

Budget Estimates

2015–16



Budget Paper No. 3

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

Table of Contents

About this Budget Paper	i
1. The Legislature	1 – 1
The Legislature	1 – 3
2. Education Cluster	2 – 1
Department of Education	2 – 6
Board of Studies, Teaching and Educational Standards	2 – 19
3. Family and Community Services Cluster	3 – 1
Department of Family and Community Services	3 – 6
Home Care Service of New South Wales	3 – 17
Multicultural NSW	3 – 20
Aboriginal Housing Office	3 – 25
Home Purchase Assistance Fund	3 – 28
Independent Offices	
Office of the Children's Guardian	3 – 31
4. Finance, Services and Innovation Cluster	4 – 1
Department of Finance, Services and Innovation	4 – 6
Service NSW	4 – 16
Building Insurers' Guarantee Corporation	4 – 20
Government Property NSW	4 – 23
Luna Park Reserve Trust	4 – 26
Motor Accidents Authority of New South Wales	4 – 29
New South Wales Government Telecommunications Authority	4 – 32
NSW Self Insurance Corporation	4 – 35
Rental Bond Board	4 – 38
State Records Authority of New South Wales	4 – 41
WorkCover Authority	4 – 44
Workers' Compensation (Dust Diseases) Board	4 – 47
5. Health Cluster	5 – 1
Ministry of Health	5 – 6
Health Care Complaints Commission	5 – 19
Mental Health Commission of New South Wales	5 – 23
6. Industry, Skills and Regional Development Cluster	6 – 1
Department of Industry, Skills and Regional Development	6 – 7
New South Wales Rural Assistance Authority	6 – 16
TAFE Commission	6 – 20
Local Land Services	6 – 24
New South Wales Film and Television Office	6 – 27
NSW Food Authority	6 – 30
Water Administration Ministerial Corporation	6 – 33

7. Justice Cluster	7 – 1
Department of Justice	7 – 10
Crown Solicitor’s Office	7 – 23
Fire and Rescue NSW	7 – 27
Independent Liquor and Gaming Authority	7 – 33
Information and Privacy Commission	7 – 37
Legal Aid Commission of New South Wales	7 – 41
Ministry for Police and Emergency Services	7 – 48
New South Wales Crime Commission	7 – 53
NSW Police Force	7 – 57
Office of the NSW Rural Fire Service	7 – 64
Office of the NSW State Emergency Service	7 – 70
Art Gallery of New South Wales	7 – 75
Australian Museum	7 – 78
Museum of Applied Arts and Sciences	7 – 81
NSW Trustee and Guardian	7 – 84
State Library of New South Wales	7 – 87
Independent Offices	
Judicial Commission of New South Wales	7 – 90
Office of the Director of Public Prosecutions	7 – 95
Police Integrity Commission	7 – 101
8. Planning and Environment Cluster	8 – 1
Department of Planning and Environment	8 – 8
Environment Protection Authority	8 – 16
Environmental Trust	8 – 20
Office of Environment and Heritage	8 – 25
Office of Local Government	8 – 32
Royal Botanic Gardens and Domain Trust	8 – 39
Centennial Park and Moore Park Trust	8 – 44
Historic Houses Trust of New South Wales	8 – 47
Hunter Development Corporation	8 – 50
Minister Administering the Environmental Planning and Assessment Act	8 – 53
UrbanGrowth NSW Development Corporation	8 – 56
Western Sydney Parklands Trust	8 – 59

9. Premier and Cabinet Cluster	9 – 1
Department of Premier and Cabinet	9 – 7
Infrastructure NSW	9 – 14
Natural Resources Commission	9 – 17
Office of Sport	9 – 21
Parliamentary Counsel’s Office	9 – 26
Sydney Olympic Park Authority	9 – 30
Barangaroo Delivery Authority	9 – 34
Destination NSW	9 – 37
Independent Offices	
Audit Office of New South Wales	9 – 40
Independent Commission Against Corruption	9 – 44
Independent Pricing and Regulatory Tribunal	9 – 49
New South Wales Electoral Commission	9 – 54
Ombudsman's Office	9 – 59
Public Service Commission	9 – 64
10. Transport, Infrastructure, Roads and Maritime Cluster	10 – 1
Transport for NSW	10 – 8
Roads and Maritime Services	10 – 15
Independent Transport Safety Regulator	10 – 21
Office of Transport Safety Investigations	10 – 25
11. Treasury Cluster	11 – 1
The Treasury	11 – 4
Crown Finance Entity	11 – 9
Electricity Assets Ministerial Holding Corporation	11 – 15
Liability Management Ministerial Corporation	11 – 18
Long Service Corporation	11 – 21
Ports Assets Ministerial Holding Corporation	11 – 24
Advance to the Treasurer	11 – 27

About this Budget Paper

Purpose and Scope

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

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

Budget Paper No. 3 for 2015-16 covers agency service and financial performance. Specific agency performance information will continue to be available from other sources such as agency websites, annual reports and the Productivity Commission’s *Report on Government Services*.

Cluster and Appropriation Arrangements

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

Entities that receive an appropriation for 2015–16 Budget

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

Cluster and Agency Disclosures

This Budget Paper is structured into chapters by cluster. Each chapter begins with an overview of total expenses and capital expenditure for each service group by agency within the cluster. This is followed by commentary on the cluster's role and responsibilities, services, and budget highlights for 2015-16. There is separate commentary for independent agencies.

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

Structure of Budget Paper No. 3

The presentation of information within each chapter is outlined below.

Commentary for clusters and independent agencies

Section	Description
Introduction	This describes the role, main activities and responsibilities of the cluster or independent office, and the goals it is working towards.
Services	These are the key services the cluster provides.
2015–16 Budget Highlights	These are the significant new and ongoing initiatives of the cluster or independent office for 2015–16. For further detail on capital projects, see Budget Paper No. 2 <i>Infrastructure Statement</i> .

Service group statements

Section	Description
Service Description	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.
Service Measures	These are indicators of how efficiently the agency delivers its services, and of the quality, volume, accessibility and timeliness of its service delivery.
Employees	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.
Expenses	These are the aggregate expenses for a service group, with significant items of particular public interest listed.
Capital Expenditure	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

The majority of changes to reporting entities included in the 2015-16 Budget are as a result of administrative change orders following the 2015 State election.

On 2 April 2015:

- the *Administrative Arrangements (Administrative Changes–Ministers) Order 2015* commenced
- the *Administrative Arrangements (Administrative Changes–Public Service Agencies) Order 2015* was introduced to take effect from 1 July 2015
- the *Allocation of the Administration of Acts* was updated to reflect the new Ministerial arrangements under the re-elected Government.

The *Administrative Arrangements (Administrative Changes – Public Service Agencies) Order (No. 2) 2015* was introduced on 27 May 2015, repealing the Order of 2 April, to take effect from 1 July 2015. The *Administrative Arrangements (Administration Changes – Ministers) Amendment Order 2015* was also introduced on 27 May 2015, amending the previous Order.

The *Allocation of the Administration of Acts* was subsequently amended on 29 May 2015 to reflect these further changes to entity and Ministerial oversight arrangements.

As part of these revised arrangements, the Department of Trade and Investment, Regional Infrastructure and Services will be abolished and the Department of Industry, Skills and Regional Development established. The name of the Office of Finance and Services will change to the Department of Finance, Services and Innovation and the Department will lead its own cluster. The Ministry for Police and Emergency Services will be abolished and its staff transferred to the Department of Justice. The name of the Department of Education and Communities is changed to the Department of Education.

