013-14 onwards. The forecast for 2014-15 will be influenced by weather conditions, changes in illegal fishing patterns, staffing and changes in compliance targets.

(c) The number of plant and animal disease monitoring programs has increased significantly in 2013-14 with additional invasive species monitoring and control programs now underway.

(d) Plans commenced (per NSW Office of Water website) as a percentage of total plans proposed for New South Wales.

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

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	1,053,674	1,077,509	951,481
Total expenses include the following:			
Employee related <sup>(a)</sup>	342,823	341,365	333,172
Other operating expenses	344,212	236,689	314,580
Grants and subsidies <sup>(b)</sup>	271,607	405,779	222,261
Country Towns Water Supply and Sewerage <sup>(c)</sup>	49,016	62,016	39,136
Irrigation area asset renewals	9,761	9,761	8,313
Rehabilitation of artesian bores	7,538	7,538	1,538
Other expenses	18,162	25,807	12,176
Capital Expenditure <sup>(d)</sup>	37,233	36,838	43,922

(a) 2013-14 Revised includes \$12 million one-off redundancy funding.

(b) 2013-14 Revised includes \$132 million non-cash land transfers expenses, and \$49 million State Water grant funding which has moved to Cluster Grants service group from 2014-15 onwards.

(c) The variations in the Country Towns Water Supply and Sewerage Program largely reflect reprofiling of funding for emergency drought works.

(d) The capital increase is primarily due to the Dredging of Priority Waterways on the North Coast, Implementation of Aquifer Interference Policy, Water Reform in the Murray Darling Basin, and Bethungra Dam projects.

## Personnel Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Employees:</b>						
Sydney Catchment Authority <sup>(a)</sup>	FTE	n.a.	n.a.	n.a.	266	295
Wild Dogs Destruction Board <sup>(a)</sup>	FTE	n.a.	n.a.	n.a.	13	13
NSW Food Authority <sup>(a)</sup>	FTE	n.a.	n.a.	n.a.	111	106
New South Wales Rural Assistance Authority <sup>(a)</sup>	FTE	n.a.	n.a.	n.a.	22	22
Forests NSW <sup>(b)</sup>	FTE	395	0	0	0	0
Mine Subsidence Board	FTE	28	28	32	32	32
Art Gallery of New South Wales <sup>(c)</sup>	FTE	237	227	200	0	0
State Library of New South Wales <sup>(c)</sup>	FTE	376	361	345	0	0
Sydney Opera House Trust <sup>(c)</sup>	FTE	469	478	468	0	0
Australian Museum <sup>(c)</sup>	FTE	240	247	230	0	0
Museum of Applied Arts and Sciences <sup>(c)</sup>	FTE	315	288	282	0	0
Independent Liquor and Gaming Authority <sup>(c)</sup>	FTE	29	34	30	0	0
Local Land Services (former Catchment Management Authorities) <sup>(d)</sup>	FTE	540	457	290	0	0
New South Wales Film and Television Office	FTE	20	20	20	19	19

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

(b) Personnel services staff from the former Forests NSW were transferred to the Forestry Corporation of NSW on 22 April 2013. The Department is no longer providing personnel services to Forestry Corporation of NSW.

(c) Personnel services staff were transferred to various staff agencies with the implementation of the *Government Sector Employment Act 2013*, effective 24 February 2014. The Department is no longer providing personnel services to these agencies.

(d) The 2013-14 figure did not include approximately 128 staff (FTEs) relating to the Commonwealth 'Caring for our Country' program. Personnel services staff from the former Catchment Management Authorities were transferred to the newly created Local Land Services, effective 1 January 2014. The Department is not providing personnel services to Local Land Services.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	223,549	163,832	65,239
Total expenses include the following:			
Employee related	223,549	163,832	65,239

## Cluster Grant Funding

**Service description:** This service group covers the provision of grant funding to agencies within the Trade and Investment, Regional Infrastructure and Services cluster. This includes funding for Local Land Services, Destination NSW, Forestry Corporation of NSW, Independent Liquor and Gaming Authority, New South Wales Film and Television Office, NSW Food Authority, New South Wales Rural Assistance Authority, State Water Corporation, Sydney Water Corporation, Hunter Water Corporation, Water Administration Ministerial Corporation, and the cultural institutions.

	-----2013-14-----		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	464,653	576,414	696,748
Total expenses include the following:			
Employee related	729	729	...
Other operating expenses	565	565	...
Grants and subsidies	463,291	575,120	696,748
Independent Liquor and Gaming Authority	6,479	6,820	2,309
New South Wales Rural Assistance Authority	19,086	52,275	15,328
Local Land Services (former Catchment Management Authorities) <sup>(a)</sup>	27,014	45,206	32,429
Destination NSW <sup>(b)</sup>	125,708	125,708	123,963
Forestry Corporation of NSW	9,557	14,787	15,157
New South Wales Film and Television Office	9,869	9,869	9,968
NSW Food Authority	11,293	12,414	11,091
Sydney Opera House <sup>(c)</sup>	70,126	78,750	57,369
State Library of New South Wales	80,191	84,108	83,809
Australian Museum	26,213	27,307	27,949
Museum of Applied Arts and Sciences	46,275	43,737	48,599
Art Gallery of New South Wales	27,128	32,528	35,246
State Water Corporation	...	...	38,544
Sydney Water Corporation	...	30,388	172,827
Hunter Water Corporation	...	2,371	14,660
Water Administration Ministerial Corporation	...	4,500	7,500
Capital Expenditure	540	540	...

(a) The 2013-14 Revised Budget includes Catchment Action NSW funding of \$9.5 million from the Office of Environment and Heritage. The remaining \$5.5 million of funding from the Office of Environment and Heritage is included in the Primary Industries Service Group.

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

(c) A Lower grant to the Sydney Opera House in 2014-15 largely reflects the funding profiles for the building maintenance and capital grants.



**Financial Statements** <sup>(a)</sup>**Operating Statement**

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	682,894	633,586	538,582
Other operating expenses	448,261	341,651	405,044
Depreciation and amortisation	92,951	76,571	81,731
Grants and subsidies	1,155,046	1,328,543	1,321,816
Finance costs	842	3,336	842
Other expenses	28,326	27,611	13,042
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>2,408,320</b>	<b>2,411,298</b>	<b>2,361,057</b>
<b>Revenue</b>			
Recurrent appropriation	1,561,695	1,516,617	1,657,216
Capital appropriation	41,670	41,821	37,966
Transfers to the Crown Entity	(66,415)	(61,500)	(68,061)
Sales of goods and services	476,712	448,571	350,838
Investment revenue	21,025	19,780	23,850
Retained taxes, fees and fines	17,722	21,722	17,900
Grants and contributions	118,225	305,802	91,915
Acceptance by Crown Entity of employee benefits and other liabilities	46,493	41,551	28,712
Other revenue	18,961	51,931	33,799
<b>Total Revenue</b>	<b>2,236,088</b>	<b>2,386,295</b>	<b>2,174,135</b>
Gain/(loss) on disposal of non current assets	538	(14,461)	538
Other gains/(losses)	(5,488)	(3,944)	(5,488)
<b>Net Result</b>	<b>(177,182)</b>	<b>(43,408)</b>	<b>(191,872)</b>

(a) The 2013-14 revised forecast and 2014-15 Budget estimates reflects:

- The transfer of the Urban Water Directorate from the Office of Finance and Services, effective from 1 May 2014
- Transfer of staff from former Catchment Management Authorities to Local Land Services, as a result of the *Local Land Services Act 2013* effective from 1 January 2014
- Transfer of staff in/out of the principal department as a result of the *Government Sector Employment Act 2013* changes, effective from 24 February 2014.

**Balance Sheet**

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	510,824	538,094	457,580
Receivables	140,283	131,704	130,900
Other financial assets	5,752	7,677	7,677
Inventories	21,554	20,999	21,595
Assets held for sale	10,651	3,450	3,450
Other	5,219	5,203	5,203
<b>Total Current Assets</b>	<b>694,283</b>	<b>707,127</b>	<b>626,405</b>
<b>Non Current Assets</b>			
Receivables	127,438	183,975	182,708
Other financial assets	890,329	893,487	895,267
Inventories	25,910	13,220	13,220
Property, plant and equipment -			
Land and building	6,300,238	5,580,963	5,543,541
Plant and equipment	47,821	52,081	50,209
Infrastructure systems	400,871	625,405	610,310
Intangibles	46,261	49,840	46,767
<b>Total Non Current Assets</b>	<b>7,838,868</b>	<b>7,398,971</b>	<b>7,342,022</b>
<b>Total Assets</b>	<b>8,533,151</b>	<b>8,106,098</b>	<b>7,968,427</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	90,928	99,326	99,926
Borrowings at amortised cost	4,947	2,763	2,763
Other financial liabilities at fair value	2,065	...	...
Provisions	104,861	89,335	90,393
Other	19,805	22,221	22,221
<b>Total Current Liabilities</b>	<b>222,606</b>	<b>213,645</b>	<b>215,303</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	7,532	5,997	5,477
Provisions	28,293	67,102	65,834
Other <sup>(a)</sup>	634,762	...	...
<b>Total Non Current Liabilities</b>	<b>670,587</b>	<b>73,099</b>	<b>71,311</b>
<b>Total Liabilities</b>	<b>893,193</b>	<b>286,744</b>	<b>286,614</b>
<b>Net Assets</b>	<b>7,639,958</b>	<b>7,819,354</b>	<b>7,681,813</b>
<b>Equity</b>			
Reserves	298,150	464,336	518,667
Accumulated funds	7,341,808	7,355,018	7,163,146
<b>Total Equity</b>	<b>7,639,958</b>	<b>7,819,354</b>	<b>7,681,813</b>

(a) In 2012-13, the Department changed its accounting treatment for Aboriginal Land Claims which have been granted but not yet transferred. Previously this land was recorded as a liability, but is now disclosed as an impairment of the asset value instead.

## Cash Flow Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	642,968	591,112	510,080
Grants and subsidies	1,072,440	1,172,846	1,299,212
Finance costs	826	3,311	826
Other	543,130	474,630	447,461
<b>Total Payments</b>	<b>2,259,364</b>	<b>2,241,899</b>	<b>2,257,579</b>
<b>Receipts</b>			
Recurrent appropriation	1,561,695	1,516,617	1,657,216
Capital appropriation	41,670	41,821	37,966
Sale of goods and services	483,822	499,387	354,906
Interest received	22,553	19,091	23,170
Grants and contributions	28,244	54,227	16,443
Cash transfers to the Crown Entity	(66,415)	(79,556)	(68,061)
Other	172,031	218,897	173,398
<b>Total Receipts</b>	<b>2,243,600</b>	<b>2,270,484</b>	<b>2,195,038</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(15,764)</b>	<b>28,585</b>	<b>(62,541)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	35,473	24,820	38,786
Advance repayments received	...	25	...
Purchases of property, plant and equipment	(45,142)	(45,832)	(54,080)
Other	(5,274)	13,092	(2,743)
<b>Net Cash Flows From Investing Activities</b>	<b>(14,943)</b>	<b>(7,895)</b>	<b>(18,037)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(750)	(750)	(536)
Other	...	(58,863)	600
<b>Net Cash Flows From Financing Activities</b>	<b>(750)</b>	<b>(59,613)</b>	<b>64</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(31,457)</b>	<b>(38,923)</b>	<b>(80,514)</b>
Opening Cash and Cash Equivalents	542,281	577,017	538,094
<b>Closing Cash and Cash Equivalents</b>	<b>510,824</b>	<b>538,094</b>	<b>457,580</b>
<b>Cash Flow Reconciliation</b>			
Net result	(177,182)	(43,408)	(191,872)
Non cash items added back	159,947	68,479	128,614
Change in operating assets and liabilities	1,471	3,514	717
<b>Net Cash Flows From Operating Activities</b>	<b>(15,764)</b>	<b>28,585</b>	<b>(62,541)</b>

# Independent Liquor and Gaming Authority

## Service Group Statements

### Casino Supervision and Liquor and Gaming Related Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Penalty infringement notices issued <sup>(a)</sup>	no.	123	160	180	165	160
Casino regulatory approvals and employee licences granted <sup>(b)</sup>	no.	1,048	683	650	650	969
Number of gaming machine related licences/approvals <sup>(c)</sup>	no.	355	445	465	465	450
Number of liquor related licences <sup>(d)</sup>	no.	2,444	2,469	2,736	2,700	2,700

(a) Penalty infringement notices issued relate to infringement notices issued in casino licensed premises only. The Authority has worked with the casino operator to ensure greater emphasis is placed on vetting and preventing excluded persons from gaining access to the casino.

(b) Casino employee licences granted include both new licences and renewal licences. Future estimates for casino employee licences depend on business growth and staff turnover.

(c) Gaming machine related licences issued include licence approvals for new games on gaming machines, modification to existing software on gaming machines, new technology gaming machine platforms and new technology gaming machine systems.

(d) There has been an increase in licences due to, amongst other things, an increase in packaged liquor outlets and event specific licences. With introduction of annual risk based licensing fees in 2014-15 there will be licences relinquished along with additional licence applications considered.

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	9,992	13,716	13,584
Total expenses include the following:			
Employee related	...	4,292	10,824
Other operating expenses	9,910	9,342	2,726
Capital Expenditure	70	70	70

**Financial Statements** <sup>(a)</sup>**Operating Statement**

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	4,292	10,824
Other operating expenses	9,910	9,342	2,726
Depreciation and amortisation	82	82	34
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>9,992</b>	<b>13,716</b>	<b>13,584</b>
<b>Revenue</b>			
Sales of goods and services	3,072	3,704	1,245
Investment revenue	175	160	170
Retained taxes, fees and fines	...	1,730	8,562
Grants and contributions	6,745	6,902	2,309
Acceptance by Crown Entity of employee benefits and other liabilities	...	1,392	386
Other revenue	...	...	912
<b>Total Revenue</b>	<b>9,992</b>	<b>13,888</b>	<b>13,584</b>
<b>Net Result</b>	<b>...</b>	<b>172</b>	<b>...</b>

(a) The 2013-14 Revised and 2014-15 Budget for the Independent Liquor and Gaming Authority are affected by staff changes associated with the *Government Sector Employment Act 2013*, effective from 24 February 2014.

## Balance Sheet

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,612	6,767	6,335
Receivables	285	323	323
<b>Total Current Assets</b>	<b>2,897</b>	<b>7,090</b>	<b>6,658</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	46	29	57
Intangibles	31	24	32
<b>Total Non Current Assets</b>	<b>77</b>	<b>53</b>	<b>89</b>
<b>Total Assets</b>	<b>2,974</b>	<b>7,143</b>	<b>6,747</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	840	1,758	1,758
Other	965	1,237	841
<b>Total Current Liabilities</b>	<b>1,805</b>	<b>2,995</b>	<b>2,599</b>
<b>Non Current Liabilities</b>			
Other	11	21	21
<b>Total Non Current Liabilities</b>	<b>11</b>	<b>21</b>	<b>21</b>
<b>Total Liabilities</b>	<b>1,816</b>	<b>3,016</b>	<b>2,620</b>
<b>Net Assets</b>	<b>1,158</b>	<b>4,127</b>	<b>4,127</b>
<b>Equity</b>			
Accumulated funds	1,158	4,127	4,127
<b>Total Equity</b>	<b>1,158</b>	<b>4,127</b>	<b>4,127</b>

## Cash Flow Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	3,815	10,438
Other	9,810	10,031	3,288
<b>Total Payments</b>	<b>9,810</b>	<b>13,846</b>	<b>13,726</b>
<b>Receipts</b>			
Sale of goods and services	3,072	3,960	1,245
Interest received	175	164	170
Grants and contributions	6,479	6,820	2,309
Other	166	2,921	9,640
<b>Total Receipts</b>	<b>9,892</b>	<b>13,865</b>	<b>13,364</b>
<b>Net Cash Flows From Operating Activities</b>	<b>82</b>	<b>19</b>	<b>(362)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(50)	(50)	(50)
Other	(20)	(20)	(20)
<b>Net Cash Flows From Investing Activities</b>	<b>(70)</b>	<b>(70)</b>	<b>(70)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>12</b>	<b>(51)</b>	<b>(432)</b>
Opening Cash and Cash Equivalents	2,600	6,818	6,767
<b>Closing Cash and Cash Equivalents</b>	<b>2,612</b>	<b>6,767</b>	<b>6,335</b>
<b>Cash Flow Reconciliation</b>			
Net result	...	172	...
Non cash items added back	82	82	34
Change in operating assets and liabilities	...	(235)	(396)
<b>Net Cash Flows From Operating Activities</b>	<b>82</b>	<b>19</b>	<b>(362)</b>

# New South Wales Rural Assistance Authority

## Service Group Statements

### Financial Assistance to Farmers and Small Businesses

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Applications for assistance processed <sup>(a)</sup>	no.	9,226	3,896	1,714	4,839	4,108
Applications processed within time frames	%	90	90	90	90	90
Promotional activities	no.	6	6	2	4	4
Farm Debt Mediation applications determined	no.	106	106	130	130	120
<b>Employees:</b>	FTE	22	21	21	22	22

(a) Revised forecast for 2013-14 reflects current demand for drought assistance and the Commonwealth's Farm Finance Loan Scheme. The forecast for 2014-15 reflects the expectation of continued drought conditions.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	49,238	70,136	47,219
Total expenses include the following:			
Employee related	1,928	1,547	...
Other operating expenses	1,265	3,745	3,948
Grants and subsidies <sup>(b)</sup>	37,237	53,736	32,253
Capital Expenditure	50	50	50

(a) This includes \$17 million in disaster relief in 2013-14.

(b) Increase from 2013-14 Budget to 2013-14 Revised is mainly due to additional drought support offset by a delay in the Commercial Fisheries Buyout program. The 2014-15 Budget reflects the expected commitments for drought and the Commercial Fisheries Buyout program.



**Financial Statements** <sup>(a)</sup>**Operating Statement**

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	1,928	1,547	...
Other operating expenses	1,265	3,745	3,948
Depreciation and amortisation	8	8	8
Grants and subsidies	37,237	53,736	32,253
Finance costs	8,800	11,100	11,010
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>49,238</b>	<b>70,136</b>	<b>47,219</b>
<b>Revenue</b>			
Sales of goods and services	...	800	300
Investment revenue	9,336	11,712	11,557
Grants and contributions	39,920	73,079	18,382
Acceptance by Crown Entity of employee benefits and other liabilities	154	19	...
Other revenue	14	17	14
<b>Total Revenue</b>	<b>49,424</b>	<b>85,627</b>	<b>30,253</b>
Gain/(loss) on disposal of non current assets	...	(2)	...
<b>Net Result</b>	<b>186</b>	<b>15,489</b>	<b>(16,966)</b>

(a) The 2013-14 Revised and 2014-15 Budget for the New South Wales Rural Assistance Authority are affected by staff changes associated with the *Government Sector Employment Act 2013*, effective from 24 February 2014.

## Balance Sheet

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	17,960	36,556	20,498
Receivables	1,712	7,396	7,396
Other financial assets	16,553	15,918	15,918
<b>Total Current Assets</b>	<b>36,225</b>	<b>59,870</b>	<b>43,812</b>
<b>Non Current Assets</b>			
Other financial assets	129,218	166,320	166,460
Property, plant and equipment - Plant and equipment	116	77	119
<b>Total Non Current Assets</b>	<b>129,334</b>	<b>166,397</b>	<b>166,579</b>
<b>Total Assets</b>	<b>165,559</b>	<b>226,267</b>	<b>210,391</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	4,967	12,080	12,080
Borrowings at amortised cost	16,553	16,217	16,217
Provisions	613	1,737	1,737
Other	...	540	1,490
<b>Total Current Liabilities</b>	<b>22,133</b>	<b>30,574</b>	<b>31,524</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	129,618	166,812	166,952
Provisions	7	...	...
Other	...	7	7
<b>Total Non Current Liabilities</b>	<b>129,625</b>	<b>166,819</b>	<b>166,959</b>
<b>Total Liabilities</b>	<b>151,758</b>	<b>197,393</b>	<b>198,483</b>
<b>Net Assets</b>	<b>13,801</b>	<b>28,874</b>	<b>11,908</b>
<b>Equity</b>			
Accumulated funds	13,801	28,874	11,908
<b>Total Equity</b>	<b>13,801</b>	<b>28,874</b>	<b>11,908</b>

## Cash Flow Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	1,783	1,689	...
Grants and subsidies	20,734	53,736	15,750
Finance costs	5,300	7,100	7,010
Other	18,668	2,972	21,297
<b>Total Payments</b>	<b>46,485</b>	<b>65,497</b>	<b>44,057</b>
<b>Receipts</b>			
Sale of goods and services	...	800	300
Interest received	496	572	547
Grants and contributions	36,920	70,070	15,328
Other	3,914	3,912	4,864
<b>Total Receipts</b>	<b>41,330</b>	<b>75,354</b>	<b>21,039</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(5,155)</b>	<b>9,857</b>	<b>(23,018)</b>
<b>Cash Flows From Investing Activities</b>			
Advance repayments received	25,660	27,963	27,870
Purchases of property, plant and equipment	(50)	(50)	(50)
Advances made	(17,000)	(57,000)	(17,000)
<b>Net Cash Flows From Investing Activities</b>	<b>8,610</b>	<b>(29,087)</b>	<b>10,820</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	17,000	57,000	17,000
Repayment of borrowings and advances	(20,360)	(20,860)	(20,860)
<b>Net Cash Flows From Financing Activities</b>	<b>(3,360)</b>	<b>36,140</b>	<b>(3,860)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>95</b>	<b>16,910</b>	<b>(16,058)</b>
Opening Cash and Cash Equivalents	17,865	19,646	36,556
<b>Closing Cash and Cash Equivalents</b>	<b>17,960</b>	<b>36,556</b>	<b>20,498</b>
<b>Cash Flow Reconciliation</b>			
Net result	186	15,489	(16,966)
Non cash items added back	(5,292)	(7,095)	(7,002)
Change in operating assets and liabilities	(49)	1,463	950
<b>Net Cash Flows From Operating Activities</b>	<b>(5,155)</b>	<b>9,857</b>	<b>(23,018)</b>

# Art Gallery of New South Wales

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

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	151	6,619	21,375
Other operating expenses	39,383	32,915	19,785
Depreciation and amortisation	5,278	5,302	5,300
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>44,812</b>	<b>44,836</b>	<b>46,460</b>
<b>Revenue</b>			
Sales of goods and services	9,988	9,988	10,538
Investment revenue	2,550	2,550	2,550
Grants and contributions	35,265	40,555	43,884
Acceptance by Crown Entity of employee benefits and other liabilities	...	1,122	667
Other revenue	91	91	126
<b>Total Revenue</b>	<b>47,894</b>	<b>54,306</b>	<b>57,765</b>
Gain/(loss) on disposal of non current assets	...	8	...
<b>Net Result</b>	<b>3,082</b>	<b>9,478</b>	<b>11,305</b>

(a) The 2013-14 Revised and 2014-15 Budget for the Art Gallery of New South Wales are affected by staff changes associated with the *Government Sector Employment Act 2013*, effective from 24 February 2014.

## Balance Sheet

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	16,165	18,854	15,826
Receivables	1,404	5,390	5,390
Inventories	1,154	1,196	1,196
<b>Total Current Assets</b>	<b>18,723</b>	<b>25,440</b>	<b>22,412</b>
<b>Non Current Assets</b>			
Other financial assets	20,849	20,873	22,473
Property, plant and equipment - Land and building	194,826	197,594	206,321
Plant and equipment	1,118,728	1,127,308	1,131,322
Intangibles	8	44	44
<b>Total Non Current Assets</b>	<b>1,334,411</b>	<b>1,345,819</b>	<b>1,360,160</b>
<b>Total Assets</b>	<b>1,353,134</b>	<b>1,371,259</b>	<b>1,382,572</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	5,927	6,432	6,440
<b>Total Current Liabilities</b>	<b>5,927</b>	<b>6,432</b>	<b>6,440</b>
<b>Non Current Liabilities</b>			
Other	31	22	22
<b>Total Non Current Liabilities</b>	<b>31</b>	<b>22</b>	<b>22</b>
<b>Total Liabilities</b>	<b>5,958</b>	<b>6,454</b>	<b>6,462</b>
<b>Net Assets</b>	<b>1,347,176</b>	<b>1,364,805</b>	<b>1,376,110</b>
<b>Equity</b>			
Reserves	575,879	575,879	575,879
Accumulated funds	771,297	788,926	800,231
<b>Total Equity</b>	<b>1,347,176</b>	<b>1,364,805</b>	<b>1,376,110</b>

## Cash Flow Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	151	7,454	20,708
Other	39,477	34,334	21,140
<b>Total Payments</b>	<b>39,628</b>	<b>41,788</b>	<b>41,848</b>
<b>Receipts</b>			
Sale of goods and services	9,988	9,987	10,538
Interest received	1,750	1,750	1,750
Grants and contributions	27,743	33,143	35,717
Other	6,141	9,314	7,656
<b>Total Receipts</b>	<b>45,622</b>	<b>54,194</b>	<b>55,661</b>
<b>Net Cash Flows From Operating Activities</b>	<b>5,994</b>	<b>12,406</b>	<b>13,813</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	8	...
Purchases of property, plant and equipment	(5,210)	(8,010)	(16,041)
Purchases of investments	(800)	(800)	(800)
<b>Net Cash Flows From Investing Activities</b>	<b>(6,010)</b>	<b>(8,802)</b>	<b>(16,841)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(16)</b>	<b>3,604</b>	<b>(3,028)</b>
Opening Cash and Cash Equivalents	16,181	15,250	18,854
<b>Closing Cash and Cash Equivalents</b>	<b>16,165</b>	<b>18,854</b>	<b>15,826</b>
<b>Cash Flow Reconciliation</b>			
Net result	3,082	9,478	11,305
Non cash items added back	2,478	2,502	2,500
Change in operating assets and liabilities	434	426	8
<b>Net Cash Flows From Operating Activities</b>	<b>5,994</b>	<b>12,406</b>	<b>13,813</b>

# Australian Museum

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

### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	9,383	25,597
Other operating expenses	37,996	29,741	12,275
Depreciation and amortisation	4,800	5,557	5,045
Grants and subsidies	87	87	87
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>42,883</b>	<b>44,768</b>	<b>43,004</b>
<b>Revenue</b>			
Sales of goods and services	9,545	9,627	10,165
Investment revenue	390	350	270
Grants and contributions	31,464	31,568	31,456
Acceptance by Crown Entity of employee benefits and other liabilities	...	423	1,395
Other revenue	14	207	14
<b>Total Revenue</b>	<b>41,413</b>	<b>42,175</b>	<b>43,300</b>
<b>Net Result</b>	<b>(1,470)</b>	<b>(2,593)</b>	<b>296</b>

(a) The 2013-14 Revised and 2014-15 Budget for the Australian Museum are affected by staff changes associated with the *Government Sector Employment Act 2013*, effective from 24 February 2014.

## Balance Sheet

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	10,052	8,406	8,406
Receivables	1,791	1,509	1,509
Inventories	257	299	299
<b>Total Current Assets</b>	<b>12,100</b>	<b>10,214</b>	<b>10,214</b>
<b>Non Current Assets</b>			
Receivables	415	443	443
Property, plant and equipment -			
Land and building	225,347	226,430	227,780
Plant and equipment	527,670	523,551	522,497
Infrastructure systems	...	2,679	2,679
Intangibles	110	149	149
<b>Total Non Current Assets</b>	<b>753,542</b>	<b>753,252</b>	<b>753,548</b>
<b>Total Assets</b>	<b>765,642</b>	<b>763,466</b>	<b>763,762</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,080	1,588	1,543
Borrowings at amortised cost	415	...	...
Provisions	2,741	2,873	2,918
Other	634	170	170
<b>Total Current Liabilities</b>	<b>5,870</b>	<b>4,631</b>	<b>4,631</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	...	443	443
<b>Total Non Current Liabilities</b>	<b>...</b>	<b>443</b>	<b>443</b>
<b>Total Liabilities</b>	<b>5,870</b>	<b>5,074</b>	<b>5,074</b>
<b>Net Assets</b>	<b>759,772</b>	<b>758,392</b>	<b>758,688</b>
<b>Equity</b>			
Reserves	169,457	214,451	214,451
Accumulated funds	590,315	543,941	544,237
<b>Total Equity</b>	<b>759,772</b>	<b>758,392</b>	<b>758,688</b>



## Cash Flow Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	11,817	25,117
Grants and subsidies	87	87	87
Other	39,281	32,330	15,360
<b>Total Payments</b>	<b>39,368</b>	<b>44,234</b>	<b>40,564</b>
<b>Receipts</b>			
Sale of goods and services	9,545	9,562	10,165
Interest received	390	350	270
Grants and contributions	27,156	28,577	29,394
Other	5,607	8,709	6,076
<b>Total Receipts</b>	<b>42,698</b>	<b>47,198</b>	<b>45,905</b>
<b>Net Cash Flows From Operating Activities</b>	<b>3,330</b>	<b>2,964</b>	<b>5,341</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(3,330)	(3,330)	(5,341)
<b>Net Cash Flows From Investing Activities</b>	<b>(3,330)</b>	<b>(3,330)</b>	<b>(5,341)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>...</b>	<b>(366)</b>	<b>...</b>
Opening Cash and Cash Equivalents	10,052	8,772	8,406
<b>Closing Cash and Cash Equivalents</b>	<b>10,052</b>	<b>8,406</b>	<b>8,406</b>
<b>Cash Flow Reconciliation</b>			
Net result	(1,470)	(2,593)	296
Non cash items added back	4,800	5,557	5,045
<b>Net Cash Flows From Operating Activities</b>	<b>3,330</b>	<b>2,964</b>	<b>5,341</b>

# Northern Rivers Catchment Management Authority

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

### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	3,089	3,042	...
Depreciation and amortisation	20	12	...
Grants and subsidies	2,481	2,402	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>5,590</b>	<b>5,456</b>	<b>...</b>
<b>Revenue</b>			
Investment revenue	50	29	...
Grants and contributions	5,485	3,815	...
Other revenue	...	838	...
<b>Total Revenue</b>	<b>5,535</b>	<b>4,682</b>	<b>...</b>
<b>Net Result</b>	<b>(55)</b>	<b>(774)</b>	<b>...</b>

(a) The Catchment Management Authorities were abolished under the *Local Land Services Act 2013*, effective from 1 January 2014. The assets and liabilities of the former entities became the assets and liabilities of Local Land Services from the same date.

## Balance Sheet

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,613	...	...
Receivables	271	...	...
<b>Total Current Assets</b>	<b>2,884</b>	...	...
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	7	...	...
Plant and equipment	23	...	...
<b>Total Non Current Assets</b>	<b>30</b>	...	...
<b>Total Assets</b>	<b>2,914</b>	...	...
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,432	...	...
Provisions	395	...	...
<b>Total Current Liabilities</b>	<b>1,827</b>	...	...
<b>Non Current Liabilities</b>			
Provisions	48	...	...
Other	7	...	...
<b>Total Non Current Liabilities</b>	<b>55</b>	...	...
<b>Total Liabilities</b>	<b>1,882</b>	...	...
<b>Net Assets</b>	<b>1,032</b>	...	...
<b>Equity</b>			
Accumulated funds	1,032	...	...
<b>Total Equity</b>	<b>1,032</b>	...	...

## Cash Flow Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	(332)	...
Grants and subsidies	2,481	2,402	...
Other	2,739	4,046	...
<b>Total Payments</b>	<b>5,220</b>	<b>6,116</b>	<b>...</b>
<b>Receipts</b>			
Interest received	50	29	...
Grants and contributions	5,135	3,742	...
Other	(1)	1,383	...
<b>Total Receipts</b>	<b>5,184</b>	<b>5,154</b>	<b>...</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(36)</b>	<b>(962)</b>	<b>...</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(23)	...	...
Other	...	(1,501)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>(1,501)</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(59)</b>	<b>(2,463)</b>	<b>...</b>
Opening Cash and Cash Equivalents	2,672	2,463	...
<b>Closing Cash and Cash Equivalents</b>	<b>2,613</b>	<b>...</b>	<b>...</b>
<b>Cash Flow Reconciliation</b>			
Net result	(55)	(774)	...
Non cash items added back	20	12	...
Change in operating assets and liabilities	(1)	(200)	...
<b>Net Cash Flows From Operating Activities</b>	<b>(36)</b>	<b>(962)</b>	<b>...</b>

# Border Rivers-Gwydir Catchment Management Authority

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

### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	5	54	...
Other operating expenses	3,791	2,019	...
Depreciation and amortisation	65	24	...
Grants and subsidies	2,624	1,621	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>6,485</b>	<b>3,718</b>	<b>...</b>
<b>Revenue</b>			
Investment revenue	80	36	...
Grants and contributions	4,768	3,565	...
Other revenue	1,392	1,668	...
<b>Total Revenue</b>	<b>6,240</b>	<b>5,269</b>	<b>...</b>
<b>Net Result</b>	<b>(245)</b>	<b>1,551</b>	<b>...</b>

(a) The Catchment Management Authorities were abolished under the *Local Land Services Act 2013*, effective from 1 January 2014. The assets and liabilities of the former entities became the assets and liabilities of Local Land Services from the same date.

**Balance Sheet**

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,301	...	...
Receivables	1,041	...	...
<b>Total Current Assets</b>	<b>3,342</b>	...	...
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	131	...	...
Plant and equipment	59	...	...
<b>Total Non Current Assets</b>	<b>190</b>	...	...
<b>Total Assets</b>	<b>3,532</b>	...	...
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,880	...	...
Provisions	414	...	...
<b>Total Current Liabilities</b>	<b>2,294</b>	...	...
<b>Non Current Liabilities</b>			
Provisions	125	...	...
Other	3	...	...
<b>Total Non Current Liabilities</b>	<b>128</b>	...	...
<b>Total Liabilities</b>	<b>2,422</b>	...	...
<b>Net Assets</b>	<b>1,110</b>	...	...
<b>Equity</b>			
Accumulated funds	1,110	...	...
<b>Total Equity</b>	<b>1,110</b>	...	...

## Cash Flow Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	5	(305)	...
Grants and subsidies	2,624	1,621	...
Other	2,599	3,706	...
<b>Total Payments</b>	<b>5,228</b>	<b>5,022</b>	<b>...</b>
<b>Receipts</b>			
Interest received	80	36	...
Grants and contributions	4,609	3,565	...
Other	636	1,594	...
<b>Total Receipts</b>	<b>5,325</b>	<b>5,195</b>	<b>...</b>
<b>Net Cash Flows From Operating Activities</b>	<b>97</b>	<b>173</b>	<b>...</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(23)	(8)	...
Other	...	(2,816)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>(2,824)</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>74</b>	<b>(2,651)</b>	<b>...</b>
Opening Cash and Cash Equivalents	2,227	2,651	...
<b>Closing Cash and Cash Equivalents</b>	<b>2,301</b>	<b>...</b>	<b>...</b>
<b>Cash Flow Reconciliation</b>			
Net result	(245)	1,551	...
Non cash items added back	65	24	...
Change in operating assets and liabilities	277	(1,402)	...
<b>Net Cash Flows From Operating Activities</b>	<b>97</b>	<b>173</b>	<b>...</b>

# Namoi Catchment Management Authority

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

### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	7	8	...
Other operating expenses	2,716	1,756	...
Depreciation and amortisation	47	19	...
Grants and subsidies	2,834	1,824	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>5,604</b>	<b>3,607</b>	<b>...</b>
<b>Revenue</b>			
Investment revenue	97	26	...
Grants and contributions	5,162	3,302	...
Other revenue	...	342	...
<b>Total Revenue</b>	<b>5,259</b>	<b>3,670</b>	<b>...</b>
<b>Net Result</b>	<b>(345)</b>	<b>63</b>	<b>...</b>

(a) The Catchment Management Authorities were abolished under the *Local Land Services Act 2013*, effective from 1 January 2014. The assets and liabilities of the former entities became the assets and liabilities of Local Land Services from the same date.



## Balance Sheet

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	2,424	...	...
Receivables	317	...	...
<b>Total Current Assets</b>	<b>2,741</b>	...	...
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	119	...	...
<b>Total Non Current Assets</b>	<b>119</b>	...	...
<b>Total Assets</b>	<b>2,860</b>	...	...
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,640	...	...
Provisions	511	...	...
<b>Total Current Liabilities</b>	<b>2,151</b>	...	...
<b>Non Current Liabilities</b>			
Other	6	...	...
<b>Total Non Current Liabilities</b>	<b>6</b>	...	...
<b>Total Liabilities</b>	<b>2,157</b>	...	...
<b>Net Assets</b>	<b>703</b>	...	...
<b>Equity</b>			
Accumulated funds	703	...	...
<b>Total Equity</b>	<b>703</b>	...	...

## Cash Flow Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	7	(301)	...
Grants and subsidies	2,834	1,824	...
Other	2,521	2,814	...
<b>Total Payments</b>	<b>5,362</b>	<b>4,337</b>	<b>...</b>
<b>Receipts</b>			
Interest received	97	26	...
Grants and contributions	5,007	3,302	...
Other	(112)	570	...
<b>Total Receipts</b>	<b>4,992</b>	<b>3,898</b>	<b>...</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(370)</b>	<b>(439)</b>	<b>...</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(23)	...	...
Other	...	(1,510)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>(1,510)</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(393)</b>	<b>(1,949)</b>	<b>...</b>
Opening Cash and Cash Equivalents	2,817	1,949	...
<b>Closing Cash and Cash Equivalents</b>	<b>2,424</b>	<b>...</b>	<b>...</b>
<b>Cash Flow Reconciliation</b>			
Net result	(345)	63	...
Non cash items added back	47	19	...
Change in operating assets and liabilities	(72)	(521)	...
<b>Net Cash Flows From Operating Activities</b>	<b>(370)</b>	<b>(439)</b>	<b>...</b>

# Hunter-Central Rivers Catchment Management Authority

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

### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	3	10	...
Other operating expenses	8,168	3,254	...
Depreciation and amortisation	80	31	...
Grants and subsidies	3,069	1,375	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>11,320</b>	<b>4,670</b>	<b>...</b>
<b>Revenue</b>			
Investment revenue	270	78	...
Grants and contributions	5,898	5,337	...
Other revenue	5,073	2,520	...
<b>Total Revenue</b>	<b>11,241</b>	<b>7,935</b>	<b>...</b>
<b>Net Result</b>	<b>(79)</b>	<b>3,265</b>	<b>...</b>

(a) The Catchment Management Authorities were abolished under the *Local Land Services Act 2013*, effective from 1 January 2014. The assets and liabilities of the former entities became the assets and liabilities of Local Land Services from the same date.

## Balance Sheet

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	7,948	...	...
Receivables	2,290	...	...
Inventories	87	...	...
<b>Total Current Assets</b>	<b>10,325</b>	...	...
<b>Non Current Assets</b>			
Property, plant and equipment - Land and building	3,901	...	...
Plant and equipment	38	...	...
Intangibles	910	...	...
<b>Total Non Current Assets</b>	<b>4,849</b>	...	...
<b>Total Assets</b>	<b>15,174</b>	...	...
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	6,261	...	...
Provisions	723	...	...
<b>Total Current Liabilities</b>	<b>6,984</b>	...	...
<b>Non Current Liabilities</b>			
Provisions	57	...	...
Other	13	...	...
<b>Total Non Current Liabilities</b>	<b>70</b>	...	...
<b>Total Liabilities</b>	<b>7,054</b>	...	...
<b>Net Assets</b>	<b>8,120</b>	...	...
<b>Equity</b>			
Reserves	53	...	...
Accumulated funds	8,067	...	...
<b>Total Equity</b>	<b>8,120</b>	...	...

## Cash Flow Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	3	(493)	...
Grants and subsidies	3,069	1,375	...
Other	7,142	8,581	...
<b>Total Payments</b>	<b>10,214</b>	<b>9,463</b>	...
<b>Receipts</b>			
Interest received	270	78	...
Grants and contributions	5,568	5,077	...
Other	4,157	3,499	...
<b>Total Receipts</b>	<b>9,995</b>	<b>8,654</b>	...
<b>Net Cash Flows From Operating Activities</b>	<b>(219)</b>	<b>(809)</b>	...
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(23)	...	...
Other	...	(5,483)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>(5,483)</b>	...
<b>Net Increase/(Decrease) in Cash</b>	<b>(242)</b>	<b>(6,292)</b>	...
Opening Cash and Cash Equivalents	8,190	6,292	...
<b>Closing Cash and Cash Equivalents</b>	<b>7,948</b>	...	...
<b>Cash Flow Reconciliation</b>			
Net result	(79)	3,265	...
Non cash items added back	80	31	...
Change in operating assets and liabilities	(220)	(4,105)	...
<b>Net Cash Flows From Operating Activities</b>	<b>(219)</b>	<b>(809)</b>	...

# Hawkesbury-Nepean Catchment Management Authority

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

### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	7,283	3,355	...
Depreciation and amortisation	110	57	...
Grants and subsidies	3,462	1,945	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>10,855</b>	<b>5,357</b>	<b>...</b>
<b>Revenue</b>			
Investment revenue	142	37	...
Grants and contributions	7,289	4,750	...
Other revenue	3,250	2,389	...
<b>Total Revenue</b>	<b>10,681</b>	<b>7,176</b>	<b>...</b>
<b>Net Result</b>	<b>(174)</b>	<b>1,819</b>	<b>...</b>

(a) The Catchment Management Authorities were abolished under the *Local Land Services Act 2013*, effective from 1 January 2014. The assets and liabilities of the former entities became the assets and liabilities of Local Land Services from the same date.

## Balance Sheet

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	4,098	...	...
Receivables	1,149	...	...
<b>Total Current Assets</b>	<b>5,247</b>	...	...
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	91	...	...
Infrastructure systems	15,602	...	...
<b>Total Non Current Assets</b>	<b>15,693</b>	...	...
<b>Total Assets</b>	<b>20,940</b>	...	...
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	4,050	...	...
Provisions	490	...	...
<b>Total Current Liabilities</b>	<b>4,540</b>	...	...
<b>Non Current Liabilities</b>			
Provisions	98	...	...
Other	10	...	...
<b>Total Non Current Liabilities</b>	<b>108</b>	...	...
<b>Total Liabilities</b>	<b>4,648</b>	...	...
<b>Net Assets</b>	<b>16,292</b>	...	...
<b>Equity</b>			
Accumulated funds	16,292	...	...
<b>Total Equity</b>	<b>16,292</b>	...	...

## Cash Flow Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	(611)	...
Grants and subsidies	3,462	1,945	...
Other	6,146	6,667	...
<b>Total Payments</b>	<b>9,608</b>	<b>8,001</b>	...
<b>Receipts</b>			
Interest received	142	37	...
Grants and contributions	6,721	4,665	...
Other	2,304	3,670	...
<b>Total Receipts</b>	<b>9,167</b>	<b>8,372</b>	...
<b>Net Cash Flows From Operating Activities</b>	<b>(441)</b>	<b>371</b>	...
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(46)	...	...
Other	...	(3,232)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(46)</b>	<b>(3,232)</b>	...
<b>Net Increase/(Decrease) in Cash</b>	<b>(487)</b>	<b>(2,861)</b>	...
Opening Cash and Cash Equivalents	4,585	2,861	...
<b>Closing Cash and Cash Equivalents</b>	<b>4,098</b>	...	...
<b>Cash Flow Reconciliation</b>			
Net result	(174)	1,819	...
Non cash items added back	110	57	...
Change in operating assets and liabilities	(377)	(1,505)	...
<b>Net Cash Flows From Operating Activities</b>	<b>(441)</b>	<b>371</b>	...



# Southern Rivers Catchment Management Authority

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

### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	5	...	...
Other operating expenses	6,008	3,693	...
Depreciation and amortisation	36	34	...
Grants and subsidies	2,887	2,111	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>8,936</b>	<b>5,838</b>	<b>...</b>
<b>Revenue</b>			
Investment revenue	140	57	...
Grants and contributions	5,815	4,752	...
Other revenue	2,614	2,406	...
<b>Total Revenue</b>	<b>8,569</b>	<b>7,215</b>	<b>...</b>
<b>Net Result</b>	<b>(367)</b>	<b>1,377</b>	<b>...</b>

(a) The Catchment Management Authorities were abolished under the *Local Land Services Act 2013*, effective from 1 January 2014. The assets and liabilities of the former entities became the assets and liabilities of Local Land Services from the same date.

## Balance Sheet

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	3,387	...	...
Receivables	567	...	...
<b>Total Current Assets</b>	<b>3,954</b>	...	...
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	164	...	...
Plant and equipment	43	...	...
<b>Total Non Current Assets</b>	<b>207</b>	...	...
<b>Total Assets</b>	<b>4,161</b>	...	...
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,021	...	...
Provisions	431	...	...
<b>Total Current Liabilities</b>	<b>1,452</b>	...	...
<b>Non Current Liabilities</b>			
Provisions	58	...	...
Other	9	...	...
<b>Total Non Current Liabilities</b>	<b>67</b>	...	...
<b>Total Liabilities</b>	<b>1,519</b>	...	...
<b>Net Assets</b>	<b>2,642</b>	...	...
<b>Equity</b>			
Accumulated funds	2,642	...	...
<b>Total Equity</b>	<b>2,642</b>	...	...

## Cash Flow Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	5	(538)	...
Grants and subsidies	2,887	2,111	...
Other	5,748	5,945	...
<b>Total Payments</b>	<b>8,640</b>	<b>7,518</b>	<b>...</b>
<b>Receipts</b>			
Interest received	140	57	...
Grants and contributions	5,555	4,546	...
Other	2,650	2,000	...
<b>Total Receipts</b>	<b>8,345</b>	<b>6,603</b>	<b>...</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(295)</b>	<b>(915)</b>	<b>...</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(23)	(46)	...
Other	...	(3,499)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>(3,545)</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(318)</b>	<b>(4,460)</b>	<b>...</b>
Opening Cash and Cash Equivalents	3,705	4,460	...
<b>Closing Cash and Cash Equivalents</b>	<b>3,387</b>	<b>...</b>	<b>...</b>
<b>Cash Flow Reconciliation</b>			
Net result	(367)	1,377	...
Non cash items added back	36	34	...
Change in operating assets and liabilities	36	(2,326)	...
<b>Net Cash Flows From Operating Activities</b>	<b>(295)</b>	<b>(915)</b>	<b>...</b>

# Murray Catchment Management Authority

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

### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	2	4	...
Other operating expenses	5,310	3,393	...
Depreciation and amortisation	87	43	...
Grants and subsidies	3,266	2,620	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>8,665</b>	<b>6,060</b>	<b>...</b>
<b>Revenue</b>			
Investment revenue	115	...	...
Grants and contributions	6,179	7,093	...
Other revenue	1,967	1,590	...
<b>Total Revenue</b>	<b>8,261</b>	<b>8,683</b>	<b>...</b>
<b>Net Result</b>	<b>(404)</b>	<b>2,623</b>	<b>...</b>

(a) The Catchment Management Authorities were abolished under the *Local Land Services Act 2013*, effective from 1 January 2014. The assets and liabilities of the former entities became the assets and liabilities of Local Land Services from the same date.

## Balance Sheet

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	5,394	...	...
Receivables	538	...	...
Inventories	993	...	...
<b>Total Current Assets</b>	<b>6,925</b>	...	...
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	45	...	...
Plant and equipment	248	...	...
<b>Total Non Current Assets</b>	<b>293</b>	...	...
<b>Total Assets</b>	<b>7,218</b>	...	...
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,346	...	...
Provisions	558	...	...
<b>Total Current Liabilities</b>	<b>2,904</b>	...	...
<b>Non Current Liabilities</b>			
Provisions	54	...	...
Other	3	...	...
<b>Total Non Current Liabilities</b>	<b>57</b>	...	...
<b>Total Liabilities</b>	<b>2,961</b>	...	...
<b>Net Assets</b>	<b>4,257</b>	...	...
<b>Equity</b>			
Accumulated funds	4,257	...	...
<b>Total Equity</b>	<b>4,257</b>	...	...

## Cash Flow Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	2	(438)	...
Grants and subsidies	3,266	2,620	...
Other	5,066	6,218	...
<b>Total Payments</b>	<b>8,334</b>	<b>8,400</b>	<b>...</b>
<b>Receipts</b>			
Interest received	115	...	...
Grants and contributions	5,989	6,983	...
Other	2,192	569	...
<b>Total Receipts</b>	<b>8,296</b>	<b>7,552</b>	<b>...</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(38)</b>	<b>(848)</b>	<b>...</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(46)	...	...
Other	...	(4,909)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(46)</b>	<b>(4,909)</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(84)</b>	<b>(5,757)</b>	<b>...</b>
Opening Cash and Cash Equivalents	5,478	5,690	...
<b>Closing Cash and Cash Equivalents</b>	<b>5,394</b>	<b>(67)</b>	<b>...</b>
<b>Cash Flow Reconciliation</b>			
Net result	(404)	2,623	...
Non cash items added back	87	43	...
Change in operating assets and liabilities	279	(3,514)	...
<b>Net Cash Flows From Operating Activities</b>	<b>(38)</b>	<b>(848)</b>	<b>...</b>

# Murrumbidgee Catchment Management Authority

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

### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	10	55	...
Other operating expenses	3,503	2,456	...
Depreciation and amortisation	44	27	...
Grants and subsidies	2,287	1,366	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>5,844</b>	<b>3,904</b>	<b>...</b>
<b>Revenue</b>			
Investment revenue	125	32	...
Grants and contributions	5,030	5,466	...
Other revenue	745	682	...
<b>Total Revenue</b>	<b>5,900</b>	<b>6,180</b>	<b>...</b>
<b>Net Result</b>	<b>56</b>	<b>2,276</b>	<b>...</b>

(a) The Catchment Management Authorities were abolished under the *Local Land Services Act 2013*, effective from 1 January 2014. The assets and liabilities of the former entities became the assets and liabilities of Local Land Services from the same date.

## Balance Sheet

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	4,086	...	...
Receivables	252	...	...
<b>Total Current Assets</b>	<b>4,338</b>	...	...
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	46	...	...
Plant and equipment	77	...	...
<b>Total Non Current Assets</b>	<b>123</b>	...	...
<b>Total Assets</b>	<b>4,461</b>	...	...
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,664	...	...
Provisions	570	...	...
<b>Total Current Liabilities</b>	<b>3,234</b>	...	...
<b>Non Current Liabilities</b>			
Provisions	300	...	...
Other	6	...	...
<b>Total Non Current Liabilities</b>	<b>306</b>	...	...
<b>Total Liabilities</b>	<b>3,540</b>	...	...
<b>Net Assets</b>	<b>921</b>	...	...
<b>Equity</b>			
Accumulated funds	921	...	...
<b>Total Equity</b>	<b>921</b>	...	...



## Cash Flow Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	10	(466)	...
Grants and subsidies	2,287	1,366	...
Other	1,477	4,288	...
<b>Total Payments</b>	<b>3,774</b>	<b>5,188</b>	<b>...</b>
<b>Receipts</b>			
Interest received	125	32	...
Grants and contributions	4,830	5,180	...
Other	744	(389)	...
<b>Total Receipts</b>	<b>5,699</b>	<b>4,823</b>	<b>...</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,925</b>	<b>(365)</b>	<b>...</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(23)	...	...
Other	...	(2,244)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>(2,244)</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>1,902</b>	<b>(2,609)</b>	<b>...</b>
Opening Cash and Cash Equivalents	2,184	2,609	...
<b>Closing Cash and Cash Equivalents</b>	<b>4,086</b>	<b>...</b>	<b>...</b>
<b>Cash Flow Reconciliation</b>			
Net result	56	2,276	...
Non cash items added back	44	26	...
Change in operating assets and liabilities	1,825	(2,667)	...
<b>Net Cash Flows From Operating Activities</b>	<b>1,925</b>	<b>(365)</b>	<b>...</b>

# Lachlan Catchment Management Authority

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

### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	5	70	...
Other operating expenses	3,341	2,019	...
Depreciation and amortisation	36	10	...
Grants and subsidies	2,468	1,430	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>5,850</b>	<b>3,529</b>	<b>...</b>
<b>Revenue</b>			
Investment revenue	175	60	...
Grants and contributions	4,908	3,117	...
Other revenue	604	330	...
<b>Total Revenue</b>	<b>5,687</b>	<b>3,507</b>	<b>...</b>
<b>Net Result</b>	<b>(163)</b>	<b>(22)</b>	<b>...</b>

(a) The Catchment Management Authorities were abolished under the *Local Land Services Act 2013*, effective from 1 January 2014. The assets and liabilities of the former entities became the assets and liabilities of Local Land Services from the same date.