Further details of all function transfers between agencies and agency name changes under the revised administrative arrangements and other legislative changes are outlined below.

Entity and/or Function Changes	Change from 1 July 2015
Department of Education (previously <i>Department of Education and Communities</i>)	Department of Education renamed, previously known as the Department of Education and Communities Office of Communities functions (except the Office of Aboriginal Affairs) transferred to the Department of Family and Community Services State Training Services transferred to the Department of Industry, Skills and Regional Development
Department of Family and Community Services	Office of Communities functions (except the Office of Aboriginal Affairs) transferred from the Department of Education and Communities Women NSW functions transferred to the Ministry of Health
Department of Trade and Investment, Regional Infrastructure and Services (DTIRIS)	Department abolished Trade Development Branch transferred to the Department of Premier and Cabinet Office of Liquor, Gaming and Racing and employees principally involved in providing support to the Office transferred to the Department of Justice (except employees administering the <i>Charitable Fundraising Act 1991</i>) Employees of DTIRIS who are principally involved in the administration of legislation allocated to the Minister for the Arts transferred to the Department of Justice Employees of DTIRIS who are principally involved in the administration of the <i>Charitable Fundraising Act 1991</i> , the <i>Mine Subsidence Compensation Act 1961</i> and administration of the <i>Biofuels Act 2007</i> transferred to the Department of Finance, Services and Innovation Residual functions of DTIRIS transferred to the Department of Industry, Skills and Regional Development. The Budget Papers show 2014–15 data for these functions under the new Department and cluster
Department of Industry, Skills and Regional Development	Newly created Department Residual functions transferred from DTIRIS State Training Services transferred from the Department of Education and Communities
Department of Justice	All functions transferred from the Ministry for Police and Emergency Services Office of Liquor, Gaming and Racing and employees principally involved in providing support to the Office transferred from DTIRIS (except employees administering the <i>Charitable Fundraising Act 1991</i>) Employees principally involved in the administration of legislation allocated to the Minister for the Arts transferred from DTIRIS Employees involved in the administration of the <i>Professional Standards Act 1994</i> transferred to the Department of Finance, Services and Innovation

Entity and/or Function Changes	Change from 1 July 2015
Department of Planning and Environment	Employees that enable the Sydney Harbour Foreshore Authority and Building Professionals Board to exercise their functions transferred to the Department of Finance, Services and Innovation
Department of Premier and Cabinet (DPC)	Trade Development Branch transferred from DTIRIS
Ministry of Health	Women NSW functions transferred from the Department of Family and Community Services
Ministry for Police and Emergency Services	Abolished and all functions transferred to the Department of Justice
Department of Finance, Services and Innovation (previously <i>Office of Finance and Services</i>)	Renamed the Department of Finance, Services and Innovation Employees principally involved in the administration of the <i>Professional Standards Act 1994</i> transferred from the Department of Justice Employees principally involved in the administration of the <i>Charitable Fundraising Act 1991</i> , the <i>Mine Subsidence Compensation Act 1961</i> and administration of the <i>Biofuels Act 2007</i> transferred from DTIRIS Employees that enable the Sydney Harbour Foreshore Authority and Building Professionals Board to exercise their functions transferred from the Department of Planning and Environment

The administrative restructures have several accounting and financial consequences:

- existing reporting entities are abolished and new ones established, with consequential financial and annual reporting implications
- cluster / principal department control relationships are amended with consequential consolidated financial reporting implications
- assets and liabilities associated with transfers of function transfer from the old agency to the new agency and the transfers will need to be recognised as at 1 July 2015.

The changes also have consequences for budget allocations, processes and systems.

The following entities will transfer clusters, and where applicable, cluster grant funding and personnel services arrangements will be transferred to a new principal department.

Entity	Cluster From	Cluster To
Art Gallery of New South Wales	Trade and Investment, Regional Infrastructure and Services	Justice
Australian Museum	Trade and Investment, Regional Infrastructure and Services	Justice
Building Insurers' Guarantee Corporation	Treasury and Finance	Finance, Services and Innovation
Destination NSW	Trade and Investment, Regional Infrastructure and Services	Premier and Cabinet
Fair Trading Administration Corporation	Treasury and Finance	Finance, Services and Innovation
Government Property NSW	Treasury and Finance	Finance, Services and Innovation
Independent Liquor and Gaming Authority	Trade and Investment, Regional Infrastructure and Services	Justice
Lifetime Care and Support Authority of New South Wales	Treasury and Finance	Finance, Services and Innovation
Luna Park Reserve Trust	Planning and Environment	Finance, Services and Innovation
Motor Accidents Authority of New South Wales	Treasury and Finance	Finance, Services and Innovation
Multicultural NSW	Education and Communities	Family and Community Services
Museum of Applied Arts and Sciences	Trade and Investment, Regional Infrastructure and Services	Justice
NSW Self Insurance Corporation	Treasury and Finance	Finance, Services and Innovation
New South Wales Telecommunications Authority	Treasury and Finance	Finance, Services and Innovation
Office of Finance and Services	Treasury and Finance	Finance, Services and Innovation
Police Integrity Commission	Premier and Cabinet	Justice (Inspector of the Commission to remain in Premier and Cabinet)
Rental Bond Board	Treasury and Finance	Finance, Services and Innovation
Service NSW	Treasury and Finance	Finance, Services and Innovation
State Library of New South Wales	Trade and Investment, Regional Infrastructure and Services	Justice
State Records Authority of New South Wales	Treasury and Finance	Finance, Services and Innovation
Sydney Harbour Foreshore Authority	Planning and Environment	Finance, Services and Innovation
Sydney Opera House	Trade and Investment, Regional Infrastructure and Services	Justice
TAFE Commission	Education and Communities	Industry, Skills and Regional Development
Teacher Housing Authority	Treasury and Finance	Finance, Services and Innovation
WorkCover Authority	Treasury and Finance	Finance, Services and Innovation
Workers' Compensation (Dust Diseases Board)	Treasury and Finance	Finance, Services and Innovation

Other Changes to General Government Reporting Entities

Entity and/or Function Changes	Change
New South Wales Film and Television Office	The New South Wales Film and Television Office was abolished with functions transferred to Screen NSW within DTIRIS. Screen NSW will transfer to the Department of Justice on 1 July 2015
Office of Sport	New entity established from within the Department of Education and Communities and transferred to the Department of Premier and Cabinet cluster
Multicultural NSW	Multicultural NSW was renamed, previously known as the Community Relations Commission of New South Wales
Service NSW	On 1 July 2014 Service NSW transferred from the Premier and Cabinet cluster to the Treasury and Finance cluster

The 2015-16 Budget Papers are prepared based on the new administrative arrangements. The Budget reflects the best estimate of the financial impacts of these changes. It is expected that these estimates will be refined in 2015-16.

To ensure transparency of changes in financial and service measures over time, where a complete agency or the majority of a service group has transferred from one agency or cluster to another, historical information will be shown in the new entity as well as the old entity. However, this consistent comparison is not possible where the function has been absorbed within one or more existing service groups in the new entity, so in these cases the 2014-15 data is reported under the old entity only and the 2015-16 data under the new entity only.

Cash Management Reforms

The Government has instituted a number of reforms to the management of cash across the public sector. These reforms involve:

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

Cash flow funding of agencies will result in funding adjustments to a number of agencies in 2015-16 as these agencies are required to reduce surplus cash holdings. These one-off funding adjustments will have no impact on the approved level of expenditure by these agencies. Treasury will ensure, through the 2015-16 Budget and future Budgets, that these agencies will have sufficient cash to meet any liabilities as and when they fall due.