## Balance Sheet

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	4,676	...	...
Receivables	477	...	...
<b>Total Current Assets</b>	<b>5,153</b>	...	...
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	50	...	...
<b>Total Non Current Assets</b>	<b>50</b>	...	...
<b>Total Assets</b>	<b>5,203</b>	...	...
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	694	...	...
Provisions	464	...	...
<b>Total Current Liabilities</b>	<b>1,158</b>	...	...
<b>Non Current Liabilities</b>			
Other	6	...	...
<b>Total Non Current Liabilities</b>	<b>6</b>	...	...
<b>Total Liabilities</b>	<b>1,164</b>	...	...
<b>Net Assets</b>	<b>4,039</b>	...	...
<b>Equity</b>			
Accumulated funds	4,039	...	...
<b>Total Equity</b>	<b>4,039</b>	...	...

## Cash Flow Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	5	(375)	...
Grants and subsidies	2,468	1,430	...
Other	3,050	3,284	...
<b>Total Payments</b>	<b>5,523</b>	<b>4,339</b>	<b>...</b>
<b>Receipts</b>			
Interest received	175	60	...
Grants and contributions	4,617	3,117	...
Other	604	1,434	...
<b>Total Receipts</b>	<b>5,396</b>	<b>4,611</b>	<b>...</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(127)</b>	<b>272</b>	<b>...</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(23)	...	...
Other	...	(3,905)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>(3,905)</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(150)</b>	<b>(3,633)</b>	<b>...</b>
Opening Cash and Cash Equivalents	4,826	3,633	...
<b>Closing Cash and Cash Equivalents</b>	<b>4,676</b>	<b>...</b>	<b>...</b>
<b>Cash Flow Reconciliation</b>			
Net result	(163)	(22)	...
Non cash items added back	36	10	...
Change in operating assets and liabilities	...	284	...
<b>Net Cash Flows From Operating Activities</b>	<b>(127)</b>	<b>272</b>	<b>...</b>

# Central West Catchment Management Authority

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

### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	1	...	...
Other operating expenses	3,610	2,352	...
Depreciation and amortisation	24	17	...
Grants and subsidies	2,329	1,935	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>5,964</b>	<b>4,304</b>	...
<b>Revenue</b>			
Investment revenue	100	33	...
Grants and contributions	5,060	3,436	...
Other revenue	654	702	...
<b>Total Revenue</b>	<b>5,814</b>	<b>4,171</b>	...
<b>Net Result</b>	<b>(150)</b>	<b>(133)</b>	...

(a) The Catchment Management Authorities were abolished under the *Local Land Services Act 2013*, effective from 1 January 2014. The assets and liabilities of the former entities became the assets and liabilities of Local Land Services from the same date.

## Balance Sheet

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	1,907	...	...
Receivables	469	...	...
<b>Total Current Assets</b>	<b>2,376</b>	...	...
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	25	...	...
Plant and equipment	74	...	...
<b>Total Non Current Assets</b>	<b>99</b>	...	...
<b>Total Assets</b>	<b>2,475</b>	...	...
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,263	...	...
Provisions	404	...	...
<b>Total Current Liabilities</b>	<b>1,667</b>	...	...
<b>Non Current Liabilities</b>			
Provisions	28	...	...
Other	6	...	...
<b>Total Non Current Liabilities</b>	<b>34</b>	...	...
<b>Total Liabilities</b>	<b>1,701</b>	...	...
<b>Net Assets</b>	<b>774</b>	...	...
<b>Equity</b>			
Accumulated funds	774	...	...
<b>Total Equity</b>	<b>774</b>	...	...

## Cash Flow Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	1	(494)	...
Grants and subsidies	2,329	1,935	...
Other	3,157	3,155	...
<b>Total Payments</b>	<b>5,487</b>	<b>4,596</b>	...
<b>Receipts</b>			
Interest received	100	33	...
Grants and contributions	4,871	3,273	...
Other	651	1,421	...
<b>Total Receipts</b>	<b>5,622</b>	<b>4,727</b>	...
<b>Net Cash Flows From Operating Activities</b>	<b>135</b>	<b>131</b>	...
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(23)	...	...
Other	...	(2,115)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>(2,115)</b>	...
<b>Net Increase/(Decrease) in Cash</b>	<b>112</b>	<b>(1,984)</b>	...
Opening Cash and Cash Equivalents	1,795	1,984	...
<b>Closing Cash and Cash Equivalents</b>	<b>1,907</b>	...	...
<b>Cash Flow Reconciliation</b>			
Net result	(150)	(133)	...
Non cash items added back	24	17	...
Change in operating assets and liabilities	261	247	...
<b>Net Cash Flows From Operating Activities</b>	<b>135</b>	<b>131</b>	...

# Western Catchment Management Authority

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

### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	3	5	...
Other operating expenses	2,620	2,579	...
Depreciation and amortisation	10	4	...
Grants and subsidies	2,293	1,506	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>4,926</b>	<b>4,094</b>	<b>...</b>
<b>Revenue</b>			
Investment revenue	214	64	...
Grants and contributions	4,245	2,971	...
Other revenue	127	577	...
<b>Total Revenue</b>	<b>4,586</b>	<b>3,612</b>	<b>...</b>
<b>Net Result</b>	<b>(340)</b>	<b>(482)</b>	<b>...</b>

(a) The Catchment Management Authorities were abolished under the *Local Land Services Act 2013*, effective from 1 January 2014. The assets and liabilities of the former entities became the assets and liabilities of Local Land Services from the same date.



## Balance Sheet

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	4,446	...	...
Receivables	297	...	...
<b>Total Current Assets</b>	<b>4,743</b>	...	...
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	39	...	...
<b>Total Non Current Assets</b>	<b>39</b>	...	...
<b>Total Assets</b>	<b>4,782</b>	...	...
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,013	...	...
Provisions	419	...	...
<b>Total Current Liabilities</b>	<b>1,432</b>	...	...
<b>Non Current Liabilities</b>			
Other	4	...	...
<b>Total Non Current Liabilities</b>	<b>4</b>	...	...
<b>Total Liabilities</b>	<b>1,436</b>	...	...
<b>Net Assets</b>	<b>3,346</b>	...	...
<b>Equity</b>			
Accumulated funds	3,346	...	...
<b>Total Equity</b>	<b>3,346</b>	...	...

## Cash Flow Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	3	(288)	...
Grants and subsidies	2,293	1,506	...
Other	1,986	3,770	...
<b>Total Payments</b>	<b>4,282</b>	<b>4,988</b>	...
<b>Receipts</b>			
Interest received	214	64	...
Grants and contributions	4,112	2,892	...
Other	127	1,060	...
<b>Total Receipts</b>	<b>4,453</b>	<b>4,016</b>	...
<b>Net Cash Flows From Operating Activities</b>	<b>171</b>	<b>(972)</b>	...
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(23)	...	...
Other	...	(3,462)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(23)</b>	<b>(3,462)</b>	...
<b>Net Increase/(Decrease) in Cash</b>	<b>148</b>	<b>(4,434)</b>	...
Opening Cash and Cash Equivalents	4,298	4,434	...
<b>Closing Cash and Cash Equivalents</b>	<b>4,446</b>	...	...
<b>Cash Flow Reconciliation</b>			
Net result	(340)	(482)	...
Non cash items added back	10	4	...
Change in operating assets and liabilities	501	(494)	...
<b>Net Cash Flows From Operating Activities</b>	<b>171</b>	<b>(972)</b>	...

# Destination NSW

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## Financial Statements

### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	17,869	18,284	18,203
Other operating expenses	10,485	9,426	8,232
Depreciation and amortisation	1,670	1,670	1,848
Grants and subsidies	7,200	3,586	11,114
Other expenses	94,757	98,105	96,644
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>131,981</b>	<b>131,071</b>	<b>136,041</b>
<b>Revenue</b>			
Investment revenue	750	1,250	751
Grants and contributions	132,458	132,458	129,813
Acceptance by Crown Entity of employee benefits and other liabilities	323	77	324
<b>Total Revenue</b>	<b>133,531</b>	<b>133,785</b>	<b>130,888</b>
<b>Net Result</b>	<b>1,550</b>	<b>2,714</b>	<b>(5,153)</b>

## Balance Sheet

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	9,458	13,602	10,377
Receivables	7,152	7,420	7,250
<b>Total Current Assets</b>	<b>16,610</b>	<b>21,022</b>	<b>17,627</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	2,560	2,539	1,939
Plant and equipment	309	293	240
Infrastructure systems	5,810	5,810	4,872
Intangibles	202	219	122
<b>Total Non Current Assets</b>	<b>8,881</b>	<b>8,861</b>	<b>7,173</b>
<b>Total Assets</b>	<b>25,491</b>	<b>29,883</b>	<b>24,800</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	12,764	12,629	12,780
Provisions	4,393	2,959	2,878
<b>Total Current Liabilities</b>	<b>17,157</b>	<b>15,588</b>	<b>15,658</b>
<b>Non Current Liabilities</b>			
Provisions	98	84	84
<b>Total Non Current Liabilities</b>	<b>98</b>	<b>84</b>	<b>84</b>
<b>Total Liabilities</b>	<b>17,255</b>	<b>15,672</b>	<b>15,742</b>
<b>Net Assets</b>	<b>8,236</b>	<b>14,211</b>	<b>9,058</b>
<b>Equity</b>			
Accumulated funds	8,236	14,211	9,058
<b>Total Equity</b>	<b>8,236</b>	<b>14,211</b>	<b>9,058</b>

## Cash Flow Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	17,663	18,324	17,960
Grants and subsidies	7,200	3,586	11,114
Other	110,491	125,613	110,225
<b>Total Payments</b>	<b>135,354</b>	<b>147,523</b>	<b>139,299</b>
<b>Receipts</b>			
Interest received	750	1,250	751
Grants and contributions	127,458	127,458	124,813
Other	10,669	10,678	10,670
<b>Total Receipts</b>	<b>138,877</b>	<b>139,386</b>	<b>136,234</b>
<b>Net Cash Flows From Operating Activities</b>	<b>3,523</b>	<b>(8,137)</b>	<b>(3,065)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(3,020)	(3,020)	(60)
Other	(150)	(150)	(100)
<b>Net Cash Flows From Investing Activities</b>	<b>(3,170)</b>	<b>(3,170)</b>	<b>(160)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>353</b>	<b>(11,307)</b>	<b>(3,225)</b>
Opening Cash and Cash Equivalents	9,105	24,909	13,602
<b>Closing Cash and Cash Equivalents</b>	<b>9,458</b>	<b>13,602</b>	<b>10,377</b>
<b>Cash Flow Reconciliation</b>			
Net result	1,550	2,714	(5,153)
Non cash items added back	1,670	1,670	1,848
Change in operating assets and liabilities	303	(12,521)	240
<b>Net Cash Flows From Operating Activities</b>	<b>3,523</b>	<b>(8,137)</b>	<b>(3,065)</b>

## Local Land Services

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

#### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	47,525	58,155
Other operating expenses	...	26,160	40,646
Depreciation and amortisation	...	1,839	2,262
Grants and subsidies	...	38,538	22,694
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	...	<b>114,062</b>	<b>123,757</b>
<b>Revenue</b>			
Sales of goods and services	...	4,569	5,455
Investment revenue	...	1,702	3,000
Retained taxes, fees and fines	...	36,502	36,594
Grants and contributions	...	51,097	61,419
Acceptance by Crown Entity of employee benefits and other liabilities	...	1,618	...
Other revenue	...	12,779	15,025
<b>Total Revenue</b>	...	<b>108,267</b>	<b>121,493</b>
Gain/(loss) on disposal of non current assets	...	(1)	...
<b>Net Result</b>	...	<b>(5,796)</b>	<b>(2,264)</b>

(a) Local Land Services were established on 1 January 2014 under the *Local Land Services Act 2013*, and includes former Catchment Management Authorities.

## Balance Sheet

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	...	66,020	65,605
Receivables	...	9,363	9,363
Inventories	...	1,877	1,992
<b>Total Current Assets</b>	...	<b>77,260</b>	<b>76,960</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	...	86,320	86,018
Plant and equipment	...	7,366	6,235
Infrastructure systems	...	27,827	27,368
Intangibles	...	1,257	1,185
<b>Total Non Current Assets</b>	...	<b>122,770</b>	<b>120,806</b>
<b>Total Assets</b>	...	<b>200,030</b>	<b>197,766</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	...	7,742	7,742
Provisions	...	10,250	10,250
Other	...	853	853
<b>Total Current Liabilities</b>	...	<b>18,845</b>	<b>18,845</b>
<b>Non Current Liabilities</b>			
Provisions	...	8,062	8,062
Other	...	1,000	1,000
<b>Total Non Current Liabilities</b>	...	<b>9,062</b>	<b>9,062</b>
<b>Total Liabilities</b>	...	<b>27,907</b>	<b>27,907</b>
<b>Net Assets</b>	...	<b>172,123</b>	<b>169,859</b>
<b>Equity</b>			
Accumulated funds	...	172,123	169,859
<b>Total Equity</b>	...	<b>172,123</b>	<b>169,859</b>

## Cash Flow Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	37,515	58,155
Grants and subsidies	...	38,538	22,694
Other	...	54,609	40,762
<b>Total Payments</b>	...	<b>130,662</b>	<b>121,611</b>
<b>Receipts</b>			
Sale of goods and services	...	4,569	5,455
Interest received	...	1,702	3,000
Retained taxes, fees and fines	...	36,502	36,594
Grants and contributions	...	51,097	61,419
Other	...	21,509	15,026
<b>Total Receipts</b>	...	<b>115,379</b>	<b>121,494</b>
<b>Net Cash Flows From Operating Activities</b>	...	<b>(15,283)</b>	<b>(117)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	2	...
Purchases of property, plant and equipment	...	(242)	(298)
Other	...	81,543	...
<b>Net Cash Flows From Investing Activities</b>	...	<b>81,303</b>	<b>(298)</b>
<b>Net Increase/(Decrease) in Cash</b>	...	<b>66,020</b>	<b>(415)</b>
Opening Cash and Cash Equivalents	...	...	66,020
<b>Closing Cash and Cash Equivalents</b>	...	<b>66,020</b>	<b>65,605</b>
<b>Cash Flow Reconciliation</b>			
Net result	...	(5,796)	(2,264)
Non cash items added back	...	1,839	2,262
Change in operating assets and liabilities	...	(11,326)	(115)
<b>Net Cash Flows From Operating Activities</b>	...	<b>(15,283)</b>	<b>(117)</b>



# Museum of Applied Arts and Sciences

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

### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	15,007	24,544
Other operating expenses	39,859	31,141	14,381
Depreciation and amortisation	5,250	5,250	5,479
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>45,109</b>	<b>51,398</b>	<b>44,404</b>
<b>Revenue</b>			
Sales of goods and services	6,153	5,633	5,840
Investment revenue	490	545	490
Grants and contributions	52,159	49,111	55,070
Acceptance by Crown Entity of employee benefits and other liabilities	...	1,090	872
Other revenue	359	309	393
<b>Total Revenue</b>	<b>59,161</b>	<b>56,688</b>	<b>62,665</b>
Gain/(loss) on disposal of non current assets	208	208	8
<b>Net Result</b>	<b>14,260</b>	<b>5,498</b>	<b>18,269</b>

(a) The 2013-14 Revised and 2014-15 Budget for the Museum of Applied Arts and Sciences are affected by staff changes associated with the *Government Sector Employment Act 2013*, effective from 24 February 2014.

## Balance Sheet

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	5,526	14,436	4,556
Receivables	1,235	1,466	1,464
<b>Total Current Assets</b>	<b>6,761</b>	<b>15,902</b>	<b>6,020</b>
<b>Non Current Assets</b>			
Other financial assets	2,473	2,599	2,349
Property, plant and equipment - Land and building	167,530	155,313	183,413
Plant and equipment	405,748	405,674	405,398
<b>Total Non Current Assets</b>	<b>575,751</b>	<b>563,586</b>	<b>591,160</b>
<b>Total Assets</b>	<b>582,512</b>	<b>579,488</b>	<b>597,180</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,945	3,788	3,751
Provisions	3,078	8,416	7,876
<b>Total Current Liabilities</b>	<b>6,023</b>	<b>12,204</b>	<b>11,627</b>
<b>Non Current Liabilities</b>			
Other	51	...	...
<b>Total Non Current Liabilities</b>	<b>51</b>	<b>...</b>	<b>...</b>
<b>Total Liabilities</b>	<b>6,074</b>	<b>12,204</b>	<b>11,627</b>
<b>Net Assets</b>	<b>576,438</b>	<b>567,284</b>	<b>585,553</b>
<b>Equity</b>			
Reserves	159,154	159,154	159,154
Accumulated funds	417,284	408,130	426,399
<b>Total Equity</b>	<b>576,438</b>	<b>567,284</b>	<b>585,553</b>

## Cash Flow Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	11,008	24,212
Other	37,755	28,903	12,818
<b>Total Payments</b>	<b>37,755</b>	<b>39,911</b>	<b>37,030</b>
<b>Receipts</b>			
Sale of goods and services	6,152	5,630	5,842
Interest received	240	295	240
Grants and contributions	46,275	43,737	51,291
Other	3,240	5,307	1,672
<b>Total Receipts</b>	<b>55,907</b>	<b>54,969</b>	<b>59,045</b>
<b>Net Cash Flows From Operating Activities</b>	<b>18,152</b>	<b>15,058</b>	<b>22,015</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	268	268	68
Purchases of property, plant and equipment	(18,525)	(6,070)	(32,463)
Purchases of investments	...	(100)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(18,257)</b>	<b>(5,902)</b>	<b>(32,395)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(105)</b>	<b>9,156</b>	<b>(10,380)</b>
Opening Cash and Cash Equivalents	5,631	5,280	14,436
Reclassification of Cash Equivalents	...	...	(500)
<b>Closing Cash and Cash Equivalents</b>	<b>5,526</b>	<b>14,436</b>	<b>4,556</b>
<b>Cash Flow Reconciliation</b>			
Net result	14,260	5,498	18,269
Non cash items added back	4,100	3,600	4,329
Change in operating assets and liabilities	(208)	5,960	(583)
<b>Net Cash Flows From Operating Activities</b>	<b>18,152</b>	<b>15,058</b>	<b>22,015</b>

## Financial Statements

### Operating Statement

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	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	80	80	80
Other operating expenses	3,476	3,042	3,364
Depreciation and amortisation	68	10	8
Grants and subsidies	6,933	7,919	7,417
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>10,557</b>	<b>11,051</b>	<b>10,869</b>
<b>Revenue</b>			
Investment revenue	350	300	230
Grants and contributions	9,885	9,929	10,045
Other revenue	300	733	300
<b>Total Revenue</b>	<b>10,535</b>	<b>10,962</b>	<b>10,575</b>
<b>Net Result</b>	<b>(22)</b>	<b>(89)</b>	<b>(294)</b>

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## Balance Sheet

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	5,024	6,433	6,103
Receivables	505	990	990
Other financial assets	359	296	296
<b>Total Current Assets</b>	<b>5,888</b>	<b>7,719</b>	<b>7,389</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	123	42	85
Intangibles	40	228	221
<b>Total Non Current Assets</b>	<b>163</b>	<b>270</b>	<b>306</b>
<b>Total Assets</b>	<b>6,051</b>	<b>7,989</b>	<b>7,695</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,055	3,549	3,549
Provisions	178	156	156
<b>Total Current Liabilities</b>	<b>2,233</b>	<b>3,705</b>	<b>3,705</b>
<b>Total Liabilities</b>	<b>2,233</b>	<b>3,705</b>	<b>3,705</b>
<b>Net Assets</b>	<b>3,818</b>	<b>4,284</b>	<b>3,990</b>
<b>Equity</b>			
Accumulated funds	3,818	4,284	3,990
<b>Total Equity</b>	<b>3,818</b>	<b>4,284</b>	<b>3,990</b>

## Cash Flow Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	80	80	80
Grants and subsidies	6,933	7,919	7,417
Other	4,698	4,048	4,116
<b>Total Payments</b>	<b>11,711</b>	<b>12,047</b>	<b>11,613</b>
<b>Receipts</b>			
Sale of goods and services	(165)	(362)	...
Interest received	350	300	230
Grants and contributions	9,870	9,879	9,968
Other	1,129	1,562	1,129
<b>Total Receipts</b>	<b>11,184</b>	<b>11,379</b>	<b>11,327</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(527)</b>	<b>(668)</b>	<b>(286)</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(44)	(44)	(44)
<b>Net Cash Flows From Investing Activities</b>	<b>(44)</b>	<b>(44)</b>	<b>(44)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(571)</b>	<b>(712)</b>	<b>(330)</b>
Opening Cash and Cash Equivalents	5,595	7,145	6,433
<b>Closing Cash and Cash Equivalents</b>	<b>5,024</b>	<b>6,433</b>	<b>6,103</b>
<b>Cash Flow Reconciliation</b>			
Net result	(22)	(89)	(294)
Non cash items added back	68	10	8
Change in operating assets and liabilities	(573)	(589)	...
<b>Net Cash Flows From Operating Activities</b>	<b>(527)</b>	<b>(668)</b>	<b>(286)</b>

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

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	15,188	10,125	...
Other operating expenses	5,035	10,634	20,059
Depreciation and amortisation	1,030	1,030	1,030
Grants and subsidies	633	633	518
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>21,886</b>	<b>22,422</b>	<b>21,607</b>
<b>Revenue</b>			
Sales of goods and services	2,782	2,782	2,516
Investment revenue	850	850	800
Retained taxes, fees and fines	7,029	7,029	7,267
Grants and contributions	11,293	12,414	11,091
<b>Total Revenue</b>	<b>21,954</b>	<b>23,075</b>	<b>21,674</b>
Other gains/(losses)	...	2,436	...
<b>Net Result</b>	<b>68</b>	<b>3,089</b>	<b>67</b>

(a) The 2013-14 Revised and 2014-15 Budget for the NSW Food Authority are affected by staff changes associated with the *Government Sector Employment Act 2013*, effective from 24 February 2014.

## Balance Sheet

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	15,742	15,214	15,541
Receivables	1,575	1,503	1,416
<b>Total Current Assets</b>	<b>17,317</b>	<b>16,717</b>	<b>16,957</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	7,460	9,896	9,566
Plant and equipment	2,361	1,830	1,730
Intangibles	3,159	3,213	3,213
<b>Total Non Current Assets</b>	<b>12,980</b>	<b>14,939</b>	<b>14,509</b>
<b>Total Assets</b>	<b>30,297</b>	<b>31,656</b>	<b>31,466</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	2,152	2,563	1,102
Provisions	5,261	3,913	5,117
Other	96	700	700
<b>Total Current Liabilities</b>	<b>7,509</b>	<b>7,176</b>	<b>6,919</b>
<b>Non Current Liabilities</b>			
Provisions	25,486	...	...
Other	...	11,721	11,721
<b>Total Non Current Liabilities</b>	<b>25,486</b>	<b>11,721</b>	<b>11,721</b>
<b>Total Liabilities</b>	<b>32,995</b>	<b>18,897</b>	<b>18,640</b>
<b>Net Assets</b>	<b>(2,698)</b>	<b>12,759</b>	<b>12,826</b>
<b>Equity</b>			
Reserves	1,862	1,862	1,862
Accumulated funds	(4,560)	10,897	10,964
<b>Total Equity</b>	<b>(2,698)</b>	<b>12,759</b>	<b>12,826</b>



## Cash Flow Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	16,411	16,390	43
Grants and subsidies	633	633	518
Other	4,944	9,151	20,793
<b>Total Payments</b>	<b>21,988</b>	<b>26,174</b>	<b>21,354</b>
<b>Receipts</b>			
Sale of goods and services	2,782	2,742	2,516
Interest received	850	850	800
Retained taxes, fees and fines	1,000	1,000	1,000
Grants and contributions	11,293	12,414	11,091
Other	6,527	6,564	6,874
<b>Total Receipts</b>	<b>22,452</b>	<b>23,570</b>	<b>22,281</b>
<b>Net Cash Flows From Operating Activities</b>	<b>464</b>	<b>(2,604)</b>	<b>927</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	600	600	500
Purchases of property, plant and equipment	(955)	(950)	(550)
Other	(550)	(550)	(550)
<b>Net Cash Flows From Investing Activities</b>	<b>(905)</b>	<b>(900)</b>	<b>(600)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(441)</b>	<b>(3,504)</b>	<b>327</b>
Opening Cash and Cash Equivalents	16,183	18,718	15,214
<b>Closing Cash and Cash Equivalents</b>	<b>15,742</b>	<b>15,214</b>	<b>15,541</b>
<b>Cash Flow Reconciliation</b>			
Net result	68	3,089	67
Non cash items added back	1,030	(1,406)	1,030
Change in operating assets and liabilities	(634)	(4,287)	(170)
<b>Net Cash Flows From Operating Activities</b>	<b>464</b>	<b>(2,604)</b>	<b>927</b>

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

### Operating Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	13,034	29,546
Other operating expenses	45,856	35,521	17,336
Depreciation and amortisation	19,345	13,759	17,503
Grants and subsidies	26,528	26,600	27,518
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>91,729</b>	<b>88,914</b>	<b>91,903</b>
<b>Revenue</b>			
Sales of goods and services	1,803	2,084	1,849
Investment revenue	2,050	1,715	2,050
Grants and contributions	85,790	91,312	87,588
Acceptance by Crown Entity of employee benefits and other liabilities	...	534	2,147
Other revenue	10	171	10
<b>Total Revenue</b>	<b>89,653</b>	<b>95,816</b>	<b>93,644</b>
Other gains/(losses)	(22)	(22)	(22)
<b>Net Result</b>	<b>(2,098)</b>	<b>6,880</b>	<b>1,719</b>

(a) The 2013-14 Revised and 2014-15 Budget for the State Library of New South Wales are affected by staff changes associated with the *Government Sector Employment Act 2013*, effective from 24 February 2014.

## Balance Sheet

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	10,738	8,494	7,674
Receivables	1,854	4,017	2,903
Other financial assets	...	1,091	1,091
Inventories	190	170	170
<b>Total Current Assets</b>	<b>12,782</b>	<b>13,772</b>	<b>11,838</b>
<b>Non Current Assets</b>			
Other financial assets	19,675	21,761	22,041
Property, plant and equipment - Land and building	205,452	240,886	237,780
Plant and equipment	2,183,471	2,195,248	2,201,727
<b>Total Non Current Assets</b>	<b>2,408,598</b>	<b>2,457,895</b>	<b>2,461,548</b>
<b>Total Assets</b>	<b>2,421,380</b>	<b>2,471,667</b>	<b>2,473,386</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	5,208	9,051	9,051
Provisions	4,013	4,603	4,603
Other	...	75	75
<b>Total Current Liabilities</b>	<b>9,221</b>	<b>13,729</b>	<b>13,729</b>
<b>Non Current Liabilities</b>			
Other	57	47	47
<b>Total Non Current Liabilities</b>	<b>57</b>	<b>47</b>	<b>47</b>
<b>Total Liabilities</b>	<b>9,278</b>	<b>13,776</b>	<b>13,776</b>
<b>Net Assets</b>	<b>2,412,102</b>	<b>2,457,891</b>	<b>2,459,610</b>
<b>Equity</b>			
Reserves	788,156	822,209	822,209
Accumulated funds	1,623,946	1,635,682	1,637,401
<b>Total Equity</b>	<b>2,412,102</b>	<b>2,457,891</b>	<b>2,459,610</b>

## Cash Flow Statement

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	16,134	27,399
Grants and subsidies	26,528	26,600	27,518
Other	48,601	39,891	22,212
<b>Total Payments</b>	<b>75,129</b>	<b>82,625</b>	<b>77,129</b>
<b>Receipts</b>			
Sale of goods and services	1,781	2,062	1,827
Interest received	1,750	1,415	1,750
Grants and contributions	80,573	85,649	84,388
Other	7,972	12,204	9,200
<b>Total Receipts</b>	<b>92,076</b>	<b>101,330</b>	<b>97,165</b>
<b>Net Cash Flows From Operating Activities</b>	<b>16,947</b>	<b>18,705</b>	<b>20,036</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of investments	720	720	720
Purchases of property, plant and equipment	(17,987)	(21,804)	(20,876)
Purchases of investments	(700)	(700)	(700)
<b>Net Cash Flows From Investing Activities</b>	<b>(17,967)</b>	<b>(21,784)</b>	<b>(20,856)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,020)</b>	<b>(3,079)</b>	<b>(820)</b>
Opening Cash and Cash Equivalents	11,758	11,573	8,494
<b>Closing Cash and Cash Equivalents</b>	<b>10,738</b>	<b>8,494</b>	<b>7,674</b>
<b>Cash Flow Reconciliation</b>			
Net result	(2,098)	6,880	1,719
Non cash items added back	19,045	12,939	17,203
Change in operating assets and liabilities	...	(1,114)	1,114
<b>Net Cash Flows From Operating Activities</b>	<b>16,947</b>	<b>18,705</b>	<b>20,036</b>

# Water Administration Ministerial Corporation

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## Financial Statements

### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	50,500	51,380	57,134
Depreciation and amortisation	5,034	6,000	6,000
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>55,534</b>	<b>57,380</b>	<b>63,134</b>
<b>Revenue</b>			
Sales of goods and services	50,500	50,500	52,000
Grants and contributions <sup>(a)</sup>	...	30,800	7,500
<b>Total Revenue</b>	<b>50,500</b>	<b>81,300</b>	<b>59,500</b>
<b>Net Result</b>	<b>(5,034)</b>	<b>23,920</b>	<b>(3,634)</b>

(a) The 2013-14 revised amount for grants and contributions is due to revenue for land acquisition and related works under the Commonwealth-funded Nimmie-Caira System Enhanced Environmental Water Delivery Project.

## Balance Sheet

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Other	...	3,620	5,986
<b>Total Current Assets</b>	...	<b>3,620</b>	<b>5,986</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building <sup>(a)</sup>	12	26,312	26,312
Plant and equipment	2,593	2,961	2,271
Infrastructure systems	741,611	740,368	735,058
Intangibles	25	75	75
<b>Total Non Current Assets</b>	<b>744,241</b>	<b>769,716</b>	<b>763,716</b>
<b>Total Assets</b>	<b>744,241</b>	<b>773,336</b>	<b>769,702</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
<b>Non Current Liabilities</b>			
<b>Net Assets</b>	<b>744,241</b>	<b>773,336</b>	<b>769,702</b>
<b>Equity</b>			
Reserves	10,066	10,066	10,066
Accumulated funds	734,175	763,270	759,636
<b>Total Equity</b>	<b>744,241</b>	<b>773,336</b>	<b>769,702</b>

(a) The Department of Trade and Investment, Regional Infrastructure and Services has revised this estimate by \$26.3 million for the purchase of land as part of the Nimmie-Caira System Enhanced Environmental Water Delivery Project.

## Cash Flow Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	50,500	55,000	59,500
<b>Total Payments</b>	<b>50,500</b>	<b>55,000</b>	<b>59,500</b>
<b>Receipts</b>			
Sale of goods and services	50,500	50,500	52,000
Grants and contributions	...	30,800	7,500
<b>Total Receipts</b>	<b>50,500</b>	<b>81,300</b>	<b>59,500</b>
<b>Net Cash Flows From Operating Activities</b>	<b>...</b>	<b>26,300</b>	<b>...</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	...	(26,300)	...
<b>Net Cash Flows From Investing Activities</b>	<b>...</b>	<b>(26,300)</b>	<b>...</b>
<b>Cash Flows From Financing Activities</b>			
<b>Net Increase/(Decrease) in Cash</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Cash Flow Reconciliation</b>			
Net result	(5,034)	23,920	(3,634)
Non cash items added back	5,034	6,000	6,000
Change in operating assets and liabilities	...	(3,620)	(2,366)
<b>Net Cash Flows From Operating Activities</b>	<b>...</b>	<b>26,300</b>	<b>...</b>

## 9. Transport Cluster

Agency	Expenses			Capital Expenditure		
	2013-14 Revised \$m	2014-15 Budget \$m	Var. %	2013-14 Revised \$m	2014-15 Budget \$m	Var. %
<b>Transport for NSW</b>						
Service Group						
Asset Maintenance .....	2,842.3	2,941.0	3.5	153.5	189.8	23.6
Services and Operations .....	4,347.2	4,664.2	7.3	87.5	92.6	5.8
Growth and Improvement .....	4,596.1	5,362.3	16.7	2,400.1	2,680.9	11.7
Cluster Grant Funding .....	4.4	4.3	(1.9)	...	...	...
<b>Total</b>	<b>11,789.9</b>	<b>12,971.8</b>	<b>10.0</b>	<b>2,641.1</b>	<b>2,963.3</b>	<b>12.2</b>
<b>Roads and Maritime Services</b>						
Service Group						
Asset Maintenance .....	1,024.1	812.2	(20.7)	558.6	616.4	10.3
Services and Operations .....	3,097.8	2,841.8	(8.3)	46.2	63.2	36.8
Growth and Improvement .....	76.2	79.3	4.0	2,339.4	2,982.8	27.5
<b>Total</b>	<b>4,198.2</b>	<b>3,733.3</b>	<b>(11.1)</b>	<b>2,944.2</b>	<b>3,662.4</b>	<b>24.4</b>
<b>Independent Transport Safety Regulator</b>						
Service Group						
Rail Safety Regulation .....	15.7	16.7	6.7	0.1	...	N/A
<b>Total</b>	<b>15.7</b>	<b>16.7</b>	<b>6.7</b>	<b>0.1</b>	<b>...</b>	<b>N/A</b>
<b>Office of Transport Safety Investigations</b>						
Service Group						
Investigation and Risk Mitigation Analysis .....	2.4	2.4	...	...	...	...
<b>Total</b>	<b>2.4</b>	<b>2.4</b>	<b>...</b>	<b>...</b>	<b>...</b>	<b>...</b>



## Introduction

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The Transport cluster is responsible for planning, infrastructure and service delivery across all modes of transport. It aims to aid the movement of people and goods across New South Wales, grow the State economy and encourage increased use of public transport by providing a better customer experience.

The Transport cluster is the lead for achieving the following NSW 2021 goals:

- reduce travel times
- grow patronage on public transport by making it a more attractive choice
- improve the customer experience with transport services
- improve road safety.

The Transport cluster's responsibilities include:

- delivering transport for people and freight in New South Wales, including public transport, roads and maritime services
- delivering major transport infrastructure projects
- consolidating planning for roads, rail, buses, light rail, ferries, taxis and waterways
- developing and overseeing policies and regulations
- managing freight
- investigating transport accidents and incidents
- overseeing the development and maintenance of the transport system to ensure it is safe, reliable, clean and efficient.

## Services

The cluster's key services are:

- delivering transport services to provide a seamless network for customers, including ticketing services and customer information
- building and maintaining roads, public transport networks and fleet assets
- ensuring the safety and security of transport customers, staff and the general public
- planning an integrated transport system to increase efficiency and reliability by considering anticipated future changes in land use and travel demand, ensuring adequate access to new growth areas and maintaining access across regional New South Wales
- providing regulatory accreditation, compliance monitoring and enforcement services
- investigating safety incidents to mitigate risks.

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## 2014-15 Budget Highlights

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In 2014-15, total expenses for Transport for NSW (TfNSW) will be \$13.0 billion, including:

- \$5.4 billion to grow and enhance roads and public transport networks
- \$4.7 billion for services and operations
- \$2.9 billion for maintenance of road and public transport assets
- \$17 million for the Independent Transport Safety Regulator and \$2.4 million for the Office of Transport Safety Investigations.

### Rail Services

Key initiatives include:

- \$863 million for the North West Rail Link to deliver a new rapid transit service to the people of the North West
- \$283 million for the Northern Sydney Freight Corridor to improve freight rail access through the Sydney-Newcastle rail corridor between Strathfield and Broadmeadow and improve the reliability of passenger services
- \$265 million for the CBD and South East Light Rail
- \$103 million for the South West Rail Link with services planned to commence in 2015
- \$84 million for Wynyard Walk, to improve pedestrian access from Wynyard station to the western CBD and Barangaroo area
- \$66 million to upgrade Wynyard Station concourse and platforms
- \$62 million for the Station Refresh Program across the Sydney Trains and NSW TrainLink networks
- \$39 million to develop and implement track and infrastructure improvements on the T1 rail line
- \$34 million on rail infrastructure works to support the Waratah trains
- \$14 million to complete the Rail Clearways program improving network capacity and reliability
- \$11 million to establish a consolidated Rail Operations Centre
- \$10 million to progress implementation of advanced train control systems
- \$7.0 million to continue planning for the second harbour crossing as part of Sydney's Rail Future
- \$5.0 million to commence procurement of 65 new intercity trains.

## **Bus Services**

Key initiatives include:

- \$952 million for metropolitan and outer metropolitan bus services, including financing costs of 199 new replacement and growth buses worth \$91 million.
- \$394 million for rural and regional bus services including school services in country areas
- \$67 million to continue building infrastructure to support bus priority on key corridors including \$25 million for the Northern Beaches and \$15 million for the Sydney CBD bus changes to support light rail
- \$12 million towards a new bus depot in Western Sydney to accommodate growth in the bus fleet.

## **Ferry Services**

Key initiatives include:

- \$17 million to construct a new ferry wharf and interchange hub at Barangaroo
- \$1.5 million to continue the ferry fleet replacement program.

## **Transport Access Program**

The Government will spend \$193 million in 2014-15 to improve access to the public transport network including:

- accessibility improvements at train stations, ferry wharves and interchanges
- train station upgrades
- providing additional commuter car parking and interchange capacity across the rail network
- improving safety and security across the transport network
- refurbishing commuter wharves in Sydney Harbour.

## **Ticketing, Concessions and Community Transport**

Key initiatives include:

- \$519 million for concession schemes for pensioners, students, people with disabilities and others using public transport
- \$157 million to continue implementing the Opal card integrated electronic ticketing system for Sydney, the Blue Mountains, Central Coast, Hunter, Illawarra and the Southern Highlands
- \$59 million for the transport component of the Home and Community Care program.

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## Roads and Maritime Infrastructure

Key initiatives include:

- \$1.2 billion to continue the Pacific Highway upgrade program, with construction underway or commencing for the five remaining major projects between Port Macquarie and Coffs Harbour, and commencing construction on parts of the final section between Woolgoolga and Ballina
- \$616 million for capital maintenance of road and maritime assets, including bridge rebuilding, pavement rehabilitation, drainage upgrades and wharf maintenance
- \$266 million for planning and preconstruction to enable delivery of WestConnex
- \$240 million from the Community Road Safety Fund to deliver the NSW Road Safety Strategy
- \$209 million for road upgrades to support population and economic growth in Western Sydney, including completing sections of Schofields Road, Richmond Road and Camden Valley Way, and commence construction of the Old Wallgrove Road upgrade
- \$185 million for upgrades on the Princes Highway, including completing the major duplication at Gerringong, commencing the Foxground and Berry bypass, and commencing an upgrade at Termeil Creek
- \$113 million to continue the upgrade on the Great Western Highway, including completing the Woodford to Hazelbrook and Bullaburra to Wentworth Falls upgrades, and commencing the upgrade at Kelso
- \$109 million for road upgrades to support Sydney's second airport at Badgerys Creek, including commencing construction of Bringelly Road between Camden Valley Way and King Street, and planning for a new motorway between the M7 and The Northern Road
- \$70 million for upgrades to Central Coast roads, including the intersection of Central Coast Highway with Brisbane Water Drive and Manns Road, and intersection upgrades along Wyong Road and Terrigal Drive
- \$69 million for major road upgrades in regional New South Wales, including constructing the second stage of the Moree Bypass, additional overtaking lanes on the Newell Highway, further safety works on the Barton Highway, and planning an upgrade at Bolivia Hill on the New England Highway
- \$69 million for cycling and pedestrian infrastructure, including a pedestrian bridge at Heathcote, the Albert 'Tibby' Cotter Bridge over Anzac Parade in Sydney, and the Nepean River Green Bridge
- \$43 million to reduce congestion on Sydney roads by addressing critical pinch points
- \$26 million to progress planning and preconstruction for future links on the Sydney Motorway Network including the Princes Motorway (F6) corridor between Loftus and St Peters
- \$23 million for upgrades to commuter wharves in Sydney Harbour

- \$16 million to support the Bells Line of Road Corridor Improvement Program (Stage 1), including enhanced overtaking opportunities, safety works and road realignments
- \$14 million to progress short term works and plan for major road upgrades to support the new Northern Beaches Hospital
- \$11 million to continue planning for major road upgrades in the Sydney Airport precinct, including the Wentworth Avenue extension and Joyce Drive widening, to reduce congestion and complement the operation of the future WestConnex Motorway
- \$10 million towards systems and infrastructure to deliver real time travel information on Sydney's motorways
- \$10 million for initial works and planning to improve road access to the Sydney CBD, and support the delivery and operation of light rail in the city centre
- \$2.2 million to progress planning for the Queanbeyan Bypass (Ellerton Drive extension)
- \$2.0 million for planning and preconstruction works for Goanna Hill realignment on the Mitchell Highway.

### **Freight Infrastructure and Services**

Key initiatives include:

- \$181 million for maintenance of Country Rail assets, including replacement of timber sleepers with modern long life steel sleepers, resurfacing track and replacement of bridges and culverts
- \$77 million to support productivity and safety for road freight in regional New South Wales, including extending the Bridges for the Bush program to upgrade and replace critical timber truss bridges, and building and upgrading heavy vehicle rest areas
- \$8.0 million for the Strategic Noise Action Plan (the Plan), to address and manage freight rail noise. The Plan includes actions to minimise and mitigate avoidable noise at its source, minimise the development of new noise hotspots and reduce noise impacts at existing hotspots across the rail network
- \$6.0 million to commence a program of rail infrastructure upgrades at key sites on the Country Regional Network to improve train loading rates for grain. This will include lengthening sidings to reduce or eliminate delays shunting trains to fit short sidings
- \$5.0 million to begin upgrading Gocup Road to cater for increased use by heavy vehicles carrying timber and general cargo to and from the forest products mills in the Tumut Valley
- \$3.0 million for Port Botany Landside Improvement Strategy, a program that improves landside efficiency in and around the Port Botany precinct as part of the NSW Cargo Movement Coordination Centre.

## Service Group Statements

### Asset Maintenance

**Service description:** This service group covers work performed on physical assets to address defects and deterioration in their condition, and replacement required at the end of their useful life, to ensure operational capacity. The scope of activities within this service group includes maintaining current fleet and infrastructure to applicable standards, replacing infrastructure to current standards at the end of its useful life (which is impacted by deterioration over time and by consumption or use) and interventions made to improve cost efficiency and performance of assets in conjunction with the previously listed activities.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
% of fleet maintained by RailCorp available for Service each day <sup>(a)</sup>	%	n.a.	90.20	91.20	91.60	≥90.00
Rail routine maintenance critical inspections compliance (monthly average)	%	99.76	99.90	99.85	99.80	≥99.00
Intensity of pavement rebuilding <sup>(b)</sup>	%	1.55	1.10	1.70	1.70	1.40
Annual renewal ratio <sup>(c)</sup>	%	n.a.	n.a.	51.00	51.00	53.00
<b>Employees:</b>	FTE	n.a.	18	18	20	20

(a) Fleet availability against the total fleet is reported from 2012-13 onwards. Historical results on this basis are not available.

(b) Results for 2011-12 and 2013-14 revised due to methodology change.

(c) The result for this indicator is a function of program funding and asset depreciation value has recently been updated in line with the Treasury and the Auditor-General recommendations. Comparative to 2012-13, performance remains consistent and on target.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	2,980,283	2,842,279	2,941,049
Total expenses include the following:			
Employee related	2,850	3,719	3,265
Other operating expenses	161,844	181,386	170,332
Grants and subsidies	2,814,182	2,654,920	2,766,002
Other expenses	1,407	2,254	1,450
Capital Expenditure	67,000	153,534	189,800

## Services and Operations

**Service description:** This service group covers work performed in operating and utilising the transport network and fleet to provide the required services to customers. The scope of the activities in the service group includes deploying resources and utilising physical assets in the provision of front line customer services, deploying resources to influence demand and transport user behaviour, replacing fleet at the end of their useful life, work performed by external parties as part of a financing agreement (for example, public-private partnerships, leases or grants) and shared corporate and employee services.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Suburban and rail revenue carriage kilometres <sup>(a)</sup>	mill	245.83	252.04	n.a.	258.67	260.92
Metropolitan Bus in-service kilometres <sup>(b)</sup>	mill	172.46	174.38	n.a.	179.42	187.18
Ferry revenue hours <sup>(c)</sup>	no.	72,304	76,978	n.a.	79,446	80,235
Public transport customer satisfaction <sup>(d)</sup>	%	n.a.	80.00	≥79.00	84.00	≥85.00
Licensed drivers and riders	mill	4.98	5.02	5.14	5.11	5.19
Boating licenses	mill	0.49	0.49	0.49	0.50	0.50
<b>Employees:</b> <sup>(e)</sup>	FTE	n.a.	1,162	1,379	2,904	2,904

(a) Includes all Sydney Trains services and NSW TrainLink Intercity services. Not previously reported and forecasts were not completed for 2013-14.

(b) Includes metropolitan and outer-metropolitan contract areas. Includes all contracted route, school and free shuttle services. Not previously reported and forecasts were not completed for 2013-14.

(c) Includes all contract services operated by Harbour City Ferries. Not previously reported and forecasts were not completed for 2013-14.

(d) Modal satisfaction results for trains, buses, ferries and light rail are weighted according to each mode's relative patronage to produce an overall satisfaction result. Historical actuals are not available as this is a new measure.

(e) The employee numbers above are for TfNSW staff only and do not include employees working in other Transport cluster agencies under the *Government Sector Employment Act 2013*. The increase in employee numbers reflects the amalgamation of Human Resources and Business Services into TfNSW as a result of the Corporate and Shared Services Reform.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	3,246,202	4,347,150	4,664,155
Total expenses include the following:			
Employee related <sup>(a)</sup>	285,315	919,671	1,397,911
Other operating expenses	115,873	183,358	163,720
Grants and subsidies	2,565,607	2,972,433	2,779,277
Other expenses	14,856	17,457	14,738
Capital Expenditure	55,980	87,513	92,585

(a) Movements in employee related expenses due to the transfer of employees to TfNSW as a result of the *Government Sector Employment Act 2013*, effective 24 February 2014.

## Growth and Improvement

**Service description:** This service group covers work done to contribute to the expansion of the asset portfolio, specifically to meet changing or improved standards or enhanced system capability. The scope of activities within this service group includes investigations, feasibility studies and optioneering that may result in network improvement and expansion programs, initiatives to improve functionality on existing operational assets to meet new service and legislative requirements and initiatives to expand the existing asset portfolio to increase the capacity of the transport system.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Major roadworks completed within 10 per cent of planned duration <sup>(a)</sup>	%	89.60	72.50	90.00	93.00	90.00
Major roadworks completed within 10 per cent of the authorised cost <sup>(b)</sup>	%	100.00	100.00	90.00	62.00	90.00
Bus lane length	km/h	157.40	159.70	160.20	160.30	165.50
<b>Employees:</b>	FTE	n.a.	673	1,024	1,093	1,093

(a) 10 of 13 projects (76.9 per cent) were completed within 10 per cent of planned duration in 2012-13. This result falls to 72.5 per cent when weighted. Majority of delays were due to above average wet weather.

(b) This indicator is sensitive to high cost projects which can dramatically alter the result. The 2013-14 Revised is influenced by a high value project in the Pacific Highway Program.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	5,084,181	4,596,093	5,362,276
Total expenses include the following:			
Employee related	49,161	79,028	65,120
Other operating expenses	278,037	87,826	78,395
Grants and subsidies	4,754,375	4,425,079	5,216,073
Other expenses	2,608	4,160	2,688
Capital Expenditure	2,495,785	2,400,101	2,680,920



### Cluster Grant Funding

**Service description:** This service group covers the provision of grant funding to agencies within the Transport cluster. This includes funding to Independent Transport Safety Regulator and Office of Transport Safety Investigations.

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	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	17,793	4,360	4,278
Grants and subsidies			
Independent Transport Safety Regulator	15,495	2,064	1,955
Office of Transport Safety Investigations	2,298	2,296	2,323

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## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related <sup>(a)</sup>	337,326	1,002,418	1,466,296
Other operating expenses	555,754	452,570	412,447
Depreciation and amortisation	172,035	171,094	219,879
Grants and subsidies	10,151,957	10,056,792	10,765,630
Finance costs	92,516	83,137	88,630
Other expenses	18,871	23,871	18,876
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>11,328,459</b>	<b>11,789,882</b>	<b>12,971,758</b>
<b>Revenue</b>			
Recurrent appropriation	8,080,774	8,002,927	8,908,368
Capital appropriation	2,342,962	2,271,726	2,658,393
Sales of goods and services <sup>(a)</sup>	391,468	794,627	1,286,208
Investment revenue	14,277	16,005	11,389
Retained taxes, fees and fines	2,256	2,256	2,307
Grants and contributions	610,691	890,082	370,051
Acceptance by Crown Entity of employee benefits and other liabilities	12,079	58,929	29,235
Other revenue	4,208	...	...
<b>Total Revenue</b>	<b>11,458,715</b>	<b>12,036,552</b>	<b>13,265,951</b>
Gain/(loss) on disposal of non current assets	68,214	...	13,960
Other gains/(losses)	...	(21,183)	...
<b>Net Result</b>	<b>198,470</b>	<b>225,487</b>	<b>308,153</b>

(a) Movements are due to the transfer of employees to TfNSW as a result of the *Government Sector Employment Act 2013*, effective from 24 February 2014.

## Balance Sheet

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	448,658	503,988	459,114
Receivables	145,717	587,571	582,253
<b>Total Current Assets</b>	<b>594,375</b>	<b>1,091,559</b>	<b>1,041,367</b>
<b>Non Current Assets</b>			
Receivables <sup>(a)</sup>	...	1,065,153	1,055,272
Other financial assets	22,287	1,169	1,169
Property, plant and equipment -			
Land and building	596,071	610,825	616,509
Plant and equipment	1,068,894	1,047,536	1,096,348
Infrastructure systems	1,928,598	2,164,406	2,520,446
Intangibles	498,099	481,073	674,780
<b>Total Non Current Assets</b>	<b>4,113,949</b>	<b>5,370,162</b>	<b>5,964,524</b>
<b>Total Assets</b>	<b>4,708,324</b>	<b>6,461,721</b>	<b>7,005,891</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	425,825	632,863	638,079
Borrowings at amortised cost	177,558	190,215	177,620
Provisions <sup>(a)</sup>	23,578	379,671	379,092
<b>Total Current Liabilities</b>	<b>626,961</b>	<b>1,202,749</b>	<b>1,194,791</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	1,439,186	1,319,265	1,536,433
Provisions	...	1,063,981	1,054,100
Other	45	45	45
<b>Total Non Current Liabilities</b>	<b>1,439,231</b>	<b>2,383,291</b>	<b>2,590,578</b>
<b>Total Liabilities</b>	<b>2,066,192</b>	<b>3,586,040</b>	<b>3,785,369</b>
<b>Net Assets</b>	<b>2,642,132</b>	<b>2,875,681</b>	<b>3,220,522</b>
<b>Equity</b>			
Reserves	...	106,262	142,950
Accumulated funds	2,642,132	2,769,419	3,077,572
<b>Total Equity</b>	<b>2,642,132</b>	<b>2,875,681</b>	<b>3,220,522</b>

(a) Movements in receivables and provisions relate to the transfer of employee liabilities to TfNSW as a result of the *Government Sector Employment Act 2013*, effective from 24 February 2014.