Notes

- The Budget year refers to 2015-16, while the forward estimates period refers to 2016-17, 2017-18 and 2018-19.
- 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, parentheses indicate a deficit while no sign indicates a surplus.
- One billion equals one thousand million.
- The following notations are used:
 - n.a. means data is not available
 - N/A means not applicable
 - no. means number
 - 0 means not zero, but rounded to zero
 - ... means zero
 - thous means thousand
 - \$m means millions of dollars
 - \$b means billions of dollars.
- Unless otherwise indicated, the data source for tables and charts is Treasury.

1. The Legislature

Agency	Expenses			Capital Expenditure		
	2014-15 Revised \$m	2015-16 Budget \$m	Var. %	2014-15 Revised \$m	2015-16 Budget \$m	Var. %
The Legislature						
Service Group						
Chamber and Committee Support	21.1	21.1	0.2	2.9	4.3	49.8
Members' Support	116.0	116.2	0.2	15.8	23.7	49.9
Community Access	8.0	8.0	0.2	1.1	1.6	49.8
Total	145.0	145.3	0.2	19.8	29.7	49.9

The Legislature

Introduction

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

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

The Parliament operates under the *Constitution Act 1902*.

Services

The Legislature's key services are:

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

2015–16 Budget Highlights

In 2015-16, the Legislature's key initiatives include:

- \$4.5 million to continue to replace the core components of the electrical distribution system at Parliament House to improve safety and compliance with current standards and legislation
- \$3.2 million to complete the replacement of the original furniture and fittings in the Tower Block to provide a safe and efficient work environment for Members and their staff
- \$3.1 million to continue to replace the Lotus Notes/Domino infrastructure achieving efficiency and productivity gains
- \$1.9 million to create a new seminar space and provide greater opportunities for public engagement and seminars
- \$1.9 million to upgrade security infrastructure within Parliament House for the safety of Members and visitors.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Employees:	FTE	100	100	100	98	96
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				20,746	21,062	21,098
Total expenses include the following:						
Employee related				8,664	8,683	8,547
Other operating expenses				5,014	5,387	5,090
Grants and subsidies				18	16	17
Other expenses				5,885	5,901	5,910
Capital Expenditure				3,315	2,878	4,310

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
FTE Members' staff supported	no.	252	250	250	252	252
IT helpdesk calls from Members and staff	no.	11,266	10,042	11,000	10,400	10,500
Employees:	FTE	385	375	376	377	375

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000

Financial indicators:

Total Expenses Excluding Losses	112,307	115,961	116,168
Total expenses include the following:			
Employee related	46,902	47,801	47,069
Other operating expenses	27,142	29,664	28,017
Grants and subsidies	97	89	91
Other expenses	31,863	32,485	32,547

Capital Expenditure	17,940	15,840	23,740
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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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Education programs conducted ^(a)	no.	70	66	68	108	132
Employees:						
	FTE	31	31	31	31	30
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				8,729	8,020	8,035
Total expenses include the following:						
Employee related				3,645	3,304	3,257
Other operating expenses				2,109	2,052	1,938
Grants and subsidies				7	6	6
Other expenses				2,479	2,248	2,250
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Capital Expenditure				1,395	1,096	1,642

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

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	59,211	59,788	58,873
Other operating expenses	34,265	37,103	35,045
Depreciation and amortisation	7,957	7,407	10,562
Grants and subsidies	122	111	114
Other expenses	40,227	40,634	40,707
TOTAL EXPENSES EXCLUDING LOSSES	141,782	145,043	145,301
Revenue			
Recurrent appropriation	123,233	123,233	129,536
Capital appropriation	22,650	19,699	29,692
Sales of goods and services	5,669	5,559	5,707
Investment revenue	112	157	...
Grants and contributions	31	399	...
Acceptance by Crown Entity of employee benefits and other liabilities	4,355	4,355	4,543
Other revenue	425	451	238
Total Revenue	156,475	153,853	169,716
Gain/(loss) on disposal of non current assets	...	(512)	...
Other gains/(losses)	...	(3)	...
Net Result	14,693	8,295	24,415

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	4,658	527	5,185
Receivables	1,230	1,623	1,623
Inventories	70	68	68
Total Current Assets	5,958	2,218	6,876
Non Current Assets			
Property, plant and equipment –			
Land and building	146,019	218,476	226,792
Plant and equipment	67,849	56,433	63,421
Intangibles	3,843	3,759	7,585
Total Non Current Assets	217,711	278,668	297,798
Total Assets	223,669	280,886	304,674
Liabilities			
Current Liabilities			
Payables	5,266	6,341	5,714
Provisions	5,320	5,268	5,268
Total Current Liabilities	10,586	11,609	10,982
Non Current Liabilities			
Provisions	57	63	63
Total Non Current Liabilities	57	63	63
Total Liabilities	10,643	11,672	11,045
Net Assets	213,026	269,214	293,629
Equity			
Reserves	40,565	103,097	103,097
Accumulated funds	172,461	166,117	190,532
Total Equity	213,026	269,214	293,629

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	54,856	58,752	58,359
Grants and subsidies	122	111	114
Other	78,733	78,659	75,820
Total Payments	133,711	137,522	134,293
Receipts			
Recurrent appropriation	123,233	123,233	129,536
Capital appropriation	22,650	19,699	29,692
Sale of goods and services	5,669	5,559	5,707
Interest received	112	157	...
Grants and contributions	31	399	...
Other	4,666	4,589	3,708
Total Receipts	156,361	153,636	168,643
Net Cash Flows From Operating Activities	22,650	16,114	34,350
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	...	9	...
Purchases of property, plant and equipment	(19,304)	(17,356)	(24,709)
Other	(3,346)	(2,458)	(4,983)
Net Cash Flows From Investing Activities	(22,650)	(19,805)	(29,692)
Net Increase/(Decrease) in Cash	...	(3,691)	4,658
Opening Cash and Cash Equivalents	4,658	4,218	527
Closing Cash and Cash Equivalents	4,658	527	5,185
Cash Flow Reconciliation			
Net result	14,693	8,295	24,415
Non cash items added back	7,957	7,307	10,562
Change in operating assets and liabilities	...	512	(627)
Net Cash Flows From Operating Activities	22,650	16,114	34,350

2. Education Cluster ^(a)

Agency	Expenses			Capital Expenditure		
	2014-15 Revised \$m	2015-16 Budget \$m	Var. %	2014-15 Revised \$m	2015-16 Budget \$m	Var. %
Department of Education						
Service Group						
Early Childhood Education Services	262.9	347.8	32.3
Primary Education Services in Government Schools	5,689.4	6,014.0	5.7	214.1	288.2	34.6
Secondary Education Services in Government Schools	4,995.3	5,165.6	3.4	145.1	167.3	15.3
Non-Government Schools	1,064.4	1,120.1	5.2
Vocational Education and Training ^(b)	501.2	N/A	N/A	...	N/A	N/A
Aboriginal Affairs	20.1	29.8	47.8	0.1	0.1	...
Citizenship and Communities ^(b)	36.3	N/A	N/A	...	N/A	N/A
Cluster Grant Funding ^(b)	1,205.8	99.3	(91.8)
Total	13,775.3	12,776.6	(7.2)	359.3	455.6	26.8
Board of Studies, Teaching and Educational Standards						
Service Group						
Curriculum and Teaching Standards Development and Support	25.2	26.9	6.6	0.4	1.0	145.5
Examinations, Assessments and Credentials	97.3	93.5	(3.9)	1.3	2.5	95.5
Registration and Accreditation	8.2	9.3	14.1	0.1	0.1	49.2
Total	130.7	129.7	(0.7)	1.7	3.5	105.4

(a) From 1 July 2015, the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015* transfers State Training Services to the Department of Industry, Skills and Regional Development and the Office of Communities (except for the Office of Aboriginal Affairs) to the Department of Family and Community Services. The TAFE Commission transfers to the Industry, Skills and Regional Development cluster and Multicultural NSW (previously the Community Relations Commission of New South Wales) transfers to the Family and Communities cluster from 1 July 2015. From 1 July 2014, the Sydney Olympic Park Authority transferred to the Premier and Cabinet cluster.