## Cash Flow Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	325,247	914,083	1,447,521
Grants and subsidies	8,114,532	8,096,758	8,613,524
Finance costs	92,516	83,137	88,630
Other	658,808	612,192	519,816
<b>Total Payments</b>	<b>9,191,103</b>	<b>9,706,170</b>	<b>10,669,491</b>
<b>Receipts</b>			
Recurrent appropriation	8,080,774	8,002,927	8,908,368
Capital appropriation	2,342,962	2,271,726	2,658,393
Sale of goods and services	391,468	763,732	1,296,667
Interest received	14,277	12,555	11,389
Grants and contributions	610,691	890,082	370,051
Other	102,996	333,599	95,540
<b>Total Receipts</b>	<b>11,543,168</b>	<b>12,274,621</b>	<b>13,340,408</b>
<b>Net Cash Flows From Operating Activities</b>	<b>2,352,065</b>	<b>2,568,451</b>	<b>2,670,917</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	127,667	59,627	...
Proceeds from sale of investments	16,816	16,816	37,725
Purchases of property, plant and equipment	(2,231,493)	(2,328,187)	(2,627,140)
Other	(213,580)	(218,357)	(240,404)
<b>Net Cash Flows From Investing Activities</b>	<b>(2,300,590)</b>	<b>(2,470,101)</b>	<b>(2,829,819)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	150,178	116,094	188,243
Repayment of borrowings and advances	(65,308)	(65,308)	(74,215)
<b>Net Cash Flows From Financing Activities</b>	<b>84,870</b>	<b>50,786</b>	<b>114,028</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>136,345</b>	<b>149,136</b>	<b>(44,874)</b>
Opening Cash and Cash Equivalents	312,313	354,852	503,988
<b>Closing Cash and Cash Equivalents</b>	<b>448,658</b>	<b>503,988</b>	<b>459,114</b>
<b>Cash Flow Reconciliation</b>			
Net result	198,470	225,487	308,153
Non cash items added back	2,205,252	2,152,311	2,371,985
Change in operating assets and liabilities	(51,657)	190,653	(9,221)
<b>Net Cash Flows From Operating Activities</b>	<b>2,352,065</b>	<b>2,568,451</b>	<b>2,670,917</b>

# Roads and Maritime Services

## Service Group Statements

### Asset Maintenance

**Service description:** This service group covers work performed on physical assets to address defects and deterioration in their condition, and replacement at the end of their useful life to ensure operational capacity.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Employees:</b>	FTE	3,173	3,061	2,878	2,828	2,783
				———2013-14———		2014-15
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(a)</sup>				955,609	1,024,146	812,231
Total expenses include the following:						
Employee related				268,902	308,166	221,266
Other operating expenses				410,707	415,480	382,721
Grants and subsidies				276,000	300,500	208,244
Capital Expenditure				563,400	558,620	616,405

(a) Expenses budgeted to decline in 2014-15 to reflect efficiency savings and lower in-house maintenance works from the maintenance contestability reform, and reclassification of non-cash grant expenses to the Services and Operations Service Group.

### Services and Operations

**Service description:** This service group covers work performed in operating and utilising the transport network and fleet to provide the required services to customers.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Employees: <sup>(a)</sup></b>	FTE	3,900	3,807	3,333	3,074	2,742
				———2013-14———		2014-15
				Budget	Revised	Budget
				\$000	\$000	\$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses <sup>(a)</sup>				2,525,447	3,097,790	2,841,761
Total expenses include the following:						
Employee related				260,686	362,357	317,825
Other operating expenses				558,137	522,243	537,313
Grants and subsidies				72,231	163,731	135,644
Capital Expenditure				51,836	46,186	63,168

(a) Expenses increased in 2013-14 as a result of derecognising maritime assets for the Newcastle Port transaction and higher non-cash depreciation and amortisation expenses.

## Growth and Improvement

**Service description:** This service group covers the expansion of the asset portfolio to meet changing improved standards and/or enhanced system capability.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Employees:</b>	FTE	437	467	442	506	585
				<del>2013-14</del> Budget \$000	Revised \$000	2014-15 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				71,266	76,229	79,297
Total expenses include the following:						
Employee related				13,274	13,638	12,146
Other operating expenses				57,992	62,591	67,151
Capital Expenditure				2,552,547	2,339,377	2,982,810

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related <sup>(a)</sup>	542,862	684,161	551,237
Other operating expenses	1,026,836	1,000,314	987,185
Depreciation and amortisation <sup>(b)</sup>	1,568,671	1,980,031	1,789,363
Grants and subsidies <sup>(c)</sup>	348,231	464,231	343,888
Finance costs	65,722	69,428	61,616
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>3,552,322</b>	<b>4,198,165</b>	<b>3,733,289</b>
<b>Revenue</b>			
Sales of goods and services	499,328	553,796	479,779
Investment revenue	15,425	14,595	12,336
Retained taxes, fees and fines	49,029	61,151	50,826
Grants and contributions	4,584,343	4,600,230	5,257,759
Other revenue	234,428	260,738	251,944
<b>Total Revenue</b>	<b>5,382,553</b>	<b>5,490,510</b>	<b>6,052,644</b>
Gain/(loss) on disposal of non current assets	(62)	11,373	(62)
Other gains/(losses)	(95,022)	(120,286)	(97,297)
<b>Net Result</b>	<b>1,735,147</b>	<b>1,183,432</b>	<b>2,221,996</b>

(a) Increased employee expenses in 2013-14 Revised due to redundancy payments and changes to the accounting standards on superannuation earnings.

(b) Higher non-cash depreciation and amortisation expenses in 2013-14 Revised due to derecognition of maritime assets following the Newcastle Port transaction and valuation adjustments.

(c) Higher grant expenses in 2013-14 Revised due to Local Government claims to repair roads damaged by natural disaster events from previous years.

## Balance Sheet

	-----2013-14-----		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	332,895	279,447	294,814
Receivables	268,395	201,749	207,018
Other financial assets	43,740	54,028	54,028
Inventories	12,094	10,354	10,354
Assets held for sale	6,494	11,518	11,518
<b>Total Current Assets</b>	<b>663,618</b>	<b>557,096</b>	<b>577,732</b>
<b>Non Current Assets</b>			
Receivables	39,088	43,126	210,569
Other financial assets	94,395	127,400	135,975
Property, plant and equipment -			
Land and building	2,565,577	2,530,131	2,818,894
Plant and equipment	173,772	131,181	129,353
Infrastructure systems	70,230,822	69,403,596	72,658,107
Intangibles	143,747	189,104	196,024
Other	1,192,352	1,180,833	1,395,409
<b>Total Non Current Assets</b>	<b>74,439,753</b>	<b>73,605,371</b>	<b>77,544,331</b>
<b>Total Assets</b>	<b>75,103,371</b>	<b>74,162,467</b>	<b>78,122,063</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	666,436	881,451	897,232
Borrowings at amortised cost	141,745	277,008	358,642
Provisions <sup>(a)</sup>	336,511	1,301	1,301
Other	186,776	167,378	168,492
<b>Total Current Liabilities</b>	<b>1,331,468</b>	<b>1,327,138</b>	<b>1,425,667</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	775,989	719,570	501,727
Provisions <sup>(a)</sup>	1,162,537	...	...
Other	387,078	1,209,994	1,196,855
<b>Total Non Current Liabilities</b>	<b>2,325,604</b>	<b>1,929,564</b>	<b>1,698,582</b>
<b>Total Liabilities</b>	<b>3,657,072</b>	<b>3,256,702</b>	<b>3,124,249</b>
<b>Net Assets</b>	<b>71,446,299</b>	<b>70,905,765</b>	<b>74,997,814</b>
<b>Equity</b>			
Reserves	8,663,957	8,500,086	10,370,139
Accumulated funds	62,782,342	62,405,679	64,627,675
<b>Total Equity</b>	<b>71,446,299</b>	<b>70,905,765</b>	<b>74,997,814</b>

(a) Movements in current and non-current provisions relate to the transfer of employee liabilities to Transport for NSW as a result of the *Government Sector Employment Act 2013*, effective from 24 February 2014.



## Cash Flow Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related <sup>(a)</sup>	486,381	857,315	550,706
Grants and subsidies	260,731	376,731	275,294
Finance costs	65,160	66,769	61,066
Other <sup>(a)</sup>	1,448,187	1,113,081	1,545,159
<b>Total Payments</b>	<b>2,260,459</b>	<b>2,413,896</b>	<b>2,432,225</b>
<b>Receipts</b>			
Sale of goods and services	465,539	520,007	447,854
Interest received	15,425	14,595	12,336
Grants and contributions	4,575,435	4,517,323	5,222,627
Other	493,569	463,132	521,780
<b>Total Receipts</b>	<b>5,549,968</b>	<b>5,515,057</b>	<b>6,204,597</b>
<b>Net Cash Flows From Operating Activities</b>	<b>3,289,509</b>	<b>3,101,161</b>	<b>3,772,372</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	26,130	47,396	26,130
Purchases of property, plant and equipment	(3,198,864)	(3,024,379)	(3,626,376)
Other	8,192	(39,926)	(20,000)
<b>Net Cash Flows From Investing Activities</b>	<b>(3,164,542)</b>	<b>(3,016,909)</b>	<b>(3,620,246)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(129,497)	(49,394)	(136,759)
<b>Net Cash Flows From Financing Activities</b>	<b>(129,497)</b>	<b>(49,394)</b>	<b>(136,759)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(4,530)</b>	<b>34,858</b>	<b>15,367</b>
Opening Cash and Cash Equivalents	337,425	244,589	279,447
<b>Closing Cash and Cash Equivalents</b>	<b>332,895</b>	<b>279,447</b>	<b>294,814</b>
<b>Cash Flow Reconciliation</b>			
Net result	1,735,147	1,183,432	2,221,996
Non cash items added back	1,296,726	1,331,473	1,455,026
Change in operating assets and liabilities	257,636	586,256	95,350
<b>Net Cash Flows From Operating Activities</b>	<b>3,289,509</b>	<b>3,101,161</b>	<b>3,772,372</b>

(a) Movements in the 2013-14 revised projections for employee related and other payments are due to the transfer of employee liabilities to Transport for NSW as a result of the *Government Sector Employment Act 2013*, effective from 24 February 2014.

# Independent Transport Safety Regulator

## Service Group Statements

### Rail Safety Regulation

**Service description:** This service group covers the provision of the following services as the NSW Branch of the Office of the National Rail Safety Regulator: rail operator accreditation processing; rail safety legislation monitoring and enforcement; risk-based auditing, compliance inspections and investigations; compliance monitoring of recommendations from independent investigations; and promotion of rail safety improvement practices to industry.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Compliance activities completed (audits, inspections, investigations) <sup>(a)</sup>	no.	195	168	n.a.	130	n.a.
Statutory notices issued (Prohibition, Improvement, Penalty, Notice to Produce) <sup>(b)</sup>	no.	110	78	n.a.	140	n.a.
<b>Employees:</b>	FTE	70	67	78	67	72

(a) Future data cannot be forecast due to the nature of the regulatory function.

(b) Title changes for notices are due to legislative change. Future data cannot be forecast due to the nature of the regulatory function.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	16,811	15,665	16,708
Total expenses include the following:			
Employee related	13,582	12,403	13,335
Other operating expenses	2,172	2,806	2,913
Grants and subsidies	...	200	...
Other expenses	994	116	368
Capital Expenditure	50	138	48

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	13,582	12,403	13,335
Other operating expenses	2,172	2,806	2,913
Depreciation and amortisation	63	140	92
Grants and subsidies	...	200	...
Other expenses	994	116	368
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>16,811</b>	<b>15,665</b>	<b>16,708</b>
<b>Revenue</b>			
Sales of goods and services	43	143	47
Investment revenue	158	158	162
Grants and contributions	15,495	15,495	15,722
Acceptance by Crown Entity of employee benefits and other liabilities	861	702	883
<b>Total Revenue</b>	<b>16,557</b>	<b>16,498</b>	<b>16,814</b>
<b>Net Result</b>	<b>(254)</b>	<b>833</b>	<b>106</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	3,213	4,879	5,506
Receivables	303	303	439
<b>Total Current Assets</b>	<b>3,516</b>	<b>5,182</b>	<b>5,945</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	...	57	38
Plant and equipment	155	203	191
Intangibles	14	13	...
<b>Total Non Current Assets</b>	<b>169</b>	<b>273</b>	<b>229</b>
<b>Total Assets</b>	<b>3,685</b>	<b>5,455</b>	<b>6,174</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	901	525	1,039
Provisions	1,223	1,337	1,435
<b>Total Current Liabilities</b>	<b>2,124</b>	<b>1,862</b>	<b>2,474</b>
<b>Non Current Liabilities</b>			
Provisions	201	279	280
<b>Total Non Current Liabilities</b>	<b>201</b>	<b>279</b>	<b>280</b>
<b>Total Liabilities</b>	<b>2,325</b>	<b>2,141</b>	<b>2,754</b>
<b>Net Assets</b>	<b>1,360</b>	<b>3,314</b>	<b>3,420</b>
<b>Equity</b>			
Accumulated funds	1,360	3,314	3,420
<b>Total Equity</b>	<b>1,360</b>	<b>3,314</b>	<b>3,420</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	12,890	11,648	12,331
Grants and subsidies	...	200	...
Other	3,616	3,402	3,283
<b>Total Payments</b>	<b>16,506</b>	<b>15,250</b>	<b>15,614</b>
<b>Receipts</b>			
Sale of goods and services	43	143	47
Interest received	158	122	126
Grants and contributions	15,495	15,495	15,722
Other	450	522	394
<b>Total Receipts</b>	<b>16,146</b>	<b>16,282</b>	<b>16,289</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(360)</b>	<b>1,032</b>	<b>675</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(50)	(138)	(48)
<b>Net Cash Flows From Investing Activities</b>	<b>(50)</b>	<b>(138)</b>	<b>(48)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(410)</b>	<b>894</b>	<b>627</b>
Opening Cash and Cash Equivalents	3,623	3,985	4,879
<b>Closing Cash and Cash Equivalents</b>	<b>3,213</b>	<b>4,879</b>	<b>5,506</b>
<b>Cash Flow Reconciliation</b>			
Net result	(254)	833	106
Non cash items added back	63	140	92
Change in operating assets and liabilities	(169)	59	477
<b>Net Cash Flows From Operating Activities</b>	<b>(360)</b>	<b>1,032</b>	<b>675</b>

# Office of Transport Safety Investigations

## Service Group Statements

### Investigation and Risk Mitigation Analysis

**Service description:** This service group covers the mandated function of independently investigating safety incidents in public transport and rail freight.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Notifiable incidents reported <sup>(a)</sup>	no.	2,998	1,808	2,000	1,500	1,500
Notifiable Rail incidents reported to Australian Transport Safety Bureau <sup>(a)</sup>	no.	n.a.	39	0	200	200
Incident investigations conducted	no.	14	16	12	16	16
Confidential Safety Information and Reporting Scheme investigations conducted	no.	13	18	12	15	14
<b>Employees:</b>	FTE	11	11	11	11	11

(a) From 2012-13 onwards, Notifiable incidents reported have been split due to rail specific incidents now being reported to the Australian Transport Safety Bureau and then to the Office of Transport Safety Investigations as part of a collaboration agreement.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	2,383	2,391	2,411
Total expenses include the following:			
Employee related	1,895	1,825	1,831
Other operating expenses	450	524	534
Other expenses	20	18	20
Capital Expenditure	20	20	19

## Financial Statements

### Operating Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	1,895	1,825	1,831
Other operating expenses	450	524	534
Depreciation and amortisation	18	24	26
Other expenses	20	18	20
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>2,383</b>	<b>2,391</b>	<b>2,411</b>
<b>Revenue</b>			
Sales of goods and services	1	10	1
Investment revenue	6	7	6
Grants and contributions	2,296	2,296	2,322
Acceptance by Crown Entity of employee benefits and other liabilities	97	97	99
<b>Total Revenue</b>	<b>2,400</b>	<b>2,410</b>	<b>2,428</b>
<b>Net Result</b>	<b>17</b>	<b>19</b>	<b>17</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	59	126	141
Receivables	13	25	25
<b>Total Current Assets</b>	<b>72</b>	<b>151</b>	<b>166</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	...	17	11
Plant and equipment	33	28	27
<b>Total Non Current Assets</b>	<b>33</b>	<b>45</b>	<b>38</b>
<b>Total Assets</b>	<b>105</b>	<b>196</b>	<b>204</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	63	89	89
Provisions	234	269	260
<b>Total Current Liabilities</b>	<b>297</b>	<b>358</b>	<b>349</b>
<b>Non Current Liabilities</b>			
Provisions	63	87	87
<b>Total Non Current Liabilities</b>	<b>63</b>	<b>87</b>	<b>87</b>
<b>Total Liabilities</b>	<b>360</b>	<b>445</b>	<b>436</b>
<b>Net Assets</b>	<b>(255)</b>	<b>(249)</b>	<b>(232)</b>
<b>Equity</b>			
Accumulated funds	(255)	(249)	(232)
<b>Total Equity</b>	<b>(255)</b>	<b>(249)</b>	<b>(232)</b>



## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	1,815	1,745	1,741
Other	530	604	614
<b>Total Payments</b>	<b>2,345</b>	<b>2,349</b>	<b>2,355</b>
<b>Receipts</b>			
Sale of goods and services	1	10	1
Interest received	6	7	6
Grants and contributions	2,296	2,296	2,322
Other	60	60	60
<b>Total Receipts</b>	<b>2,363</b>	<b>2,373</b>	<b>2,389</b>
<b>Net Cash Flows From Operating Activities</b>	<b>18</b>	<b>24</b>	<b>34</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(20)	(20)	(19)
<b>Net Cash Flows From Investing Activities</b>	<b>(20)</b>	<b>(20)</b>	<b>(19)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(2)</b>	<b>4</b>	<b>15</b>
Opening Cash and Cash Equivalents	61	122	126
<b>Closing Cash and Cash Equivalents</b>	<b>59</b>	<b>126</b>	<b>141</b>
<b>Cash Flow Reconciliation</b>			
Net result	17	19	17
Non cash items added back	18	24	26
Change in operating assets and liabilities	(17)	(19)	(9)
<b>Net Cash Flows From Operating Activities</b>	<b>18</b>	<b>24</b>	<b>34</b>

## 10. Treasury and Finance Cluster

Agency	Expenses			Capital Expenditure		
	2013-14 Revised \$m	2014-15 Budget \$m	Var. %	2013-14 Revised \$m	2014-15 Budget \$m	Var. %
<b>The Treasury</b>						
Service Group						
State Resource Management .....	92.7	113.6	22.5	10.1	27.3	171.1
Cluster Grant Funding .....	...	480.6	N/A	...	...	...
<b>Total</b>	<b>92.7</b>	<b>594.2</b>	<b>540.7</b>	<b>10.1</b>	<b>27.3</b>	<b>171.1</b>
<b>Crown Finance Entity</b>						
Service Group						
Debt Liability Management .....	1,563.2	1,691.7	8.2	...	...	...
Superannuation Liability Management .....	2,045.1	1,982.6	(3.1)	...	...	...
Central Financial Services .....	3,404.6	2,005.2	(41.1)	0.5	7.5	>999.9
<b>Total</b>	<b>7,013.0</b>	<b>5,679.6</b>	<b>(19.0)</b>	<b>0.5</b>	<b>7.5</b>	<b>&gt;999.9</b>
<b>Office of Finance and Services <sup>(a)</sup></b>						
Service Group						
Finance, Policy and Strategy .....	193.5	16.6	(91.4)	4.8	5.0	3.8
Government Services .....	332.8	344.0	3.4	238.5	269.3	12.9
State Revenue .....	236.2	330.4	39.9	11.1	48.4	334.5
Fair Trading .....	149.8	130.5	(12.8)	10.5	9.9	(5.6)
Public Works .....	138.9	152.9	10.1	11.6	18.3	57.2
Land and Property Information .....	166.9	183.1	9.7	21.0	21.0	...
Personnel Services .....	192.2	276.1	43.7	...	...	...
<b>Total</b>	<b>1,410.2</b>	<b>1,433.7</b>	<b>1.7</b>	<b>297.5</b>	<b>371.9</b>	<b>25.0</b>
<b>Building Insurers' Guarantee Corporation <sup>(a)</sup></b>						
<b>Total</b>	<b>43.5</b>	<b>0.5</b>	<b>(98.8)</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Electricity Assets Ministerial Holding Corporation <sup>(b)</sup></b>						
<b>Total</b>	<b>10.5</b>	<b>2.5</b>	<b>(76.1)</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Government Property NSW <sup>(a)</sup></b>						
<b>Total</b>	<b>485.0</b>	<b>500.0</b>	<b>3.1</b>	<b>22.0</b>	<b>24.8</b>	<b>12.4</b>
<b>Liability Management Ministerial Corporation</b>						
<b>Total</b>	<b>0.1</b>	<b>0.1</b>	<b>...</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Long Service Corporation</b>						
<b>Total</b>	<b>137.1</b>	<b>151.0</b>	<b>10.1</b>	<b>0.3</b>	<b>2.8</b>	<b>864.8</b>
<b>Motor Accidents Authority of New South Wales <sup>(a)</sup></b>						
<b>Total</b>	<b>210.9</b>	<b>199.0</b>	<b>(5.7)</b>	<b>0.1</b>	<b>3.2</b>	<b>&gt;999.9</b>
<b>New South Wales Government Telecommunications Authority <sup>(a)</sup></b>						
<b>Total</b>	<b>36.6</b>	<b>42.2</b>	<b>15.5</b>	<b>3.5</b>	<b>10.9</b>	<b>215.8</b>

Agency	Expenses			Capital Expenditure		
	2013-14 Revised \$m	2014-15 Budget \$m	Var. %	2013-14 Revised \$m	2014-15 Budget \$m	Var. %
<b>NSW Self Insurance Corporation <sup>(a)</sup></b>						
Total	2,634.2	1,745.2	(33.7)	...	0.2	N/A
<b>Ports Assets Ministerial Holding Corporation</b>						
Total	23.3	31.4	34.9	...	...	...
<b>Rental Bond Board <sup>(a)</sup></b>						
Total	56.2	55.6	(1.0)	...	...	...
<b>Safety, Return to Work and Support Division <sup>(c)</sup></b>						
Total	109.0	...	N/A	...	...	...
<b>State Records Authority of New South Wales <sup>(a)</sup></b>						
Total	22.3	22.0	(1.3)	1.4	3.5	148.9
<b>WorkCover Authority <sup>(a)</sup></b>						
Total	274.8	352.4	28.2	1.1	11.0	865.8
<b>Workers' Compensation (Dust Diseases) Board <sup>(a)</sup></b>						
Total	314.2	104.4	(66.8)	0.1	...	(100.0)

(a) On 23 April 2014, the *Administrative Arrangements Order 2014* was issued which established the Treasury and Finance cluster. As a result, the Office of Finance and Services and a number of other entities moved from the old Finance and Services cluster to the new Treasury and Finance cluster.

(b) The Electricity Assets Ministerial Corporation was established on 5 June 2012 in accordance with the *Electricity Generator Assets (Authorised Transactions) Act 2012* and became active on 31 July 2013 sitting within the Treasury and Finance cluster.

(c) Safety, Return to Work and Support Division was abolished, with the residual agency merged into the 'Office of Finance and Services' effective from 24 February 2014 in accordance with the *Government Sector Employment Act 2013*.

## Introduction

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As the Government's principal financial and economic adviser, the Treasury and Finance cluster seeks to build enduring prosperity for the people of New South Wales through: sound public and intergovernmental finances that support effective service delivery; lifting performance of State Owned Corporations through strong shareholder engagement; innovative financing arrangements that can involve the private sector to the benefit of the State; and microeconomic reforms and industrial relations policies that contribute to a strong and competitive economy.

In addition, the cluster's aim is to deliver efficient services to the Government and ensure that doing business in New South Wales is simple and fair for the State's workforce, consumers and industry.

The Treasury and Finance cluster provides leadership in financial management across the public sector and is the lead for achieving the NSW 2021 goal to rebuild State finances and place downward pressure on the cost of living.

The cluster's responsibilities include:

- providing the economic and fiscal context for sound policy development and informed decision making
- managing the State's Budget and balance sheet
- advising on microeconomic reforms to support a strong competitive economy
- the provision of fair and productive industrial relations and public sector wages policies
- leading sector wide financial reforms and driving public sector financial accountability by promoting a contemporary legislative and policy framework
- enabling and delivering whole-of-government functions, such as strategic ICT projects, fleet, public works, property management, procurement activity, and corporate and shared services
- advising on the allocation of public finances to deliver better services, including through capital recycling and investment
- assessing financial and economic risk and advising on the economic impact of policies
- managing and reporting on sector-wide assets and liabilities
- providing active shareholder advice to drive and monitor improved performance of state owned corporations
- a whole-of-government advisory role on commercial financing through the Infrastructure Financing Unit
- managing portable long service schemes to building, construction and contract cleaning industries

- managing the administration of the tax system, fines and debt collection and administering benefits services
- managing the NSW land and property registration system
- informing consumers and traders about relevant fair trading laws and enforcing compliance
- promoting and enforcing NSW work health and safety, workers compensation and injury management laws.

### Services

The Treasury and Finance cluster's key services include:

- developing and implementing the State's fiscal and revenue strategies
- managing the State Budget process and reporting on the State's finances
- developing tax, competition and regulatory policies and reforms
- monitoring agency financial management improvements and audit compliance
- monitoring agency savings targets and initiatives
- contributing to intergovernmental negotiations in the State's interests
- setting the parameters for managing the Crown debt portfolio, to minimise cost and risk
- providing strategic policy advice to the Government on public and private sector industrial relations issues
- delivering industrial relations information, assistance and education programs with a focus on assisting vulnerable sections of the community and enabling employers to understand and comply with their obligations
- providing revenue administration services, managing fines and debt on behalf of the Crown, commercial clients and other NSW Government agencies, taking enforcement action and administering benefit services
- conducting major public works and maintenance programs, including procurement management, project management, facilities management, environmental monitoring, and architectural and engineering design services
- maintaining fair trading regimes
- acting as the custodian of rental bonds for private tenancies
- managing the NSW land and property registration system, and providing titling, valuation, surveying, mapping and spatial services
- acquiring, managing and disposing of government-owned property

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- monitoring the green slip motor vehicle insurance scheme
  - managing the State's workers compensation scheme and regulating the workers compensation system
  - maintaining an effective accountability and contract management framework for the self-insurance scheme
  - managing home warranty insurance claims for former HHH/FAI policy holders and for builders
  - researching and developing insurance reforms to reduce claim costs and channel savings into high-priority areas.

## 2014-15 Budget Highlights

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In 2014-15, the cluster's key expenditure will include:

- \$1.3 billion as a contribution to the State Super defined benefit scheme to meet member expenses and reduce unfunded member liabilities
- \$215 million for first home owner grants and new home grants
- \$199 million to ensure a fair, affordable and viable green slip motor vehicle insurance scheme and promote market competition
- \$183 million to provide services for land title registration, property information, valuation, surveying and mapping
- \$159 million in levy and investment to fund the building, construction and contract cleaning industries
- \$153 million to provide expert procurement and project management services to help client agencies serve the community
- \$148 million to provide shared transactional and corporate services to the Government, including procurement, fleet, ICT, human resources, finance and business services
- \$131 million to enforce fair trading laws, administer licensing regimes, provide community and industry grant assistance, undertake regulatory reform and offer information and assistance to consumers and traders
- \$112 million to provide centralised government office accommodation and property management services, improved use of property assets and to identify and divest surplus NSW Government property
- \$23 million to deliver whole of government strategic ICT projects, including data centre reform and government licensing

- \$22 million to manage the State’s archives and records, and build the Government’s capacity to accept, preserve and make available its digital records
- \$19 million to expand tax compliance programs and to reduce outstanding fines debt
- \$10 million to progress the *Financial Management Transformation* program focusing on a new framework and financial information system as recommended by the Commission of Audit.

# The Treasury

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## Service Group Statements

### State Resource Management

**Service description:** This service group covers advice on economic and fiscal strategies (including industrial relations policy), advice on efficiency and effectiveness of public sector agencies, and infrastructure, asset management and procurement. It also includes budget management services, public sector management systems, and financial asset and liability management services.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
State physical assets covered by a Total Asset Management Plan submission for nominated agencies	%	100	100	100	100	100
Required government businesses that have signed their: Statement of Corporate Intent	%	100	100	100	100	100
Statement of Business Intent <sup>(a)</sup>	%	84	100	100	42	100
<b>Employees:</b> <sup>(b)</sup>	FTE	357	481	473	499	530

(a) In 2013-14 Statement of Business Intents (SBIs) were required to be submitted for signing after half year. For a number of government businesses, SBIs could not be finalised due to a government strategic review.

(b) Increase in FTE from 2011-12 to 2012-13 is due to the transfer of NSW Industrial Relations and Long Service Corporation from the former Department of Finance and Services to Treasury. The increase in FTEs from 2013-14 Forecast to 2014-15 Forecast relates largely to the approved Financial Management Transformation Project.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	91,391	92,741	113,642
Total expenses include the following:			
Employee related	70,158	62,220	77,023
Other operating expenses	20,054	29,186	33,701
Grants and subsidies	169	169	169
Capital Expenditure	2,445	10,063	27,284



**Cluster Grant Funding** <sup>(a)</sup>

**Service description:** This service group covers the provision of grant funding to agencies within the Treasury and Finance cluster. This includes funding to the Office of Finance and Services, Government Property NSW, State Records Authority, Teacher Housing Authority and New South Wales Government Telecommunications Authority.

	2013-14		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	...	...	480,576
Grants and subsidies			
Office of Finance and Services	...	...	428,331
Government Property NSW	...	...	32,845
State Records Authority	...	...	9,786
Teacher Housing Authority	...	...	5,725
New South Wales Government Telecommunications Authority	...	...	3,889

(a) On 23 April 2014, the *Administrative Arrangements Order 2014* was issued which established the Treasury and Finance cluster. As a result, the Office of Finance and Services and a number of other entities will now be grant funded by Treasury from 2014-15

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	70,158	62,220	77,023
Other operating expenses	20,054	29,186	33,701
Depreciation and amortisation	1,010	1,114	2,716
Grants and subsidies	169	169	480,745
Finance costs	...	52	33
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>91,391</b>	<b>92,741</b>	<b>594,218</b>
<b>Revenue</b>			
Recurrent appropriation	74,439	74,439	567,073
Capital appropriation	2,445	3,285	17,982
Sales of goods and services	12,856	12,266	14,155
Investment revenue	510	450	300
Grants and contributions	...	2,790	...
Acceptance by Crown Entity of employee benefits and other liabilities	3,003	2,759	2,745
Other revenue	106	854	1,101
<b>Total Revenue</b>	<b>93,359</b>	<b>96,843</b>	<b>603,356</b>
Gain/(loss) on disposal of non current assets	...	...	(395)
<b>Net Result</b>	<b>1,968</b>	<b>4,102</b>	<b>8,743</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	22,879	25,323	22,899
Receivables	5,737	14,925	4,381
<b>Total Current Assets</b>	<b>28,616</b>	<b>40,248</b>	<b>27,280</b>
<b>Non Current Assets</b>			
Receivables	2,278	5,430	5,648
Property, plant and equipment - Plant and equipment	1,138	9,871	17,689
Intangibles	2,276	2,778	19,133
<b>Total Non Current Assets</b>	<b>5,692</b>	<b>18,079</b>	<b>42,470</b>
<b>Total Assets</b>	<b>34,308</b>	<b>58,327</b>	<b>69,750</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	4,356	4,375	5,031
Provisions	9,353	9,600	10,242
Other	...	1,515	1,515
<b>Total Current Liabilities</b>	<b>13,709</b>	<b>15,490</b>	<b>16,788</b>
<b>Non Current Liabilities</b>			
Provisions	3,377	24,957	26,339
Other	138	...	...
<b>Total Non Current Liabilities</b>	<b>3,515</b>	<b>24,957</b>	<b>26,339</b>
<b>Total Liabilities</b>	<b>17,224</b>	<b>40,447</b>	<b>43,127</b>
<b>Net Assets</b>	<b>17,084</b>	<b>17,880</b>	<b>26,623</b>
<b>Equity</b>			
Accumulated funds	17,084	17,880	26,623
<b>Total Equity</b>	<b>17,084</b>	<b>17,880</b>	<b>26,623</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	72,692	64,011	72,736
Grants and subsidies	169	169	480,745
Other	22,910	14,069	35,746
<b>Total Payments</b>	<b>95,771</b>	<b>78,249</b>	<b>589,227</b>
<b>Receipts</b>			
Recurrent appropriation	74,439	74,439	567,073
Capital appropriation	2,445	3,285	17,982
Sale of goods and services	18,416	17,155	15,084
Interest received	510	450	453
Grants and contributions	...	2,790	...
Cash transfers to the Crown Entity	...	(1)	...
Other	2,939	(5,418)	13,495
<b>Total Receipts</b>	<b>98,749</b>	<b>92,700</b>	<b>614,087</b>
<b>Net Cash Flows From Operating Activities</b>	<b>2,978</b>	<b>14,451</b>	<b>24,860</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	8	...
Purchases of property, plant and equipment	(350)	(7,604)	(10,688)
Other	(2,660)	(2,459)	(16,596)
<b>Net Cash Flows From Investing Activities</b>	<b>(3,010)</b>	<b>(10,055)</b>	<b>(27,284)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(32)</b>	<b>4,396</b>	<b>(2,424)</b>
Opening Cash and Cash Equivalents	22,911	20,927	25,323
<b>Closing Cash and Cash Equivalents</b>	<b>22,879</b>	<b>25,323</b>	<b>22,899</b>
<b>Cash Flow Reconciliation</b>			
Net result	1,968	4,102	8,743
Non cash items added back	1,010	1,114	2,716
Change in operating assets and liabilities	...	9,235	13,401
<b>Net Cash Flows From Operating Activities</b>	<b>2,978</b>	<b>14,451</b>	<b>24,860</b>

# Crown Finance Entity

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## Service Group Statements

### Debt Liability Management

**Service description:** This service group covers the management of the Crown debt portfolio and the Treasury Banking System, which are managed in conjunction with NSW Treasury Corporation, to minimise the market value of debt within specified risk constraints, minimising the cost of debt and maximising investment returns.

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	1,601,342	1,563,230	1,691,748
Other expenses	5,581	5,579	5,598

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### Superannuation Liability Management

**Service description:** This service group covers the management of unfunded superannuation liabilities of NSW public sector defined benefit superannuation schemes in line with the Government's long-term funding plan.

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	487,709	2,045,109	1,982,613
Total expenses include the following:			
Employee related	471,000	2,028,400	1,964,900
Grants and subsidies	16,709	16,709	17,713

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## Central Financial Services

**Service description:** This service group covers the periodic payments made to meet agency long service leave, the cost of redundancies, grants under the First Home Owners Grant Scheme and GST administration costs payable to the Australian Taxation Office. It also includes provision of funds to various departments and authorities responding to natural disasters and in 2012-13 grants to Transport for NSW for rail capital works.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	2,247,046	3,404,628	2,005,210
Total expenses include the following:			
Employee related	681,825	943,989	508,629
Other operating expenses	46,055	107,473	45,838
Grants and subsidies	1,189,834	1,542,049	1,124,399
Other expenses	324,901	809,796	325,360
Capital Expenditure	20,500	500	7,500

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	1,152,825	2,972,389	2,473,529
Other operating expenses	46,055	107,473	45,838
Depreciation and amortisation	43	43	20
Grants and subsidies	1,206,543	1,558,758	1,142,112
Finance costs	1,600,149	1,558,929	1,687,114
Other expenses	330,482	815,375	330,958
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>4,336,097</b>	<b>7,012,967</b>	<b>5,679,571</b>
<b>Revenue</b>			
Recurrent appropriation	5,078,536	5,992,101	5,391,810
Capital appropriation	229,062	246,441	887,182
Transfers to the Consolidated Fund	(3,920,134)	(2,242,950)	(4,461,038)
Sales of goods and services	16,100	6,000	12,800
Investment revenue	372,483	398,387	385,806
Grants and contributions	10,000	...	7,727
Other revenue	66,621	151,710	86,603
<b>Total Revenue</b>	<b>1,852,668</b>	<b>4,551,689</b>	<b>2,310,890</b>
Gain/(loss) on disposal of non current assets	...	8,716	...
Other gains/(losses)	8,690	(22,860)	(20,840)
<b>Net Result</b>	<b>(2,474,739)</b>	<b>(2,475,422)</b>	<b>(3,389,521)</b>

## Balance Sheet

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	6,888,688	11,467,953	8,035,862
Receivables	17,143	17,144	16,878
Other financial assets	289,592	307,215	224,754
<b>Total Current Assets</b>	<b>7,195,423</b>	<b>11,792,312</b>	<b>8,277,494</b>
<b>Non Current Assets</b>			
Receivables	13,448	13,462	8,602
Other financial assets	4,360,296	4,416,106	4,353,949
Property, plant and equipment -			
Land and building	1,000	...	...
Plant and equipment	25	46	26
Infrastructure systems	20,000	...	7,000
Intangibles	...	500	1,000
<b>Total Non Current Assets</b>	<b>4,394,769</b>	<b>4,430,114</b>	<b>4,370,577</b>
<b>Total Assets</b>	<b>11,590,192</b>	<b>16,222,426</b>	<b>12,648,071</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	694,929	531,328	535,419
Borrowings at amortised cost	1,834,407	845,897	1,183,499
Provisions	6,635,470	7,140,931	6,909,053
Other	118,176	132,466	118,433
<b>Total Current Liabilities</b>	<b>9,282,982</b>	<b>8,650,622</b>	<b>8,746,404</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	24,445,996	25,747,363	26,143,132
Provisions	37,365,930	35,676,901	29,827,273
Other	801,525	124,863	81,461
<b>Total Non Current Liabilities</b>	<b>62,613,451</b>	<b>61,549,127</b>	<b>56,051,866</b>
<b>Total Liabilities</b>	<b>71,896,433</b>	<b>70,199,749</b>	<b>64,798,270</b>
<b>Net Assets</b>	<b>(60,306,241)</b>	<b>(53,977,323)</b>	<b>(52,150,199)</b>
<b>Equity</b>			
Reserves	2,214,474	2,324,371	2,324,371
Accumulated funds	(62,520,715)	(56,301,694)	(54,474,570)
<b>Total Equity</b>	<b>(60,306,241)</b>	<b>(53,977,323)</b>	<b>(52,150,199)</b>



## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	2,264,824	2,148,030	2,183,910
Grants and subsidies	1,206,543	1,549,387	1,140,267
Finance costs	1,430,479	1,426,535	1,426,886
Other	516,517	991,918	505,510
<b>Total Payments</b>	<b>5,418,363</b>	<b>6,115,870</b>	<b>5,256,573</b>
<b>Receipts</b>			
Recurrent appropriation	5,078,536	5,992,101	5,391,810
Capital appropriation	229,062	246,441	887,182
Sale of goods and services	115	35,881	164
Interest received	335,280	361,575	347,264
Retained taxes, fees and fines	(500)	...	(2,500)
Grants and contributions	10,021	19	5,019
Cash transfers to the Consolidated Fund	(3,920,134)	(2,399,832)	(4,461,038)
Other	94,724	155,981	113,971
<b>Total Receipts</b>	<b>1,827,104</b>	<b>4,392,166</b>	<b>2,281,872</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(3,591,259)</b>	<b>(1,723,704)</b>	<b>(2,974,701)</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of investments	832	2,493,287	2,100
Advance repayments received	134,788	133,963	322,931
Purchases of property, plant and equipment	(20,500)	...	(7,000)
Purchases of investments	(21)	(20)	(19)
Advances made	(94,699)	(115,540)	(167,372)
Other	...	28,380	(500)
<b>Net Cash Flows From Investing Activities</b>	<b>20,400</b>	<b>2,540,070</b>	<b>150,140</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	1,485,199	1,868,820	567,547
Repayment of borrowings and advances	(55,061)	(53,921)	(75,857)
Other	(185,609)	(1,000,770)	(1,099,220)
<b>Net Cash Flows From Financing Activities</b>	<b>1,244,529</b>	<b>814,129</b>	<b>(607,530)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(2,326,330)</b>	<b>1,630,495</b>	<b>(3,432,091)</b>
Opening Cash and Cash Equivalents	9,215,018	9,837,458	11,467,953
<b>Closing Cash and Cash Equivalents</b>	<b>6,888,688</b>	<b>11,467,953</b>	<b>8,035,862</b>
<b>Cash Flow Reconciliation</b>			
Net result	(2,474,739)	(2,475,422)	(3,389,521)
Non cash items added back	53,498	149,675	228,679
Change in operating assets and liabilities	(1,170,018)	602,043	186,141
<b>Net Cash Flows From Operating Activities</b>	<b>(3,591,259)</b>	<b>(1,723,704)</b>	<b>(2,974,701)</b>

# Office of Finance and Services

## Service Group Statements

### Finance, Policy and Strategy

**Service description:** This service group covers the development of government ICT, procurement and construction policy and administration of the Office of Finance.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Delivery of ICT Strategy -						
Actions completed on time <sup>(a)</sup>	%	n.a.	94	90	94	90
Implementation of Procurement						
Reforms - Actions completed on time	%	n.a.	97	90	94	90
<b>Employees:</b> <sup>(b)</sup>	FTE	226	117	143	112	92

(a) This service measure commenced in 2012-13.

(b) The decrease in the 2013-14 Revised is due to the New South Wales Government Telecommunications Authority being established as its own entity. The decrease in the 2014-15 forecast to is due to the transfer of the Urban Water Directorate to the Department of Trade and Investment, Regional Infrastructure and Services.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	257,036	193,472	16,614
Total expenses include the following:			
Employee related	24,064	13,377	12,847
Other operating expenses	31,333	7,421	3,265
Grants and subsidies	193,586	169,947	224
Other expenses	442	2,394	...
Capital Expenditure	6,872	4,782	4,966

(a) The 2013-14 Budget included both the New South Wales Government Telecommunications Authority, which was established as its own entity in 2012-13, after the 2013-14 Budget was published and the Urban Water Directorate, which was transferred to the Department of Trade and Investment, Regional Infrastructure and Services on 1 May 2014.

## Government Services

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Transactions through State Contracts Control Board goods and services contracts						
	\$m	3,873	3,835	3,600	3,600	3,710
Manage motor vehicle clearance rates at initial auction between 70 to 80 per cent						
	%	78	81	75	84	80
Government licences administered through Government Licensing Service						
	mill	6.3	7.2	7.3	7.8	8.0
<b>Employees:</b>	FTE	794	650	661	599	607
				-----2013-14----- Budget \$000	Revised \$000	2014-15 Budget \$000
<b>Financial indicators:</b>						
Total Expenses Excluding Losses				355,689	332,767	343,980
Total expenses include the following:						
Employee related				90,967	90,451	82,172
Other operating expenses				73,398	57,594	75,864
Grants and subsidies				1,758	132	982
Other expenses				1,707	1,101	...
Capital Expenditure				291,495	238,473	269,319

## State Revenue

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Payments received electronically	%	91	91	90	90	90
Cost to collect \$100 tax	\$	0.52	0.49	0.49	0.49	0.49
Telephone calls answered within 2 minutes - Taxes and Benefits Administration Services <sup>(a)</sup>	%	87	83	80	79	80
Cost to administer \$100 fine <sup>(b)</sup>	\$	12.22	10.09	10.25	9.42	10.25
Telephone calls answered within 5 minutes - Fine Enforcement Management <sup>(c)</sup>	%	80	44	70	32	80
First home buyers payments issues <15 days from receipt of a completed claim <sup>(d)</sup>	%	89	99	95	91	90
Unclaimed money payments issued <10 days from receipt of a completed claim <sup>(e)</sup>	%	60	52	85	40	85
<b>Employees:</b> <sup>(f)</sup>	FTE	1,227	1,209	1,269	1,233	1,436

(a) Previously this measure was for all Revenue Administration Services. Calls received for fines are now incorporated within the 'Telephone calls answered within 5 minutes - Fine Enforcement Management' service measure. The 2013-14 Forecast, 2013-14 Revised and the 2014-15 Forecast represent a measure for taxes and benefits only.

(b) During 2012-13 this was amended to reflect the cost of administering fines prior to enforcement.

(c) The results for the period 2011-12 to 2013-14 are based on telephone calls answered within 2 minutes. The target has been amended for 2014-15 to 80 per cent of calls answered in 5 minutes following a review of calls received and associated call handling times.

(d) In 2013-14, this service measure changed from <15 days to <10 days. The figures for 2013-14 and 2014-15 are for the <10 days timeframe.

(e) There has been a significant increase of 50 per cent in the number of unclaimed money claims received for the period 1 July 2013 to 31 March 2014 compared to the corresponding period 1 July 2012 to 31 March 2013.

(f) The 2014-15 Forecast includes an allocation of corporate and head office staff.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	241,709	236,245	330,430
Total expenses include the following:			
Employee related	125,469	121,036	146,103
Other operating expenses	35,743	37,897	43,606
Grants and subsidies	65,793	65,793	125,167
Capital Expenditure	11,081	11,128	48,353

(a) The 2014-15 Budget includes an allocation of corporate and head office expenditure.

## Fair Trading

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Complaints finalised within 30 days	%	90	86	85	90	85
Telephone enquiries answered within the guarantee of service	%	91	90	90	90	90
Proportion of prosecutions successful	%	96	97	90	93	90
<b>Employees:</b> <sup>(a)</sup>	FTE	1,080	998	951	789	779

(a) The decrease in the 2013-14 Revised estimate is due to the transfer of the Consumer, Trader and Tenancy Tribunal to the Department of Police and Justice.

	-----2013-14-----		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	154,349	149,779	130,534
Total expenses include the following:			
Employee related	100,548	91,493	85,053
Other operating expenses	33,970	35,452	22,714
Grants and subsidies	8,507	13,961	12,055
Other expenses	5,357	3,334	6,384
Capital Expenditure	9,258	10,524	9,933

(a) The decrease in the 2013-14 Revised estimate is due to the transfer of the Consumer, Trader and Tenancy Tribunal to the Department of Police and Justice.

## Public Works

**Service description:** This service group provides expert advice and professional services in support of the planning, design and delivery of infrastructure and environmental projects. The group provides its services to government agencies on a fee for services basis.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Lost time injury frequency ratio <sup>(a)</sup>	no.	2.5	2.3	4.0	4.0	4.0
<b>Employees:</b> <sup>(b)</sup>	FTE	1,253	1,038	1,007	944	978

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

(b) Reflects reduced demand for services in 2013-14, trending toward long term averages from 2014-15.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses	164,788	138,850	152,893
Total expenses include the following:			
Employee related	117,017	108,821	115,014
Other operating expenses	41,300	19,759	21,329
Grants and subsidies	2,214	3,421	7,533
Other expenses	2,149	4,789	6,947
Capital Expenditure	3,987	11,641	18,298

## Land and Property Information

**Service description:** This service group covers the provision of land titling, valuation, surveying, mapping and integrated spatial information services to the community, business and Government.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Service measures:</b>						
Documents registered	thous	729	739	751	833	847
Plans registered	thous	9.4	9.2	10.5	11.0	11.5
Property information copies produced	thous	4,099	4,046	4,161	4,394	4,500
<b>Employees:</b> <sup>(a)</sup>	FTE	974	948	949	920	938

(a) The 2014-15 Forecast includes an allocation of corporate and head office staff.

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b>			
Total Expenses Excluding Losses <sup>(a)</sup>	169,329	166,914	183,126
Total expenses include the following:			
Employee related	100,151	98,461	106,704
Other operating expenses	49,709	49,485	54,410
Grants and subsidies	455	455	956
Capital Expenditure	21,000	21,000	21,000

(a) The 2014-15 Budget includes an allocation of corporate and head office expenditure.

## Personnel Services

**Service description:** This service group provides personnel services to selected agencies. Agencies include Government Property NSW, Teacher Housing Authority of New South Wales, State Records Authority of New South Wales, Waste Assets Management Corporation, the Board of Surveying and Spatial Information, NSW Self Insurance Corporation, Building Insurers' Guarantee Corporation, New South Wales Government Telecommunications Authority, Motor Accidents Authority of New South Wales, WorkCover Authority, Workers' Compensation (Dust Diseases) Board, Lifetime Care and Support Authority, Workers' Compensation Commission and the WorkCover Independent Review Officer.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
<b>Employees:</b>						
New South Wales Government						
Telecommunications Authority <sup>(a)</sup>	FTE	n.a.	n.a.	n.a.	44	49
Motor Accidents Authority of New South Wales <sup>(a)</sup>	FTE	n.a.	n.a.	n.a.	94	114
WorkCover Authority <sup>(a)</sup>	FTE	n.a.	n.a.	n.a.	1,090	1,175
Workers' Compensation (Dust Diseases) Board <sup>(a)</sup>	FTE	n.a.	n.a.	n.a.	40	43
Lifetime Care and Support Authority <sup>(a)</sup>	FTE	n.a.	n.a.	n.a.	85	122
Workers' Compensation Commission <sup>(a)</sup>	FTE	n.a.	n.a.	n.a.	81	104
WorkCover Independent Review Officer <sup>(a)</sup>	FTE	n.a.	n.a.	n.a.	32	45
Building Insurers' Guarantee Corporation <sup>(a)</sup>	FTE	n.a.	n.a.	n.a.	2	2
Government Property NSW	FTE	128	141	143	147	154
Teacher Housing Authority of New South Wales	FTE	21	22	22	23	23
State Records Authority of New South Wales	FTE	133	119	131	119	148
Waste Asset Management Corporation	FTE	40	42	43	39	39
Board of Surveying and Spatial Information	FTE	4	4	4	3	3
NSW Self Insurance Corporation <sup>(a)</sup>	FTE	n.a.	n.a.	50	41	48

(a) This service measure commences in 2013-14, mainly due to the commencement of the *Government Sector Employment Act 2013*, where the Safety and Return to Work Support Division was abolished and its functions, assets and liabilities were transferred to the Office of Finance and Services. NSW Government Telecommunications Authority was previously included in the former Department of Finance and Services and NSW Self Insurance Corporation and Building Insurers' Guarantee Corporation were reported as part of the Treasury.



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**Personnel Services (cont)**


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	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Financial indicators:</b> <sup>(a)</sup>			
Total Expenses Excluding Losses <sup>(b)</sup>	141,043	192,179	276,090
Total expenses include the following:			
Employee related	103,808	140,328	276,090
Grants and subsidies	37,235	51,851	...

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(a) The *Government Sector Employment Act 2013* took effect from 24 February 2014. As a result, the Safety and Return to Work Support Division was abolished and its functions, assets and liabilities were transferred to the Office of Finance and Services.

(b) Expenditure has increased in the 2014-15 Budget, mainly due to the commencement of the *Government Sector Employment Act 2013*, where the Safety and Return to Work Support Division was abolished and its functions, assets and liabilities were transferred to the Office of Finance and Services. New South Wales Government Telecommunications Authority was previously included in the former Department of Finance and Services and NSW Self Insurance Corporation and Building Insurers' Guarantee Corporation were reported as part of the Treasury.