(b) Service group variances are impacted by the movement of agencies and functions out of the Education and Communities cluster.

Introduction

The Education cluster provides, funds and regulates education services for NSW students from early childhood to secondary school and works to advance the wellbeing of Aboriginal people. From 1 July 2015, the vocational education and training sector, including TAFE NSW, has been separated from the Education cluster and will now be part of the Industry, Skills and Regional Development cluster. The former Office of Communities and Multicultural NSW (previously the Community Relations Commission of New South Wales) will also be transferred to the Family and Community Services cluster from 1 July 2015.

The Education cluster's responsibilities include:

- delivering services to around 770,000 students each year through government schools
- providing funding support to over 400,000 students in non-government schools
- regulating and providing funding to the early childhood education and care sector
- raising the quality of, and driving continuous improvement in, the provision of early childhood education and care through the implementation of the National Quality Framework
- developing syllabuses and curriculum support materials for schools
- regulating non-government schools and home schooling
- administering the Record of School Achievement and conducting Higher School Certificate examinations
- strengthening the quality of teaching by developing teachers and leaders in education and increasing their capacity to deliver outcomes for students
- supporting student wellbeing in government-run schools
- increasing the capacity for Aboriginal people to participate in decisions that impact on their lives
- leading reform and brokering solutions across government to improve social, cultural and economic outcomes for Aboriginal people.

Services

The cluster's key services are:

- regulating and supporting the early childhood education and care sector, which includes providing direct services at government-run preschools
- providing government-run primary schools
- providing government-run secondary schools
- providing funding support to non-government schools
- providing syllabuses and support materials that promote high standards of primary and secondary education

- offering comprehensive, flexible and inclusive education credentials that meet student and community needs and are internationally recognised
- inspecting and monitoring schools to ensure they meet statutory registration and accreditation requirements
- supporting quality teaching through the Board of Studies, Teaching and Educational Standards
- supporting and promoting economic, social and cultural opportunities in partnership with Aboriginal communities.

2015–16 Budget Highlights

In 2015-16, the Department of Education's total recurrent expenditure is budgeted at \$12.8 billion. This includes significant growth in funding across schools and the early childhood education sectors. The Department of Education's total capital expenditure is budgeted at \$456 million, an increase of 27 per cent to cater for growing school enrolments.

School Education

The NSW Government will continue its full six year 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 \$3.3 billion from the Commonwealth over the six years to 2019 above indexation. However, the Commonwealth has indicated an intention to cease the NERA after 2017 which, together with lower indexation, represents a reduction of \$1.3 billion over two years. Additional Commonwealth and State funding under the NERA for 2015-16 is \$507 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.

Overall spending in 2015-16 includes:

- \$11.2 billion on government-run primary and secondary schools
- \$1.1 billion on funding support to non-government schools
- \$220 million in minor works to provide extra classrooms and other school infrastructure requirements
- \$172 million to continue 27 major projects at government schools and carry out other significant works, such as enhancing information technology and business support systems
- \$15 million to start 11 new building projects including new and upgraded schools to address growing student enrolments.

Key initiatives in 2015-16 include:

- the \$224 million 'Quality Teaching, Successful Students' package over four years, which will give 1,000 of the best teachers time to mentor and coach other teachers, observe teachers in their classrooms and demonstrate effective teaching strategies, monitor student performance data across the school to ensure teachers are focused on areas of need, and support principals to help schools become thriving learning communities
- the \$167 million 'Supported Students, Successful Students' package over four years, which will provide additional school counsellors, flexible wellbeing resources to provide student support, state-wide support for positive behaviour for learning, and targeted support for both Aboriginal and refugee students, their families and communities
- the 'Local Schools, Local Decisions' reforms, which will provide greater flexibility for principals of public schools to manage their schools according to local needs. The phased implementation of the NSW needs based Resource Allocation Model, which commenced in 2014, will see schools manage over 70 per cent of the total public school education budget on full implementation, compared with 10 per cent in 2012
- the 'Great Teaching, Inspired Learning' initiatives that are improving the effectiveness of teaching by lifting the quality of entrants into teacher education, strengthening the standard of teacher training and providing better support for beginning teachers in their early years
- the 'Connected Communities' strategy that is addressing the educational and social disadvantage experienced by Aboriginal children and young people living in a number of the State's most complex communities
- embedding 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', which aims to bridge the gap in educational achievement between rural and remote, and metropolitan schools.

Early Childhood Education and Care

In 2015-16, the Department of Education will spend \$348 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. The key initiative in 2015-16 is:

- \$20 million for a new 'Before and After School Care Fund' to help establish 45,000 new places in government and non-government school communities that do not currently have a service.

Aboriginal Affairs

In 2015-16, the Department of Education will spend \$30 million for Aboriginal Affairs to deliver programs and initiatives in partnership with Aboriginal communities. Key initiatives in 2015-16 include:

- \$20 million over two years for an Aboriginal Centre for Excellence in Western Sydney
- \$3 million to continue implementation of initiatives under OCHRE (Opportunity, Choice, Healing, Responsibility, Empowerment), the NSW Government's plan for Aboriginal Affairs.

Board of Studies, Teaching and Educational Standards

Key initiatives in 2015-16 include:

- \$94 million to assess student achievement and award high quality credentials by conducting the Higher School Certificate and Australian Music Examinations Board examinations, and administering the Record of School Achievement and National Assessment Program for Literacy and Numeracy
- \$27 million to develop NSW syllabuses and support materials for students, teachers and parents as part of the Australian Curriculum, as well as providing initial teacher education and accreditation standards to advance professional learning for teachers
- \$9 million to promote quality education through the registration of the government schooling system and the registration and accreditation of non-government schools, registering home schooling, approving course providers for students from overseas and regulating teacher accreditation authorities.

Department of Education

Service Group Statements

Early Childhood Education Services

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Licensed child care places per day	thous	190.6	237.2	257.1	248.7	258.0
Funded child care places per day	thous	47.7	50.9	47.7	52.0	53.0
Employees:	FTE	465	455	454	455	460

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Financial indicators:			
Total Expenses Excluding Losses	361,093	262,879	347,794
Total expenses include the following:			
Employee related	43,435	43,313	44,750
Other operating expenses	9,168	9,010	9,312
Grants and subsidies ^(a)	305,786	206,667	289,843

(a) The delayed expenditure in 2014-15 relates to Commonwealth funding of the Universal Access National Partnership (NP), including the potential loss of \$53 million in reward funding. A new Universal Access NP for 2015 was not agreed until January 2015, and those funds contribute to the increased funding in 2015-16. The Government's election commitment of \$20 million for before and after school care also contributes to the growth in 2015-16 expenditure.

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	2012 Actual	2013 Actual	2014 Actual	2015 Forecast	
Service measures:						
Number of students	FTE	440,549	448,759	458,130	466,739	
Aboriginal students	FTE	27,836	29,412	31,113	32,529	
Students from non-English speaking backgrounds	no.	129,805	134,186	140,412	147,352	
Students in special schools, support classes and receiving special education support in integrated settings	FTE	13,359	13,607	14,246	14,631	
NAPLAN participation rate:						
Reading – Year 3						
All students	%	97.0	97.2	97.3	97.3	
Aboriginal students	%	94.3	94.9	94.8	95.0	
Numeracy – Year 3						
All students	%	96.6	96.9	97.0	97.0	
Aboriginal students	%	92.9	94.3	94.4	94.6	
Teachers who are fully accredited under NSW Board of Studies, Teaching and Educational Standards requirements (Total DoE) ^(a)	no.	8,620	10,183	11,506	12,964	
Newly appointed teachers resigning from the Department of Education within their first five years (Total DoE) ^(a)	%	7.7	8.1	8.0	3.5	
	Units	2012–13 Actual	2013–14 Actual	2014–15 Forecast	2014–15 Revised	2015–16 Forecast
Employees:	FTE	41,776	42,007	42,403	42,700	44,110
				-----2014–15----- Budget \$000	Revised \$000	2015–16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses			5,683,165	5,689,383	6,013,957	
Total expenses include the following:						
Employee related			4,305,639	4,306,373	4,531,134	
Other operating expenses			1,005,720	996,990	1,049,615	
Grants and subsidies			84,939	85,186	141,715	
Capital Expenditure			235,595	214,113	288,178	

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

Secondary Education Services in Government Schools

Service description: This service group covers the staffing and support of 398 secondary schools and 23 environmental education centres to deliver quality education aimed at increasing the attainment of students and meeting their diverse needs.

	Units	2012 Actual	2013 Actual	2014 Actual	2015 Forecast	
Service measures:						
Number of students	FTE	307,685	306,587	305,568	303,818	
Aboriginal students	FTE	19,251	19,896	20,500	21,777	
Students from non-English speaking backgrounds	no.	98,048	99,608	101,054	102,682	
Students in special schools, support classes and receiving special education support in integrated settings	FTE	12,350	12,620	12,814	13,323	
NAPLAN participation rate:						
Reading – Year 7						
All students	%	96.4	97.1	95.7	95.7	
Aboriginal students	%	89.9	91.5	88.8	89.0	
Numeracy – Year 7						
All students	%	96.0	96.5	95.1	95.1	
Aboriginal students	%	88.0	89.8	88.1	88.3	
Teachers who are fully accredited under NSW Board of Studies, Teaching and Educational Standards requirements (Total DoE) ^(a)	no.	8,620	10,183	11,506	12,964	
Newly appointed teachers resigning from the Department of Education within their first five years (Total DoE) ^(a)	%	7.7	8.1	8.0	3.5	
	Units	2012–13 Actual	2013–14 Actual	2014–15 Forecast	2014–15 Revised	2015–16 Forecast
Employees:	FTE	37,047	36,740	36,982	37,210	37,455
				2014–15		2015–16
				Budget \$000	Revised \$000	Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				4,994,007	4,995,287	5,165,605
Total expenses include the following:						
Employee related				3,821,485	3,835,495	3,936,877
Other operating expenses				890,332	870,541	905,057
Grants and subsidies				32,063	28,780	73,774
Capital Expenditure				163,526	145,109	167,344

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

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	2012 Actual	2013 Actual	2014 Actual	2015 Forecast
Service measures:					
Students	no.	386,045	391,478	399,817	406,936
Schools	no.	933	933	936	936

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Employees: ^(a)	FTE	3	3	3	11	13

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000

Financial indicators:

Total Expenses Excluding Losses	1,038,942	1,064,359	1,120,121
Total expenses include the following:			
Employee related	314	1,408	1,663
Other operating expenses	36	748	750
Grants and subsidies	1,038,592	1,062,203	1,117,708

(a) The number of employees (FTE) reported in the Non-Government Schools service group has been revised in 2014 and 2015 to include all employees directly supporting non-government schools policy and program management.

Vocational Education and Training ^(a)

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

	Units	2012 Actual	2013 Actual	2014 Actual	2015 Forecast	
Service measures:						
Enrolments at Certificate III and below (Government funded course enrolments)	no.	n.a.	n.a.	361,468	N/A	
Enrolments at Certificate IV and above (Government funded course enrolments)	no.	n.a.	n.a.	105,683	N/A	
Enrolments of students with a disability (Government funded course enrolments)	no.	n.a.	n.a.	47,742	N/A	
Enrolments of Indigenous students (Government funded course enrolments)	no.	n.a.	n.a.	37,413	N/A	
Graduates satisfied with overall quality of VET training	%	89.4	88.5	88.9	N/A	
	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Employees:	FTE	370	364	398	308	N/A
				2014-15 Budget \$000	2014-15 Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses			635,287	501,166		N/A
Total expenses include the following:						
Employee related			52,013	37,493		N/A
Other operating expenses			42,922	36,405		N/A
Grants and subsidies			537,480	423,979		N/A

(a) From 1 July 2015, the *Administrative Arrangements (Administrative Changes - Public Service Agencies) Order (No. 2) 2015* transfers State Training Services from the Department of Education and Communities to the Department of Industry, Skills and Regional Development. Service measures and financial indicators for this service group are now reported under the Department of Industry, Skills and Regional Development.

Sport and Recreation Services ^(a)

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Grants to industry organisations	\$m	5	5	5	N/A	N/A
Participation in NSW Sport and Recreation Centre programs	no.	172,000	186,000	182,000	N/A	N/A
Employees:	FTE	428	427	438	N/A	N/A
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				116,965	N/A	N/A
Total expenses include the following:						
Employee related				44,579	N/A	N/A
Other operating expenses				33,849	N/A	N/A
Grants and subsidies				32,523	N/A	N/A
Capital Expenditure				5,593	N/A	N/A

(a) From 1 July 2014, the *Administrative Arrangements (Administrative Changes - Miscellaneous Agencies) Order 2014* transferred Sport and Recreation Services to the Premier and Cabinet cluster. Service measures and financial indicators for this service group are now reported under the Office of Sport in the Premier and Cabinet cluster.

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	2012–13 Actual	2013–14 Actual	2014–15 Forecast	2014–15 Revised	2015–16 Forecast
Service measures:						
Local Decision Making accords ^(a)	no.	N/A	...	6	1	5
Industry Based Agreements signed ^(b)	no.	1	1	1	1	2
Employees:	FTE	95	89	85	88	88
				-----2014–15-----		2015–16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				18,413	20,134	29,765
Total expenses include the following:						
Employee related				10,526	12,696	11,920
Other operating expenses				5,842	5,726	5,373
Grants and subsidies				1,922	1,414	12,304
Capital Expenditure				84	84	84

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

(b) This new service measure is published for the first time in the Budget Papers.

Citizenship and Communities ^(a)

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Number of youth and veterans' affairs community grants ^(b)	no.	288	228	250	212	N/A
Value of youth and veterans' affairs community grants ^(c)	\$000	2,768	3,815	3,694	2,216	N/A
Number of volunteers in organisations covered by Statement of Principles for the Recognition of Volunteers	no.	N/A	503,003	700,000	724,165	N/A
Employees:	FTE	101	38	36	33	N/A
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				63,494	36,310	N/A
Total expenses include the following:						
Employee related				4,023	3,691	N/A
Other operating expenses				1,058	1,049	N/A
Grants and subsidies				58,368	31,570	N/A
Capital Expenditure				10	...	N/A

(a) From 1 July 2015, the *Administrative Arrangements (Administrative Changes - Public Service Agencies) Order (No. 2) 2015* transfers the Office of Communities (except for the Office of Aboriginal Affairs) to the Family and Community Services cluster.