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses <sup>(a)</sup></b>			
Operating Expenses -			
Employee related	662,024	663,967	823,983
Other operating expenses	265,453	207,608	221,188
Depreciation and amortisation	204,233	189,356	196,497
Grants and subsidies	309,548	305,560	146,917
Finance costs	33,030	32,097	31,751
Other expenses	9,655	11,618	13,331
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>1,483,943</b>	<b>1,410,206</b>	<b>1,433,667</b>
<b>Revenue</b>			
Recurrent appropriation <sup>(b)</sup>	390,018	482,846	...
Capital appropriation <sup>(b)</sup>	28,442	28,442	...
Transfers to the Crown Entity	(39,257)	(56,900)	(55,314)
Sales of goods and services	968,391	799,588	942,148
Investment revenue	18,855	15,363	9,928
Retained taxes, fees and fines	63,399	63,417	66,551
Grants and contributions <sup>(b)</sup>	30,874	28,151	433,550
Acceptance by Crown Entity of employee benefits and other liabilities	15,405	12,234	10,796
Other revenue	4,431	4,575	4,286
<b>Total Revenue</b>	<b>1,480,558</b>	<b>1,377,716</b>	<b>1,411,945</b>
Gain/(loss) on disposal of non current assets	14,836	11,572	12,113
<b>Net Result</b>	<b>11,451</b>	<b>(20,918)</b>	<b>(9,609)</b>

(a) The 2013-14 Budget included both the New South Wales Government Telecommunications Authority which was established as its own entity in 2012-13 after the 2013-14 Budget was published and the Urban Water Directorate which was transferred to the Department of Trade and Investment, Regional Infrastructure and Services on 1 May 2014.

(b) The Office of Finance and Services is now part of the Treasury and Finance cluster. Due to the new cluster arrangements, from 1 July 2014 Consolidated Fund appropriations that were previously provided to the former Department of Finance and Services will be provided to the Treasury and passed on as grants to the Office of Finance and Services.

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	418,490	440,816	399,140
Receivables	253,329	291,706	297,540
Other financial assets	15,140	9,603	9,603
Inventories	5,833	4,043	4,123
Other	58,418	48,670	49,644
<b>Total Current Assets</b>	<b>751,210</b>	<b>794,838</b>	<b>760,050</b>
<b>Non Current Assets</b>			
Receivables	438	98,136	100,098
Other financial assets	13,303	9,883	10,160
Inventories	3,772	3,478	3,548
Property, plant and equipment - Land and building	131,827	117,819	159,932
Plant and equipment	641,501	599,548	577,016
Intangibles	153,520	141,072	171,326
<b>Total Non Current Assets</b>	<b>944,361</b>	<b>969,936</b>	<b>1,022,080</b>
<b>Total Assets</b>	<b>1,695,571</b>	<b>1,764,774</b>	<b>1,782,130</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	276,939	248,275	253,242
Borrowings at amortised cost	180,482	156,600	156,600
Provisions	211,396	274,210	278,006
Other	6,131	3,712	3,786
<b>Total Current Liabilities</b>	<b>674,948</b>	<b>682,797</b>	<b>691,634</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	366,433	379,575	383,518
Provisions	558,194	454,490	304,321
Other	358	261	266
<b>Total Non Current Liabilities</b>	<b>924,985</b>	<b>834,326</b>	<b>688,105</b>
<b>Total Liabilities</b>	<b>1,599,933</b>	<b>1,517,123</b>	<b>1,379,739</b>
<b>Net Assets</b>	<b>95,638</b>	<b>247,651</b>	<b>402,391</b>
<b>Equity</b>			
Reserves	7,576	4,947	4,947
Accumulated funds	88,062	242,704	397,444
<b>Total Equity</b>	<b>95,638</b>	<b>247,651</b>	<b>402,391</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	648,130	603,935	782,233
Grants and subsidies	309,548	305,560	146,917
Finance costs	33,030	32,097	31,751
Other	560,242	466,930	499,418
<b>Total Payments</b>	<b>1,550,950</b>	<b>1,408,522</b>	<b>1,460,319</b>
<b>Receipts</b>			
Recurrent appropriation	390,018	482,846	...
Capital appropriation	28,442	28,442	...
Sale of goods and services	966,951	819,238	937,796
Interest received	18,714	15,281	9,845
Retained taxes, fees and fines	248	236	241
Grants and contributions	30,874	28,143	433,550
Cash transfers to the Crown Entity	(56,451)	(71,612)	(67,314)
Other	357,961	329,622	336,658
<b>Total Receipts</b>	<b>1,736,757</b>	<b>1,632,196</b>	<b>1,650,776</b>
<b>Net Cash Flows From Operating Activities</b>	<b>185,807</b>	<b>223,674</b>	<b>190,457</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	113,739	115,527	137,650
Purchases of property, plant and equipment	(288,281)	(253,486)	(309,307)
Other	(54,842)	(61,942)	(62,557)
<b>Net Cash Flows From Investing Activities</b>	<b>(229,384)</b>	<b>(199,901)</b>	<b>(234,214)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from borrowings and advances	253,418	227,031	245,675
Repayment of borrowings and advances	(248,475)	(231,645)	(241,732)
Other	4,577	12,306	(1,586)
<b>Net Cash Flows From Financing Activities</b>	<b>9,520</b>	<b>7,692</b>	<b>2,357</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(34,057)</b>	<b>31,465</b>	<b>(41,400)</b>
Opening Cash and Cash Equivalents	452,547	409,083	440,816
Reclassification of Cash Equivalents	...	(268)	276
<b>Closing Cash and Cash Equivalents</b>	<b>418,490</b>	<b>440,816</b>	<b>399,140</b>
<b>Cash Flow Reconciliation</b>			
Net result	11,451	(20,918)	(9,609)
Non cash items added back	204,311	190,054	196,565
Change in operating assets and liabilities	(29,955)	54,538	3,501
<b>Net Cash Flows From Operating Activities</b>	<b>185,807</b>	<b>223,674</b>	<b>190,457</b>

# Building Insurers' Guarantee Corporation

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## Financial Statements

### Operating Statement

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	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	666	43,473	519
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>666</b>	<b>43,473</b>	<b>519</b>
<b>Revenue</b>			
Investment revenue	320	463	582
Other revenue	300	43,095	100
<b>Total Revenue</b>	<b>620</b>	<b>43,558</b>	<b>682</b>
<b>Net Result</b>	<b>(46)</b>	<b>85</b>	<b>163</b>

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## Balance Sheet

	-----2013-14-----		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	12,086	32,439	7,655
Receivables	270	357	30,380
<b>Total Current Assets</b>	<b>12,356</b>	<b>32,796</b>	<b>38,035</b>
<b>Non Current Assets</b>			
Receivables	61,732	53,173	25,018
<b>Total Non Current Assets</b>	<b>61,732</b>	<b>53,173</b>	<b>25,018</b>
<b>Total Assets</b>	<b>74,088</b>	<b>85,969</b>	<b>63,053</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	150	286	300
Other	27,853	24,584	23,583
<b>Total Current Liabilities</b>	<b>28,003</b>	<b>24,870</b>	<b>23,883</b>
<b>Non Current Liabilities</b>			
Other	44,115	51,601	29,509
<b>Total Non Current Liabilities</b>	<b>44,115</b>	<b>51,601</b>	<b>29,509</b>
<b>Total Liabilities</b>	<b>72,118</b>	<b>76,471</b>	<b>53,392</b>
<b>Net Assets</b>	<b>1,970</b>	<b>9,498</b>	<b>9,661</b>
<b>Equity</b>			
Accumulated funds	1,970	9,498	9,661
<b>Total Equity</b>	<b>1,970</b>	<b>9,498</b>	<b>9,661</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	35,310	16,605	23,603
<b>Total Payments</b>	<b>35,310</b>	<b>16,605</b>	<b>23,603</b>
<b>Receipts</b>			
Sale of goods and services	34,644	(8,025)	(1,845)
Interest received	410	638	581
Other	550	43,131	83
<b>Total Receipts</b>	<b>35,604</b>	<b>35,744</b>	<b>(1,181)</b>
<b>Net Cash Flows From Operating Activities</b>	<b>294</b>	<b>19,139</b>	<b>(24,784)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>294</b>	<b>19,139</b>	<b>(24,784)</b>
Opening Cash and Cash Equivalents	11,792	13,300	32,439
<b>Closing Cash and Cash Equivalents</b>	<b>12,086</b>	<b>32,439</b>	<b>7,655</b>
<b>Cash Flow Reconciliation</b>			
Net result	(46)	85	163
Change in operating assets and liabilities	340	19,054	(24,947)
<b>Net Cash Flows From Operating Activities</b>	<b>294</b>	<b>19,139</b>	<b>(24,784)</b>

# Electricity Assets Ministerial Holding Corporation

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## Financial Statements

### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	...	8,668	782
Finance costs	...	1,812	1,722
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	...	<b>10,480</b>	<b>2,504</b>
<b>Revenue</b>			
Transfers to the Crown Entity	...	(71,680)	...
Investment revenue	...	2,043	2,925
Grants and contributions	...	71,680	...
<b>Total Revenue</b>	...	<b>2,043</b>	<b>2,925</b>
<b>Net Result</b>	...	<b>(8,437)</b>	<b>421</b>

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## Balance Sheet

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	...	70,231	67,394
<b>Total Current Assets</b>	...	<b>70,231</b>	<b>67,394</b>
<b>Total Assets</b>	...	<b>70,231</b>	<b>67,394</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Provisions	...	4,889	3,720
<b>Total Current Liabilities</b>	...	<b>4,889</b>	<b>3,720</b>
<b>Non Current Liabilities</b>			
Provisions	...	41,966	39,877
<b>Total Non Current Liabilities</b>	...	<b>41,966</b>	<b>39,877</b>
<b>Total Liabilities</b>	...	<b>46,855</b>	<b>43,597</b>
<b>Net Assets</b>	...	<b>23,376</b>	<b>23,797</b>
<b>Equity</b>			
Accumulated funds	...	23,376	23,797
<b>Total Equity</b>	...	<b>23,376</b>	<b>23,797</b>

## Cash Flow Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	(900)	370
Other	...	4,392	5,392
<b>Total Payments</b>	...	<b>3,492</b>	<b>5,762</b>
<b>Receipts</b>			
Sale of goods and services	...	(23,283)	...
Interest received	...	2,043	2,925
Grants and contributions	...	71,680	...
Cash transfers to the Crown Entity	...	(71,680)	...
Other	...	31,813	...
<b>Total Receipts</b>	...	<b>10,573</b>	<b>2,925</b>
<b>Net Cash Flows From Operating Activities</b>	...	<b>7,081</b>	<b>(2,837)</b>
<b>Cash Flows From Investing Activities</b>			
Other	...	63,150	...
<b>Net Cash Flows From Investing Activities</b>	...	<b>63,150</b>	...
<b>Net Increase/(Decrease) in Cash</b>	...	<b>70,231</b>	<b>(2,837)</b>
Opening Cash and Cash Equivalents	...	...	70,231
<b>Closing Cash and Cash Equivalents</b>	...	<b>70,231</b>	<b>67,394</b>
<b>Cash Flow Reconciliation</b>			
Net result	...	(8,437)	421
Change in operating assets and liabilities	...	15,518	(3,258)
<b>Net Cash Flows From Operating Activities</b>	...	<b>7,081</b>	<b>(2,837)</b>

## Financial Statements

### Operating Statement

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	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	460,625	460,322	469,993
Depreciation and amortisation	22,243	20,234	20,928
Grants and subsidies	...	...	4,750
Finance costs	5,978	4,492	4,286
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>488,846</b>	<b>485,048</b>	<b>499,957</b>
<b>Revenue</b>			
Sales of goods and services	467,657	464,158	479,549
Investment revenue	8,081	7,821	6,067
Grants and contributions	26,909	28,619	32,845
Other revenue	450	450	500
<b>Total Revenue</b>	<b>503,097</b>	<b>501,048</b>	<b>518,961</b>
Gain/(loss) on disposal of non current assets	18,729	18,752	...
Other gains/(losses)	(300)	(5,288)	(300)
<b>Net Result</b>	<b>32,680</b>	<b>29,464</b>	<b>18,704</b>

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## Balance Sheet

	-----2013-14-----		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	52,523	94,400	70,858
Receivables	62,743	48,691	48,473
<b>Total Current Assets</b>	<b>115,266</b>	<b>143,091</b>	<b>119,331</b>
<b>Non Current Assets</b>			
Receivables	179,429	212,482	236,077
Property, plant and equipment -			
Land and building	682,170	647,234	651,853
Plant and equipment	4,455	4,853	4,194
Intangibles	1,183	1,278	1,176
Other	3,850	5,300	5,800
<b>Total Non Current Assets</b>	<b>871,087</b>	<b>871,147</b>	<b>899,100</b>
<b>Total Assets</b>	<b>986,353</b>	<b>1,014,238</b>	<b>1,018,431</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	5,857	12,808	11,303
Borrowings at amortised cost	3,143	3,143	3,392
Provisions	58,201	43,719	57,030
Other	3,166	9,338	8,852
<b>Total Current Liabilities</b>	<b>70,367</b>	<b>69,008</b>	<b>80,577</b>
<b>Non Current Liabilities</b>			
Borrowings at amortised cost	36,862	36,862	33,470
Provisions	127,672	153,756	121,906
Other	27,046	44,975	67,590
<b>Total Non Current Liabilities</b>	<b>191,580</b>	<b>235,593</b>	<b>222,966</b>
<b>Total Liabilities</b>	<b>261,947</b>	<b>304,601</b>	<b>303,543</b>
<b>Net Assets</b>	<b>724,406</b>	<b>709,637</b>	<b>714,888</b>
<b>Equity</b>			
Reserves	17,701	6,387	6,387
Accumulated funds	706,705	703,250	708,501
<b>Total Equity</b>	<b>724,406</b>	<b>709,637</b>	<b>714,888</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	...	...	4,750
Finance costs	3,092	3,092	2,861
Other	520,121	512,153	490,462
<b>Total Payments</b>	<b>523,213</b>	<b>515,245</b>	<b>498,073</b>
<b>Receipts</b>			
Sale of goods and services	467,657	460,727	479,549
Interest received	8,575	8,340	6,229
Retained taxes, fees and fines	...	(1,742)	...
Grants and contributions	26,909	28,619	32,845
Cash transfers to the Crown Entity	(58,950)	(62,783)	(13,453)
Other	(15,018)	1,908	(1,007)
<b>Total Receipts</b>	<b>429,173</b>	<b>435,069</b>	<b>504,163</b>
<b>Net Cash Flows From Operating Activities</b>	<b>(94,040)</b>	<b>(80,176)</b>	<b>6,090</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	64,358	71,234	...
Purchases of property, plant and equipment	(21,193)	(21,597)	(25,201)
Advances made	(616)	(844)	(703)
Other	(500)	(447)	(585)
<b>Net Cash Flows From Investing Activities</b>	<b>42,049</b>	<b>48,346</b>	<b>(26,489)</b>
<b>Cash Flows From Financing Activities</b>			
Repayment of borrowings and advances	(2,911)	(2,911)	(3,143)
<b>Net Cash Flows From Financing Activities</b>	<b>(2,911)</b>	<b>(2,911)</b>	<b>(3,143)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(54,902)</b>	<b>(34,741)</b>	<b>(23,542)</b>
Opening Cash and Cash Equivalents	107,425	129,141	94,400
<b>Closing Cash and Cash Equivalents</b>	<b>52,523</b>	<b>94,400</b>	<b>70,858</b>
<b>Cash Flow Reconciliation</b>			
Net result	32,680	29,464	18,704
Non cash items added back	21,793	24,772	20,428
Change in operating assets and liabilities	(148,513)	(134,412)	(33,042)
<b>Net Cash Flows From Operating Activities</b>	<b>(94,040)</b>	<b>(80,176)</b>	<b>6,090</b>

# Liability Management Ministerial Corporation

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## Financial Statements

### Operating Statement

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	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<hr/>			
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	55	55	60
<hr/>			
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>55</b>	<b>55</b>	<b>60</b>
<hr/>			
<b>Revenue</b>			
Investment revenue	2,997	5,201	4,000
Grants and contributions	16,709	16,709	17,713
<hr/>			
<b>Total Revenue</b>	<b>19,706</b>	<b>21,910</b>	<b>21,713</b>
<hr/>			
<b>Net Result</b>	<b>19,651</b>	<b>21,855</b>	<b>21,653</b>
<hr/>			

**Balance Sheet**

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	100	105	105
Receivables	5	5	6
<b>Total Current Assets</b>	<b>105</b>	<b>110</b>	<b>111</b>
<b>Non Current Assets</b>			
Other financial assets	54,925	57,474	79,131
<b>Total Non Current Assets</b>	<b>54,925</b>	<b>57,474</b>	<b>79,131</b>
<b>Total Assets</b>	<b>55,030</b>	<b>57,584</b>	<b>79,242</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	55	55	60
<b>Total Current Liabilities</b>	<b>55</b>	<b>55</b>	<b>60</b>
<b>Non Current Liabilities</b>			
<b>Total Liabilities</b>	<b>55</b>	<b>55</b>	<b>60</b>
<b>Net Assets</b>	<b>54,975</b>	<b>57,529</b>	<b>79,182</b>
<b>Equity</b>			
Accumulated funds	54,975	57,529	79,182
<b>Total Equity</b>	<b>54,975</b>	<b>57,529</b>	<b>79,182</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	35	21	61
<b>Total Payments</b>	<b>35</b>	<b>21</b>	<b>61</b>
<b>Receipts</b>			
Interest received	3	3,237	2,491
Grants and contributions	16,709	16,709	17,713
Other	2	1	5
<b>Total Receipts</b>	<b>16,714</b>	<b>19,947</b>	<b>20,209</b>
<b>Net Cash Flows From Operating Activities</b>	<b>16,679</b>	<b>19,926</b>	<b>20,148</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of investments	(16,679)	(19,923)	(20,148)
<b>Net Cash Flows From Investing Activities</b>	<b>(16,679)</b>	<b>(19,923)</b>	<b>(20,148)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>...</b>	<b>3</b>	<b>...</b>
Opening Cash and Cash Equivalents	100	102	105
<b>Closing Cash and Cash Equivalents</b>	<b>100</b>	<b>105</b>	<b>105</b>
<b>Cash Flow Reconciliation</b>			
Net result	19,651	21,855	21,653
Non cash items added back	(2,994)	(1,964)	(1,509)
Change in operating assets and liabilities	22	35	4
<b>Net Cash Flows From Operating Activities</b>	<b>16,679</b>	<b>19,926</b>	<b>20,148</b>



# Long Service Corporation

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## Financial Statements

### Operating Statement

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	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	33	93	55
Other operating expenses	10,886	9,918	11,229
Depreciation and amortisation	448	225	1,134
Grants and subsidies	72,016	71,498	80,716
Finance costs	55,500	55,400	57,900
Other expenses	1,471	...	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>140,354</b>	<b>137,134</b>	<b>151,034</b>
<b>Revenue</b>			
Investment revenue	51,047	90,317	57,561
Retained taxes, fees and fines	92,500	116,081	101,264
Other revenue	13	71	54
<b>Total Revenue</b>	<b>143,560</b>	<b>206,469</b>	<b>158,879</b>
<b>Net Result</b>	<b>3,206</b>	<b>69,335</b>	<b>7,845</b>

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## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	56,456	70,331	40,601
Receivables	5,932	7,266	7,783
<b>Total Current Assets</b>	<b>62,388</b>	<b>77,597</b>	<b>48,384</b>
<b>Non Current Assets</b>			
Other financial assets	755,292	822,753	912,114
Property, plant and equipment - Plant and equipment	365	431	273
Intangibles	210	149	1,964
<b>Total Non Current Assets</b>	<b>755,867</b>	<b>823,333</b>	<b>914,351</b>
<b>Total Assets</b>	<b>818,255</b>	<b>900,930</b>	<b>962,735</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	3,993	1,152	2,694
Provisions	467,808	523,558	562,758
<b>Total Current Liabilities</b>	<b>471,801</b>	<b>524,710</b>	<b>565,452</b>
<b>Non Current Liabilities</b>			
Provisions	342,354	305,700	318,700
Other	...	5,430	5,648
<b>Total Non Current Liabilities</b>	<b>342,354</b>	<b>311,130</b>	<b>324,348</b>
<b>Total Liabilities</b>	<b>814,155</b>	<b>835,840</b>	<b>889,800</b>
<b>Net Assets</b>	<b>4,100</b>	<b>65,090</b>	<b>72,935</b>
<b>Equity</b>			
Accumulated funds	4,100	65,090	72,935
<b>Total Equity</b>	<b>4,100</b>	<b>65,090</b>	<b>72,935</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	33	93	55
Grants and subsidies	72,016	71,498	80,716
Other	14,132	7,819	16,268
<b>Total Payments</b>	<b>86,181</b>	<b>79,410</b>	<b>97,039</b>
<b>Receipts</b>			
Interest received	1,698	2,813	1,286
Retained taxes, fees and fines	91,647	114,564	101,988
Other	570	1,651	843
<b>Total Receipts</b>	<b>93,915</b>	<b>119,028</b>	<b>104,117</b>
<b>Net Cash Flows From Operating Activities</b>	<b>7,734</b>	<b>39,618</b>	<b>7,078</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	14	...	7
Proceeds from sale of investments	...	...	3,000
Purchases of property, plant and equipment	(50)	(141)	(49)
Purchases of investments	(4,948)	(30,000)	(37,017)
Other	(250)	(149)	(2,749)
<b>Net Cash Flows From Investing Activities</b>	<b>(5,234)</b>	<b>(30,290)</b>	<b>(36,808)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>2,500</b>	<b>9,328</b>	<b>(29,730)</b>
Opening Cash and Cash Equivalents	53,956	61,003	70,331
<b>Closing Cash and Cash Equivalents</b>	<b>56,456</b>	<b>70,331</b>	<b>40,601</b>
<b>Cash Flow Reconciliation</b>			
Net result	3,206	69,335	7,845
Non cash items added back	(48,593)	(87,444)	(54,210)
Change in operating assets and liabilities	53,121	57,727	53,443
<b>Net Cash Flows From Operating Activities</b>	<b>7,734</b>	<b>39,618</b>	<b>7,078</b>

# Motor Accidents Authority of New South Wales

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## Financial Statements

### Operating Statement

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	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	475	647	487
Other operating expenses	36,128	41,699	38,614
Depreciation and amortisation	1,535	1,261	2,156
Grants and subsidies	6,000	4,379	6,000
Other expenses	160,789	162,954	151,720
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>204,927</b>	<b>210,940</b>	<b>198,977</b>
<b>Revenue</b>			
Investment revenue	813	1,949	938
Retained taxes, fees and fines	205,219	216,688	227,246
Other revenue	4	343	...
<b>Total Revenue</b>	<b>206,036</b>	<b>218,980</b>	<b>228,184</b>
<b>Net Result</b>	<b>1,109</b>	<b>8,040</b>	<b>29,207</b>

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## Balance Sheet

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	24,456	24,108	56,249
Receivables	25,629	55,521	23,650
<b>Total Current Assets</b>	<b>50,085</b>	<b>79,629</b>	<b>79,899</b>
<b>Non Current Assets</b>			
Receivables	19,360	...	...
Property, plant and equipment - Plant and equipment	1,227	619	511
Intangibles	2,904	1,220	2,366
<b>Total Non Current Assets</b>	<b>23,491</b>	<b>1,839</b>	<b>2,877</b>
<b>Total Assets</b>	<b>73,576</b>	<b>81,468</b>	<b>82,776</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	28,191	21,261	21,261
Provisions	5,679	3,395	3,395
Other	5,636	27,899	...
<b>Total Current Liabilities</b>	<b>39,506</b>	<b>52,555</b>	<b>24,656</b>
<b>Non Current Liabilities</b>			
Provisions	765	765	765
Other	22,928	3,483	3,483
<b>Total Non Current Liabilities</b>	<b>23,693</b>	<b>4,248</b>	<b>4,248</b>
<b>Total Liabilities</b>	<b>63,199</b>	<b>56,803</b>	<b>28,904</b>
<b>Net Assets</b>	<b>10,377</b>	<b>24,665</b>	<b>53,872</b>
<b>Equity</b>			
Accumulated funds	10,377	24,665	53,872
<b>Total Equity</b>	<b>10,377</b>	<b>24,665</b>	<b>53,872</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	475	647	487
Grants and subsidies	6,000	4,379	6,000
Other	205,972	218,019	221,133
<b>Total Payments</b>	<b>212,447</b>	<b>223,045</b>	<b>227,620</b>
<b>Receipts</b>			
Interest received	813	1,949	938
Retained taxes, fees and fines	205,219	212,998	228,086
Other	9,059	25,584	33,931
<b>Total Receipts</b>	<b>215,091</b>	<b>240,531</b>	<b>262,955</b>
<b>Net Cash Flows From Operating Activities</b>	<b>2,644</b>	<b>17,486</b>	<b>35,335</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of investments	...	4,521	...
Purchases of property, plant and equipment	(351)	...	(300)
Other	(1,980)	(85)	(2,894)
<b>Net Cash Flows From Investing Activities</b>	<b>(2,331)</b>	<b>4,436</b>	<b>(3,194)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>313</b>	<b>21,922</b>	<b>32,141</b>
Opening Cash and Cash Equivalents	24,143	2,186	24,108
<b>Closing Cash and Cash Equivalents</b>	<b>24,456</b>	<b>24,108</b>	<b>56,249</b>
<b>Cash Flow Reconciliation</b>			
Net result	1,109	8,040	29,207
Non cash items added back	1,535	1,261	2,156
Change in operating assets and liabilities	...	8,185	3,972
<b>Net Cash Flows From Operating Activities</b>	<b>2,644</b>	<b>17,486</b>	<b>35,335</b>

# New South Wales Government Telecommunications Authority

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

### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	3,041	1,600
Other operating expenses	...	27,526	33,107
Depreciation and amortisation	...	5,983	7,497
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	...	<b>36,550</b>	<b>42,204</b>
<b>Revenue</b>			
Sales of goods and services	...	37,586	38,104
Investment revenue	...	1,189	1,100
Grants and contributions	...	2,865	3,889
<b>Total Revenue</b>	...	<b>41,640</b>	<b>43,093</b>
<b>Net Result</b>	...	<b>5,090</b>	<b>889</b>

(a) At time of publishing the 2013-14 Budget, the New South Wales Government Telecommunications Authority budget was included in the former Department of Finance and Services budget.