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

(c) In 2014-15, \$1.3 million was reallocated from the Youth Grants program to engage contractors, through a competitive tendering process, to deliver the Youth Frontiers mentoring program.

Personnel Services ^(a)

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Employees:						
Sydney Olympic Park Authority	FTE	251	257	267	N/A	N/A
Venues NSW	FTE	39	36	43	N/A	N/A
Combat Sports Authority NSW	FTE	4	5	5	N/A	N/A
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000

Financial indicators:

Total Expenses Excluding Losses				31,676	N/A	N/A
Total expenses include the following:						
Employee related				31,676	N/A	N/A

(a) From 1 July 2014, the *Administrative Arrangements (Administrative Changes - Miscellaneous Agencies) Order 2014* transferred Sport and Recreation agencies to the Premier and Cabinet cluster. Service measures and financial indicators for this service group are now reported under the Office of Sport in the Premier and Cabinet cluster.

Cluster Grant Funding ^(a)

Service description: This service group provides grant funding to agencies within the Education cluster. This includes funding to the Board of Studies, Teaching and Educational Standards.

	-----2014-15-----		2015-16
	Budget \$000	Revised \$000	Budget \$000
Financial indicators:			
Total Expenses Excluding Losses	1,266,540	1,205,774	99,346
Grants and subsidies			
Multicultural NSW	12,529	12,529	N/A
Board of Studies, Teaching and Educational Standards	105,214	92,508	99,346
Sydney Olympic Park Authority	33,666	N/A	N/A
TAFE Commission	1,115,131	1,100,737	N/A

(a) From 1 July 2015, the TAFE Commission transfers to the Industry, Skills and Regional Development cluster and Multicultural NSW transfers to the Family and Community Services cluster. From 1 July 2014, the Sydney Olympic Park Authority transferred to the Premier and Cabinet cluster.

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	8,313,690	8,240,469	8,526,344
Other operating expenses	1,988,927	1,920,469	1,970,107
Depreciation and amortisation	530,337	549,406	525,978
Grants and subsidies	3,358,213	3,045,573	1,734,690
Finance costs	18,415	19,375	19,469
TOTAL EXPENSES EXCLUDING LOSSES	14,209,582	13,775,292	12,776,588
Revenue			
Recurrent appropriation	12,432,057	12,130,355	11,388,453
Capital appropriation	381,329	346,682	415,149
Sales of goods and services	294,437	177,357	191,042
Investment revenue	43,808	27,094	22,000
Grants and contributions	450,638	510,371	505,268
Acceptance by Crown Entity of employee benefits and other liabilities	446,377	422,180	388,847
Other revenue	2,929	21,678	31,730
Total Revenue	14,051,575	13,635,717	12,942,489
Gain/(loss) on disposal of non current assets	...	52	...
Other gains/(losses)	64	(125)	...
Net Result	(157,943)	(139,648)	165,901

Balance Sheet

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Assets			
Current Assets			
Cash assets	519,054	696,250	760,230
Receivables	76,656	54,435	51,050
Other financial assets	303	19,597	19,597
Assets held for sale	3,658	356	356
Other	638
Total Current Assets	600,309	770,638	831,233
Non Current Assets			
Receivables	2,474	84	85
Other financial assets	4,719
Property, plant and equipment –			
Land and building	20,484,457	20,862,673	20,760,665
Plant and equipment	101,379	193,840	230,075
Intangibles	351,953	322,205	288,149
Total Non Current Assets	20,944,982	21,378,802	21,278,974
Total Assets	21,545,291	22,149,440	22,110,207
Liabilities			
Current Liabilities			
Payables	431,494	461,368	241,207
Borrowings at amortised cost	6,045	6,066	146,850
Provisions	358,043	680,584	687,009
Other	39,105	32,281	46,949
Total Current Liabilities	834,687	1,180,299	1,122,015
Non Current Liabilities			
Borrowings at amortised cost	176,029	316,529	169,678
Provisions	289,720	18,670	18,671
Other	4,594	3,533	3,533
Total Non Current Liabilities	470,343	338,732	191,882
Total Liabilities	1,305,030	1,519,031	1,313,897
Net Assets	20,240,261	20,630,409	20,796,310
Equity			
Reserves	6,107,074	6,902,666	6,902,666
Accumulated funds	14,133,187	13,727,743	13,893,644
Total Equity	20,240,261	20,630,409	20,796,310

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	7,913,729	7,913,898	8,314,507
Grants and subsidies	3,357,613	3,040,223	1,734,090
Finance costs	18,415	19,375	19,469
Other	2,025,669	2,169,998	2,236,773
Total Payments	13,315,426	13,143,494	12,304,839
Receipts			
Recurrent appropriation	12,432,057	12,130,355	11,388,453
Capital appropriation	381,329	346,682	415,149
Sale of goods and services	178,834	164,986	205,701
Interest received	43,808	32,604	24,321
Grants and contributions	436,548	492,186	497,716
Cash transfers to the Crown Entity	...	(17,052)	...
Other	219,769	351,710	269,695
Total Receipts	13,692,345	13,501,471	12,801,035
Net Cash Flows From Operating Activities	376,919	357,977	496,196
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	13,457	3,437	29,457
Proceeds from sale of investments	...	1,559	...
Advance repayments received	293
Purchases of property, plant and equipment	(390,142)	(355,403)	(448,369)
Advances made	(2,003)
Other	(308,098)	(431,077)	(7,237)
Net Cash Flows From Investing Activities	(686,493)	(781,484)	(426,149)
Cash Flows From Financing Activities			
Repayment of borrowings and advances	(146,304)	(5,804)	(6,067)
Net Cash Flows From Financing Activities	(146,304)	(5,804)	(6,067)
Net Increase/(Decrease) in Cash	(455,878)	(429,311)	63,980
Opening Cash and Cash Equivalents	974,932	1,125,561	696,250
Closing Cash and Cash Equivalents	519,054	696,250	760,230
Cash Flow Reconciliation			
Net result	(157,943)	(139,648)	165,901
Non cash items added back	530,337	538,529	525,978
Change in operating assets and liabilities	4,525	(40,904)	(195,683)
Net Cash Flows From Operating Activities	376,919	357,977	496,196

Board of Studies, Teaching and Educational Standards

Service Group Statements

Curriculum and Teaching Standards Development and Support

Service description: This service group covers the provision of relevant high quality syllabuses, courses and support materials that promote high standards of primary (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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Current K-12 syllabuses	no.	165	165	166	168	171
VET student course units of study	thous	146	150	150	146	146
Graded student work samples available online	no.	2,123	2,347	2,400	2,400	2,550
Number of accredited teachers	no.	48,107	51,331	57,795	58,475	62,417
Employees:						
	FTE	79	103	147	141	146
				-----2014-15----- Budget Revised \$000 \$000		2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				25,326	25,231	26,900
Total expenses include the following:						
Employee related				18,377	18,162	19,333
Other operating expenses				6,362	6,457	6,768
<hr/>						
Capital Expenditure				505	396	972

Examinations, Assessments and Credentials

Service description: This service group covers the conduct of Higher School Certificate (HSC) examinations, Australian Music Examinations Board (AMEB) examinations, the administration of the Record of School Achievement and the National Assessment Program for Literacy and Numeracy (NAPLAN) from 2013.

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Records of School Achievement granted	no.	2,693	6,794	15,600	10,600	11,660
HSC examinations conducted	no.	364,479	380,902	369,000	395,706	401,151
AMEB examinations conducted	no.	38,901	35,867	35,150	35,502	35,857
Employees:	FTE	651	622	586	548	549
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				99,831	97,310	93,528
Total expenses include the following:						
Employee related				68,720	65,974	67,748
Other operating expenses				28,867	28,995	24,317
Capital Expenditure				2,907	1,265	2,473

Registration and Accreditation

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Number of non-government schools inspected	no.	105	181	140	190	165
Assessments of home schooling applicants by authorised persons	no.	2,584	2,899	3,100	3,115	3,400
Number of teacher accreditation authorities ^(a)	no.	860	912	937	570	570
Employees:	FTE	32	49	61	57	67
				-----2014-15----- Budget Revised \$000 \$000		2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				8,387	8,167	9,320
Total expenses include the following:						
Employee related				7,138	6,912	8,328
Other operating expenses				1,193	1,196	969
Capital Expenditure				282	59	88

(a) From January 2015, teacher accreditation authorities no longer accredit teachers at the point of employment. Therefore not as many teacher accreditation authorities are necessary.

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	94,235	91,048	95,409
Other operating expenses	36,422	36,648	32,054
Depreciation and amortisation	2,882	3,007	2,280
Finance costs	5	5	5
TOTAL EXPENSES EXCLUDING LOSSES	133,544	130,708	129,748
Revenue			
Sales of goods and services	16,653	18,090	17,782
Investment revenue	548	580	...
Grants and contributions	108,055	100,323	101,639
Acceptance by Crown Entity of employee benefits and other liabilities	2,358	2,751	2,387
Other revenue	465	1,745	487
Total Revenue	128,079	123,489	122,295
Gain/(loss) on disposal of non current assets	10	10	10
Net Result	(5,455)	(7,209)	(7,443)

Balance Sheet

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Assets			
Current Assets			
Cash assets	8,990	16,309	6,406
Receivables	6,610	6,975	6,975
Inventories	1,775	1,795	1,795
Total Current Assets	17,375	25,079	15,176
Non Current Assets			
Receivables	42	176	176
Property, plant and equipment -			
Land and building	1,232	959	567
Plant and equipment	2,473	1,525	3,181
Intangibles	4,565	3,751	3,720
Total Non Current Assets	8,312	6,411	7,644
Total Assets	25,687	31,490	22,820
Liabilities			
Current Liabilities			
Payables	5,715	5,551	4,324
Provisions	4,114	4,776	4,776
Other	4,112	4,546	4,546
Total Current Liabilities	13,941	14,873	13,646
Non Current Liabilities			
Provisions	61	72	72
Other	1,251	678	678
Total Non Current Liabilities	1,312	750	750
Total Liabilities	15,253	15,623	14,396
Net Assets	10,434	15,867	8,424
Equity			
Accumulated funds	10,434	15,867	8,424
Total Equity	10,434	15,867	8,424

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	92,282	88,695	94,249
Other	39,627	39,848	35,259
Total Payments	131,909	128,543	129,508
Receipts			
Sale of goods and services	16,653	18,090	17,782
Interest received	548	580	...
Grants and contributions	108,055	100,323	101,639
Other	3,665	4,878	3,687
Total Receipts	128,921	123,871	123,108
Net Cash Flows From Operating Activities	(2,988)	(4,672)	(6,400)
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	30	30	30
Advance repayments received	...	9,250	...
Purchases of property, plant and equipment	(1,903)	(839)	(2,403)
Other	(1,791)	(881)	(1,130)
Net Cash Flows From Investing Activities	(3,664)	7,560	(3,503)
Net Increase/(Decrease) in Cash	(6,652)	2,888	(9,903)
Opening Cash and Cash Equivalents	15,642	13,421	16,309
Closing Cash and Cash Equivalents	8,990	16,309	6,406
Cash Flow Reconciliation			
Net result	(5,455)	(7,209)	(7,443)
Non cash items added back	2,882	3,007	2,280
Change in operating assets and liabilities	(415)	(470)	(1,237)
Net Cash Flows From Operating Activities	(2,988)	(4,672)	(6,400)

3. Family and Community Services Cluster ^(a)

Agency	Expenses			Capital Expenditure		
	2014-15 Revised \$m	2015-16 Budget \$m	Var. %	2014-15 Revised \$m	2015-16 Budget \$m	Var. %
Department of Family and Community Services						
Service Group ^(b)						
Community Support for People with Disability, their Family and Carers	859.2	947.8	10.3	7.5	5.8	(22.0)
Short-term Interventions for People with Disability, their Family and Carers	399.2	431.2	8.0	6.0	7.5	24.8
Supported Accommodation for People with Disability	1,607.1	1,728.1	7.5	171.1	133.1	(22.2)
Earlier Intervention for Vulnerable People and Support for Communities	254.1	337.4	32.8	3.6	5.3	48.6
Statutory Child Protection	456.6	453.7	(0.6)	8.5	17.0	99.9
Out-of-Home Care for Vulnerable Children and Young People	891.8	960.0	7.6	10.3	26.6	158.0
Social Housing Assistance and Tenancy Support	740.1	787.5	6.4	9.0	11.8	31.3
Homelessness Services	250.7	283.9	13.3	0.9	2.1	129.7
Total	5,458.7	5,929.6	8.6	216.8	209.1	(3.6)
Home Care Service of New South Wales						
Total	229.2	228.8	(0.2)	0.1	3.0	2,190.1
Multicultural NSW						
Service Group						
Community Support Services	13.0	12.4	(4.3)	0.7	0.3	(56.6)
Language Services	9.1	9.1	0.1
Total	22.0	21.5	(2.5)	0.7	0.3	(56.6)
Aboriginal Housing Office						
Total	108.1	120.9	11.9	51.7	46.6	(9.9)
Home Purchase Assistance Fund						
Total	16.7	19.5	17.0
Office of the Children's Guardian						
Service Group						
Office of the Children's Guardian	26.8	24.9	(7.0)	1.4	0.8	(43.4)
Total	26.8	24.9	(7.0)	1.4	0.8	(43.4)

(a) From 1 July 2015, the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015* transfers the Office of Communities (except the Office of Aboriginal Affairs) to the Department of Family and Community Services. Multicultural NSW (previously the Community Relations Commission of New South Wales) transfers from the Education and Communities cluster to the Family and Community Services cluster.

(b) Service group variances are impacted by the movement of agencies into the Department of Family and Community Services effective 1 July 2015.

Introduction

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

The Family and Community Services cluster is impacted by machinery of government changes set out in the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No.2) 2015*. The Order transfers the Office of Communities (except for the Office of Aboriginal Affairs) to the Family and Community Services cluster. Multicultural NSW (previously the Community Relations Commission of New South Wales) also transfers to the Family and Community Services cluster. These changes will take effect from 1 July 2015.

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

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

Services

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

- specialist support services for people with disability including therapy, allied health and home modifications
- respite for people with disability and their carers
- 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 and making it easier for people to be involved in their communities
- 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
- providing interpreters and translators and engaging with multicultural communities to promote harmony.

2015–16 Budget Highlights

In 2015-16, the Department of Family and Community Services will spend \$6.1 billion (\$5.9 billion recurrent and \$209.1 million capital) supporting vulnerable people and families and building stronger communities.