## Balance Sheet

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	...	43,440	41,498
Receivables	...	1,173	1,288
Inventories	...	415	415
<b>Total Current Assets</b>	...	<b>45,028</b>	<b>43,201</b>
<b>Non Current Assets</b>			
Property, plant and equipment - Plant and equipment	...	25,923	29,324
<b>Total Non Current Assets</b>	...	<b>25,923</b>	<b>29,324</b>
<b>Total Assets</b>	...	<b>70,951</b>	<b>72,525</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	...	4,774	5,459
<b>Total Current Liabilities</b>	...	<b>4,774</b>	<b>5,459</b>
<b>Total Liabilities</b>	...	<b>4,774</b>	<b>5,459</b>
<b>Net Assets</b>	...	<b>66,177</b>	<b>67,066</b>
<b>Equity</b>			
Accumulated funds	...	66,177	67,066
<b>Total Equity</b>	...	<b>66,177</b>	<b>67,066</b>



## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	...	3,041	1,600
Other	...	27,098	33,649
<b>Total Payments</b>	...	<b>30,139</b>	<b>35,249</b>
<b>Receipts</b>			
Sale of goods and services	...	38,481	39,164
Interest received	...	1,189	1,100
Grants and contributions	...	2,865	3,889
Other	...	...	52
<b>Total Receipts</b>	...	<b>42,535</b>	<b>44,205</b>
<b>Net Cash Flows From Operating Activities</b>	...	<b>12,396</b>	<b>8,956</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	...	(3,451)	(10,898)
<b>Net Cash Flows From Investing Activities</b>	...	<b>(3,451)</b>	<b>(10,898)</b>
<b>Net Increase/(Decrease) in Cash</b>	...	<b>8,945</b>	<b>(1,942)</b>
Opening Cash and Cash Equivalents	...	34,495	43,440
<b>Closing Cash and Cash Equivalents</b>	...	<b>43,440</b>	<b>41,498</b>
<b>Cash Flow Reconciliation</b>			
Net result	...	5,090	889
Non cash items added back	...	5,983	7,497
Change in operating assets and liabilities	...	1,323	570
<b>Net Cash Flows From Operating Activities</b>	...	<b>12,396</b>	<b>8,956</b>

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	807	8,508	771
Other operating expenses	1,387,303	1,370,920	1,409,117
Depreciation and amortisation	205	138	111
Grants and subsidies	10,000	920,000	...
Finance costs	315,268	334,628	335,200
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>1,713,583</b>	<b>2,634,194</b>	<b>1,745,199</b>
<b>Revenue</b>			
Sales of goods and services	1,458,623	1,425,513	1,376,862
Investment revenue	540,615	1,021,552	501,070
Grants and contributions	...	15,000	...
Other revenue	2	4	7
<b>Total Revenue</b>	<b>1,999,240</b>	<b>2,462,069</b>	<b>1,877,939</b>
<b>Net Result</b>	<b>285,657</b>	<b>(172,125)</b>	<b>132,740</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	547,275	161,902	166,566
Receivables	170,370	104,585	99,735
Other	...	11,919	9,802
<b>Total Current Assets</b>	<b>717,645</b>	<b>278,406</b>	<b>276,103</b>
<b>Non Current Assets</b>			
Receivables	200,386	186,207	196,022
Other financial assets	7,107,350	7,315,088	7,835,206
Property, plant and equipment - Plant and equipment	177	63	117
Intangibles	127	62	66
Other	7	7	3,401
<b>Total Non Current Assets</b>	<b>7,308,047</b>	<b>7,501,427</b>	<b>8,034,812</b>
<b>Total Assets</b>	<b>8,025,692</b>	<b>7,779,833</b>	<b>8,310,915</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	160,218	165,502	162,785
Provisions	997,715	996,921	1,044,730
Other	24,688	25,620	34,438
<b>Total Current Liabilities</b>	<b>1,182,621</b>	<b>1,188,043</b>	<b>1,241,953</b>
<b>Non Current Liabilities</b>			
Provisions	402,261	449,774	462,711
Other	5,377,127	5,531,524	5,863,019
<b>Total Non Current Liabilities</b>	<b>5,779,388</b>	<b>5,981,298</b>	<b>6,325,730</b>
<b>Total Liabilities</b>	<b>6,962,009</b>	<b>7,169,341</b>	<b>7,567,683</b>
<b>Net Assets</b>	<b>1,063,683</b>	<b>610,492</b>	<b>743,232</b>
<b>Equity</b>			
Accumulated funds	1,063,683	610,492	743,232
<b>Total Equity</b>	<b>1,063,683</b>	<b>610,492</b>	<b>743,232</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	638,022	597,716	627,811
Grants and subsidies	10,000	920,000	...
Other	860,556	789,783	857,605
<b>Total Payments</b>	<b>1,508,578</b>	<b>2,307,499</b>	<b>1,485,416</b>
<b>Receipts</b>			
Sale of goods and services	1,466,078	1,428,806	1,385,680
Interest received	307,502	550,564	267,862
Grants and contributions	...	15,000	...
Other	149,757	200,437	123,617
<b>Total Receipts</b>	<b>1,923,337</b>	<b>2,194,807</b>	<b>1,777,159</b>
<b>Net Cash Flows From Operating Activities</b>	<b>414,759</b>	<b>(112,692)</b>	<b>291,743</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of investments	...	218,167	...
Purchases of property, plant and equipment	(90)	...	(109)
Purchases of investments	(421,950)	(530,962)	(286,910)
Other	(61)	...	(60)
<b>Net Cash Flows From Investing Activities</b>	<b>(422,101)</b>	<b>(312,795)</b>	<b>(287,079)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(7,342)</b>	<b>(425,487)</b>	<b>4,664</b>
Opening Cash and Cash Equivalents	554,617	587,389	161,902
<b>Closing Cash and Cash Equivalents</b>	<b>547,275</b>	<b>161,902</b>	<b>166,566</b>
<b>Cash Flow Reconciliation</b>			
Net result	285,657	(172,125)	132,740
Non cash items added back	(232,908)	(470,850)	(233,097)
Change in operating assets and liabilities	362,010	530,283	392,100
<b>Net Cash Flows From Operating Activities</b>	<b>414,759</b>	<b>(112,692)</b>	<b>291,743</b>

# Ports Assets Ministerial Holding Corporation

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## Financial Statements

### Operating Statement

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	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	18,184	23,284	31,421
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>18,184</b>	<b>23,284</b>	<b>31,421</b>
<b>Revenue</b>			
Transfers to the Crown Entity	...	(5,932)	(5,613)
Sales of goods and services	...	28,635	36,855
Investment revenue	9,504	9,730	11,652
Other revenue	23,294	...	...
<b>Total Revenue</b>	<b>32,798</b>	<b>32,433</b>	<b>42,894</b>
<b>Net Result</b>	<b>14,614</b>	<b>9,149</b>	<b>11,473</b>

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## Balance Sheet

	-----2013-14-----		2014-15 Budget \$000
	Budget \$000	Revised \$000	
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	5,497	1,706	1,537
Receivables	...	8	8
<b>Total Current Assets</b>	<b>5,497</b>	<b>1,714</b>	<b>1,545</b>
<b>Non Current Assets</b>			
Receivables	144,126	165,548	177,192
<b>Total Non Current Assets</b>	<b>144,126</b>	<b>165,548</b>	<b>177,192</b>
<b>Total Assets</b>	<b>149,623</b>	<b>167,262</b>	<b>178,737</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	...	75	77
<b>Total Current Liabilities</b>	<b>...</b>	<b>75</b>	<b>77</b>
<b>Total Liabilities</b>	<b>...</b>	<b>75</b>	<b>77</b>
<b>Net Assets</b>	<b>149,623</b>	<b>167,187</b>	<b>178,660</b>
<b>Equity</b>			
Accumulated funds	149,623	167,187	178,660
<b>Total Equity</b>	<b>149,623</b>	<b>167,187</b>	<b>178,660</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Other	18,184	23,343	31,427
<b>Total Payments</b>	<b>18,184</b>	<b>23,343</b>	<b>31,427</b>
<b>Receipts</b>			
Sale of goods and services	...	30,932	36,855
Interest received	...	49	8
Cash transfers to the Crown Entity	...	(5,932)	(5,613)
Other	23,294	...	8
<b>Total Receipts</b>	<b>23,294</b>	<b>25,049</b>	<b>31,258</b>
<b>Net Cash Flows From Operating Activities</b>	<b>5,110</b>	<b>1,706</b>	<b>(169)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>5,110</b>	<b>1,706</b>	<b>(169)</b>
Opening Cash and Cash Equivalents	387	...	1,706
<b>Closing Cash and Cash Equivalents</b>	<b>5,497</b>	<b>1,706</b>	<b>1,537</b>
<b>Cash Flow Reconciliation</b>			
Net result	14,614	9,149	11,473
Non cash items added back	(9,504)	(9,681)	(11,644)
Change in operating assets and liabilities	...	2,238	2
<b>Net Cash Flows From Operating Activities</b>	<b>5,110</b>	<b>1,706</b>	<b>(169)</b>

# Rental Bond Board

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## Financial Statements

### Operating Statement

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	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<hr/>			
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	26,483	26,483	26,341
Grants and subsidies	28,794	28,794	28,326
Finance costs	894	894	916
<hr/>			
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>56,171</b>	<b>56,171</b>	<b>55,583</b>
<hr/>			
<b>Revenue</b>			
Sales of goods and services	...	67	...
Investment revenue	58,842	57,532	57,600
<hr/>			
<b>Total Revenue</b>	<b>58,842</b>	<b>57,599</b>	<b>57,600</b>
<hr/>			
<b>Net Result</b>	<b>2,671</b>	<b>1,428</b>	<b>2,017</b>



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**Balance Sheet**


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	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	51,127	56,587	58,604
Receivables	15,049	11,412	11,413
<b>Total Current Assets</b>	<b>66,176</b>	<b>67,999</b>	<b>70,017</b>
<b>Total Assets</b>	<b>66,176</b>	<b>67,999</b>	<b>70,017</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Other	...	4,551	4,552
<b>Total Current Liabilities</b>	<b>...</b>	<b>4,551</b>	<b>4,552</b>
<b>Total Liabilities</b>	<b>...</b>	<b>4,551</b>	<b>4,552</b>
<b>Net Assets</b>	<b>66,176</b>	<b>63,448</b>	<b>65,465</b>
<b>Equity</b>			
Accumulated funds	66,176	63,448	65,465
<b>Total Equity</b>	<b>66,176</b>	<b>63,448</b>	<b>65,465</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Grants and subsidies	28,794	28,794	28,326
Finance costs	894	894	916
Other	26,483	26,483	26,340
<b>Total Payments</b>	<b>56,171</b>	<b>56,171</b>	<b>55,582</b>
<b>Receipts</b>			
Sale of goods and services	...	67	...
Interest received	58,842	57,586	57,599
<b>Total Receipts</b>	<b>58,842</b>	<b>57,653</b>	<b>57,599</b>
<b>Net Cash Flows From Operating Activities</b>	<b>2,671</b>	<b>1,482</b>	<b>2,017</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>2,671</b>	<b>1,482</b>	<b>2,017</b>
Opening Cash and Cash Equivalents	48,456	55,105	56,587
<b>Closing Cash and Cash Equivalents</b>	<b>51,127</b>	<b>56,587</b>	<b>58,604</b>
<b>Cash Flow Reconciliation</b>			
Net result	2,671	1,428	2,017
Change in operating assets and liabilities	...	54	...
<b>Net Cash Flows From Operating Activities</b>	<b>2,671</b>	<b>1,482</b>	<b>2,017</b>

## Safety, Return to Work and Support Division

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

#### Operating Statement

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	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	191,128	108,984	...
Other operating expenses	13	2	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>191,141</b>	<b>108,986</b>	<b>...</b>
<b>Revenue</b>			
Sales of goods and services	191,064	108,858	...
Investment revenue	77	128	...
<b>Total Revenue</b>	<b>191,141</b>	<b>108,986</b>	<b>...</b>

(a) The *Government Sector Employment Act 2013* took effect from 24 February 2014. The Safety, Return to Work and Support Division was abolished and its functions, assets and liabilities were transferred to the Office of Finance and Services.

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**Balance Sheet**


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	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	6,000	...	...
Receivables	58,073	...	...
<b>Total Current Assets</b>	<b>64,073</b>	...	...
<b>Non Current Assets</b>			
Receivables	145,311	...	...
<b>Total Non Current Assets</b>	<b>145,311</b>	...	...
<b>Total Assets</b>	<b>209,384</b>	...	...
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	9,848	...	...
Provisions	54,225	...	...
<b>Total Current Liabilities</b>	<b>64,073</b>	...	...
<b>Non Current Liabilities</b>			
Provisions	145,311	...	...
<b>Total Non Current Liabilities</b>	<b>145,311</b>	...	...
<b>Total Liabilities</b>	<b>209,384</b>	...	...

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	192,281	119,211	...
Other	13	(3,951)	...
<b>Total Payments</b>	<b>192,294</b>	<b>115,260</b>	...
<b>Receipts</b>			
Sale of goods and services	192,217	112,083	...
Interest received	77	128	...
<b>Total Receipts</b>	<b>192,294</b>	<b>112,211</b>	...
<b>Net Cash Flows From Operating Activities</b>	...	<b>(3,049)</b>	...
<b>Net Increase/(Decrease) in Cash</b>	...	<b>(3,049)</b>	...
Opening Cash and Cash Equivalents	6,000	3,049	...
<b>Closing Cash and Cash Equivalents</b>	<b>6,000</b>	...	...
<b>Cash Flow Reconciliation</b>			
Change in operating assets and liabilities	...	(3,049)	...
<b>Net Cash Flows From Operating Activities</b>	...	<b>(3,049)</b>	...

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Other operating expenses	16,710	19,288	18,960
Depreciation and amortisation	2,977	2,977	3,012
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>19,687</b>	<b>22,265</b>	<b>21,972</b>
<b>Revenue</b>			
Sales of goods and services	15,017	15,829	15,377
Investment revenue	48	200	48
Grants and contributions	5,189	4,616	9,786
Other revenue	...	50,000	...
<b>Total Revenue</b>	<b>20,254</b>	<b>70,645</b>	<b>25,211</b>
<b>Net Result</b>	<b>567</b>	<b>48,380</b>	<b>3,239</b>

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	10,666	7,740	10,342
Receivables	2,319	3,331	3,509
Inventories	95	31	30
Other	1,593	...	...
<b>Total Current Assets</b>	<b>14,673</b>	<b>11,102</b>	<b>13,881</b>
<b>Non Current Assets</b>			
Property, plant and equipment -			
Land and building	46,438	47,383	46,115
Plant and equipment	946,116	881,930	883,732
Intangibles	33	37	33
<b>Total Non Current Assets</b>	<b>992,587</b>	<b>929,350</b>	<b>929,880</b>
<b>Total Assets</b>	<b>1,007,260</b>	<b>940,452</b>	<b>943,761</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	1,515	4,293	4,363
Provisions	2,893	...	...
<b>Total Current Liabilities</b>	<b>4,408</b>	<b>4,293</b>	<b>4,363</b>
<b>Non Current Liabilities</b>			
Other	50	57	57
<b>Total Non Current Liabilities</b>	<b>50</b>	<b>57</b>	<b>57</b>
<b>Total Liabilities</b>	<b>4,458</b>	<b>4,350</b>	<b>4,420</b>
<b>Net Assets</b>	<b>1,002,802</b>	<b>936,102</b>	<b>939,341</b>
<b>Equity</b>			
Reserves	958,464	843,865	843,865
Accumulated funds	44,338	92,237	95,476
<b>Total Equity</b>	<b>1,002,802</b>	<b>936,102</b>	<b>939,341</b>

## Cash Flow Statement

	2013-14		2014-15
	Budget \$000	Revised \$000	Budget \$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	38	...	...
Other	16,460	19,284	19,272
<b>Total Payments</b>	<b>16,498</b>	<b>19,284</b>	<b>19,272</b>
<b>Receipts</b>			
Sale of goods and services	14,900	15,304	15,231
Interest received	93	245	11
Grants and contributions	4,616	4,616	9,786
Other	387	430	388
<b>Total Receipts</b>	<b>19,996</b>	<b>20,595</b>	<b>25,416</b>
<b>Net Cash Flows From Operating Activities</b>	<b>3,498</b>	<b>1,311</b>	<b>6,144</b>
<b>Cash Flows From Investing Activities</b>			
Purchases of property, plant and equipment	(321)	(1,423)	(3,517)
Other	(24)	...	(25)
<b>Net Cash Flows From Investing Activities</b>	<b>(345)</b>	<b>(1,423)</b>	<b>(3,542)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>3,153</b>	<b>(112)</b>	<b>2,602</b>
Opening Cash and Cash Equivalents	7,513	7,852	7,740
<b>Closing Cash and Cash Equivalents</b>	<b>10,666</b>	<b>7,740</b>	<b>10,342</b>
<b>Cash Flow Reconciliation</b>			
Net result	567	48,380	3,239
Non cash items added back	2,977	(47,023)	3,012
Change in operating assets and liabilities	(46)	(46)	(107)
<b>Net Cash Flows From Operating Activities</b>	<b>3,498</b>	<b>1,311</b>	<b>6,144</b>



## Financial Statements

### Operating Statement

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	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	1,510	3,680	1,436
Other operating expenses	225,273	207,545	245,184
Depreciation and amortisation	12,741	2,834	11,006
Grants and subsidies	6,300	67	6,300
Finance costs	...	5,866	...
Other expenses	86,421	54,810	88,456
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>332,245</b>	<b>274,802</b>	<b>352,382</b>
<b>Revenue</b>			
Sales of goods and services	30,037	1,238	15,226
Investment revenue	12,532	17,838	13,279
Retained taxes, fees and fines	277,959	230,368	302,729
Grants and contributions	5,168	2,612	12,476
Other revenue	8,539	23,660	10,712
<b>Total Revenue</b>	<b>334,235</b>	<b>275,716</b>	<b>354,422</b>
Gain/(loss) on disposal of non current assets	...	(9)	...
Other gains/(losses)	(1,990)	(403)	(2,040)
<b>Net Result</b>	<b>...</b>	<b>502</b>	<b>...</b>

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## Balance Sheet

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	82,880	108,062	105,894
Receivables	16,916	16,829	16,454
<b>Total Current Assets</b>	<b>99,796</b>	<b>124,891</b>	<b>122,348</b>
<b>Non Current Assets</b>			
Receivables <sup>(a)</sup>	25,533	25,763	1
Other financial assets	122,249	152,572	161,123
Property, plant and equipment -			
Land and building	16,605	13,547	13,257
Plant and equipment	3,136	5,625	4,766
Intangibles	6,207	3,844	4,987
<b>Total Non Current Assets</b>	<b>173,730</b>	<b>201,351</b>	<b>184,134</b>
<b>Total Assets</b>	<b>273,526</b>	<b>326,242</b>	<b>306,482</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	65,413	56,973	58,734
Provisions	1,900	2,040	1,900
Other	14,842	13,753	8,797
<b>Total Current Liabilities</b>	<b>82,155</b>	<b>72,766</b>	<b>69,431</b>
<b>Non Current Liabilities</b>			
Provisions	129,418	138,123	111,795
Other	177,279	178,953	188,856
<b>Total Non Current Liabilities</b>	<b>306,697</b>	<b>317,076</b>	<b>300,651</b>
<b>Total Liabilities</b>	<b>388,852</b>	<b>389,842</b>	<b>370,082</b>
<b>Net Assets</b>	<b>(115,326)</b>	<b>(63,600)</b>	<b>(63,600)</b>
<b>Equity</b>			
Reserves	16,483	14,028	14,028
Accumulated funds	(131,809)	(77,628)	(77,628)
<b>Total Equity</b>	<b>(115,326)</b>	<b>(63,600)</b>	<b>(63,600)</b>

(a) The change in non-current receivables from 2013-14 Revised to 2014-15 Budget is due to the Authority now reporting the BushFire Fighting and Emergency and Rescue Workers Schemes as administered items under AASB 1050.

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	2,930	5,020	446
Grants and subsidies	6,300	67	6,300
Other	319,360	245,437	362,270
<b>Total Payments</b>	<b>328,590</b>	<b>250,524</b>	<b>369,016</b>
<b>Receipts</b>			
Sale of goods and services	46,739	38,606	59,229
Interest received	2,633	5,846	2,691
Retained taxes, fees and fines	268,118	199,467	292,826
Grants and contributions	5,168	2,612	12,476
Other	7,307	22,656	8,589
<b>Total Receipts</b>	<b>329,965</b>	<b>269,187</b>	<b>375,811</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,375</b>	<b>18,663</b>	<b>6,795</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of property, plant and equipment	...	8	...
Proceeds from sale of investments	13,189	6,696	2,000
Advance repayments received	...	...	37
Purchases of property, plant and equipment	(2,400)	(1,019)	(2,400)
Purchases of investments	...	(3,251)	...
Other	(8,600)	(120)	(8,600)
<b>Net Cash Flows From Investing Activities</b>	<b>2,189</b>	<b>2,314</b>	<b>(8,963)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>3,564</b>	<b>20,977</b>	<b>(2,168)</b>
Opening Cash and Cash Equivalents	79,316	87,085	108,062
<b>Closing Cash and Cash Equivalents</b>	<b>82,880</b>	<b>108,062</b>	<b>105,894</b>
<b>Cash Flow Reconciliation</b>			
Net result	...	502	...
Non cash items added back	2,842	(9,158)	418
Change in operating assets and liabilities	(1,467)	27,319	6,377
<b>Net Cash Flows From Operating Activities</b>	<b>1,375</b>	<b>18,663</b>	<b>6,795</b>

# Workers' Compensation (Dust Diseases) Board

## Financial Statements

### Operating Statement

	2013-14		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	105	170	107
Other operating expenses <sup>(a)</sup>	2,649	210,360	863
Depreciation and amortisation	323	316	347
Grants and subsidies	6,404	6,189	6,565
Finance costs	96,351	97,158	96,521
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>105,832</b>	<b>314,193</b>	<b>104,403</b>
<b>Revenue</b>			
Sales of goods and services	521	559	521
Investment revenue	52,417	115,478	63,417
Retained taxes, fees and fines <sup>(a)</sup>	51,624	195,965	39,189
Other revenue	1,526	2,441	1,526
<b>Total Revenue</b>	<b>106,088</b>	<b>314,443</b>	<b>104,653</b>
Other gains/(losses)	(256)	(250)	(250)
<b>Net Result</b>	<b>...</b>	<b>...</b>	<b>...</b>

(a) The change in the 2013-14 Revised to 2013-14 Budget is due to the impact of an actuarial revision to the best estimate of the outstanding claims liabilities for the Board.

## Balance Sheet

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	58,483	11,608	22,945
Receivables	109,441	110,076	112,537
Other financial assets	227,971	107,408	101,475
<b>Total Current Assets</b>	<b>395,895</b>	<b>229,092</b>	<b>236,957</b>
<b>Non Current Assets</b>			
Receivables	543,137	862,870	790,624
Other financial assets	721,074	799,819	853,809
Property, plant and equipment -			
Land and building	5,330	4,403	4,236
Plant and equipment	648	527	387
<b>Total Non Current Assets</b>	<b>1,270,189</b>	<b>1,667,619</b>	<b>1,649,056</b>
<b>Total Assets</b>	<b>1,666,084</b>	<b>1,896,711</b>	<b>1,886,013</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	4,019	5,536	5,538
Provisions	101,207	105,533	106,216
<b>Total Current Liabilities</b>	<b>105,226</b>	<b>111,069</b>	<b>111,754</b>
<b>Non Current Liabilities</b>			
Provisions	1,551,139	1,776,566	1,765,183
Other	1,160	786	786
<b>Total Non Current Liabilities</b>	<b>1,552,299</b>	<b>1,777,352</b>	<b>1,765,969</b>
<b>Total Liabilities</b>	<b>1,657,525</b>	<b>1,888,421</b>	<b>1,877,723</b>
<b>Net Assets</b>	<b>8,559</b>	<b>8,290</b>	<b>8,290</b>
<b>Equity</b>			
Reserves	2,208	1,265	1,265
Accumulated funds	6,351	7,025	7,025
<b>Total Equity</b>	<b>8,559</b>	<b>8,290</b>	<b>8,290</b>

## Cash Flow Statement

	-----2013-14-----		2014-15
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee related	105	170	107
Grants and subsidies	6,404	6,189	6,565
Other	104,199	100,033	108,608
<b>Total Payments</b>	<b>110,708</b>	<b>106,392</b>	<b>115,280</b>
<b>Receipts</b>			
Sale of goods and services	521	559	521
Interest received	27,512	93,606	36,422
Retained taxes, fees and fines	218,220	101,824	108,974
Other	2,046	2,717	1,802
<b>Total Receipts</b>	<b>248,299</b>	<b>198,706</b>	<b>147,719</b>
<b>Net Cash Flows From Operating Activities</b>	<b>137,591</b>	<b>92,314</b>	<b>32,439</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from sale of investments	...	4,048	5,932
Purchases of property, plant and equipment	(110)	(103)	(40)
Purchases of investments	(95,825)	(96,585)	(26,994)
<b>Net Cash Flows From Investing Activities</b>	<b>(95,935)</b>	<b>(92,640)</b>	<b>(21,102)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>41,656</b>	<b>(326)</b>	<b>11,337</b>
Opening Cash and Cash Equivalents	16,827	11,934	11,608
<b>Closing Cash and Cash Equivalents</b>	<b>58,483</b>	<b>11,608</b>	<b>22,945</b>
<b>Cash Flow Reconciliation</b>			
Non cash items added back	(24,582)	(21,556)	(26,648)
Change in operating assets and liabilities	162,173	113,870	59,087
<b>Net Cash Flows From Operating Activities</b>	<b>137,591</b>	<b>92,314</b>	<b>32,439</b>

## **Advance to the Treasurer**

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Each year an amount is advanced to the Treasurer to manage contingencies and unforeseen events in the Budget year.

Once allocated, expenditure is shown within the appropriate agency. As the use of Treasurer's Advance represents a transfer of spending, there is no budget impact.

In 2014-15 an amount of \$170 million has been allocated. This comprises \$150 million for recurrent services and \$20 million for capital works and services.

The Treasurer's Advance has been significantly reduced from previous years, following the implementation of stronger budget control measures.