Protecting Children and Young People

In 2015-16, the Department of Family and Community Services will spend \$1.7 billion (\$1.7 billion recurrent and \$48.9 million capital) to ensure children and young people are protected from abuse and neglect. Key initiatives include:

- \$60.4 million to continue the Safe Home for Life reforms to improve the efficiency and effectiveness of the child protection system, including the transition of statutory care services to the non-government sector
- \$50 million for additional services to support the increased number of children and young people in need of care, with a focus on permanency through restorations, guardianship orders, and adoptions
- \$39.7 million (\$13.6 million recurrent and \$26.1 million capital) to continue the design and implementation of a new frontline technology system that will improve caseworker productivity and provide an interface with the non-government sector to ensure efficient sharing of information, as part of Safe Home For Life
- \$1 million (\$2.9 million over three years) to establish a new Institute of Open Adoption to lead independent research into open adoptions, build community awareness of contemporary adoption practices, and support efforts to improve pathways to adoptions.

Disability and Ageing Support

In 2015-16, the Department of Family and Community Services will spend \$3.3 billion (\$3.1 billion recurrent and \$146.4 million capital) on disability and ageing support. Key initiatives include:

- \$151.9 million to deliver additional support places under Ready Together, which best positions New South Wales to transition seamlessly to the National Disability Insurance Scheme
- \$219.6 million for the community care supports program, including home-based assistance and support for younger people to remain living in their homes

- \$28 million to continue the redevelopment of three large residential centres in the Hunter area (Stockton, Kanangra and Tomaree) to complete the purchase of land and commence preliminary site work for the redevelopments that will house around 450 people that currently reside in the three large residential centres
- \$7.3 million to deliver the National Disability Insurance Scheme early for around 2,000 young people under 18 years in Penrith and the Blue Mountains area
- \$1.5 million to provide increased benefits for seniors to live better lives. This includes increased Seniors Card benefits, technology training, and increased funding for local community projects.

Social Housing and Support for the Homeless

In 2015-16, the Department of Family and Community Services will spend \$994.6 million (\$980.7 million recurrent and \$13.9 million capital) on social housing assistance including:

- \$182 million for specialist homelessness services to ensure people who are homeless or at risk of homelessness have access to timely and appropriate services, and there is a better balance between early intervention, crisis and post crisis support
- \$75.7 million for community housing providers to fund leasing subsidies for clients in the private rental market, providing opportunities for independence and a pathway to better outcomes
- \$12.4 million for community housing providers to maintain, modify and improve their housing portfolio to provide safe and suitable housing
- \$6 million (\$20 million over three years) for a new Social Housing Community Improvement Fund to improve the liveability and amenity of social housing communities.

In 2015-16, the Aboriginal Housing Office will spend \$167.5 million (\$120.9 million recurrent and \$46.6 million capital) on Aboriginal social housing assistance including:

- \$46.1 million under the National Partnership Agreement on Remote Indigenous Housing and through the Aboriginal Housing Office's own capital works program to deliver safe and affordable housing in regional and remote areas for Aboriginal people
- \$28.4 million to repair and maintain dwellings for the Aboriginal community housing sector to improve the quality of housing available to Aboriginal people.

In 2015-16, the Land and Housing Corporation (a public trading enterprise) will invest \$551 million in capital expenditure for new social housing and the upgrade of existing housing. This includes:

- \$342 million for social housing supply to fund new capital works and works in progress, including commencement of an estimated 1,021 social housing dwellings and completion of an estimated 770 social housing dwellings
- \$209 million in capital maintenance expenditure to upgrade and improve existing housing.

Building Stronger Communities

In 2015-16, Multicultural NSW and the Department of Family and Community Services will support building safe, engaged and harmonised communities by investing:

- \$45.4 million for the Community Building Partnership program to provide improved community infrastructure and encourage community based activities that create more vibrant and inclusive communities
- \$3 million for the new Foodbank distribution centre in Western Sydney, providing essential food supplies to almost 560 charities
- \$2 million (\$4 million over two years) for innovative new community-based initiatives and individual support programs to engage young people at risk of violent extremism.

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 and strengthening family and carer relationships by providing assistance with the activities of everyday living to enable people to live in their own home.

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
People in skill development and day programs	thous	13	15	15	17	18
People receiving respite services	thous	24	25	26	26	27
People receiving personal assistance	thous	33	35	33	34	34
Employees:	FTE	578	617	602	608	605
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				853,407	859,209	947,839
Total expenses include the following:						
Employee related				67,775	69,369	69,659
Other operating expenses				21,730	18,130	19,801
Grants and subsidies				759,885	768,049	855,322
Other expenses				1,511	1,384	1,418
Capital Expenditure				9,291	7,486	5,841

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

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Families and children receiving support	thous	14	15	18	16	17
People accessing Transition To Work	thous	2.1	2.3	2.3	2.4	2.5
People receiving therapy and interventions	thous	35	35	46	50	58
Seniors card holders	thous	1,274	1,350	1,432	1,414	1,486
Employees:	FTE	1,198	1,194	1,197	1,170	1,161
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				408,420	399,158	431,166
Total expenses include the following:						
Employee related				130,093	124,952	126,636
Other operating expenses				37,696	31,983	34,830
Grants and subsidies				229,383	232,207	259,569
Other expenses				2,491	2,281	2,337
Capital Expenditure				11,076	5,983	7,468

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
People accessing supported accommodation services ^(a)	thous	9.9	10.3	10.6	10.6	11.0
People accessing non 24/7 supported accommodation ^(b)	%	36	36	38	36	36
Supported accommodation services provided by NGOs ^(c)	%	75	75	79	77	78
Employees:	FTE	5,747	5,545	5,552	5,542	5,655

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000

Financial indicators:

Total Expenses Excluding Losses	1,630,570	1,607,124	1,728,085
Total expenses include the following:			
Employee related	576,328	579,578	596,942
Other operating expenses	146,069	123,898	125,139
Grants and subsidies	858,499	856,384	955,089
Other expenses	12,730	11,655	11,945

Capital Expenditure	182,960	171,096	133,052
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- (a) Supported accommodation services for people with disability include a range of Government operated and funded services such as 24/7 and non 24/7 shared supported accommodation in a community setting.
- (b) Percentage of total supported accommodation clients that access non 24/7 support. Non 24/7 support provides person-centred support for people with disability living in their own homes, such as drop-in support.
- (c) Percentage of total supported accommodation clients serviced by NGOs as a proportion of all supported accommodation clients.

Earlier Intervention for Vulnerable People and Support for Communities

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Instances of service provided under Community Builders	thous	224	240	224	220	220
Staying Home, Leaving Violence women and children supported	thous	4.6	4.5	4.7	5.4	5.4
Child, Youth and Families services provided	thous	55.0	60.1	54.0	55.0	55.0
Calls to Domestic Violence Line	thous	21.6	21.9	22.0	21.0	22.0
Families participating in Brighter Futures	thous	2.6	2.7	2.8	2.9	3.0
Number of community grants ^(a)	no.	n.a.	n.a.	n.a.	n.a.	190
Employees: ^(b)	FTE	111	112	113	115	167

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000

Financial indicators:			
Total Expenses Excluding Losses ^(c)	257,658	254,096	337,403
Total expenses include the following:			
Employee related	13,489	13,970	20,475
Other operating expenses	9,950	9,588	16,478
Grants and subsidies	233,532	229,524	299,194

Capital Expenditure	4,080	3,566	5,299
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(a) Prior to 1 July 2015, this service measure and financial indicators are reported under the Department of Education, and previously included grants relating to Veterans' Affairs.

(b) Increase in the 2015-16 FTEs is due to the transfer of the Office of Communities.

(c) From 1 July 2015, the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015* transfers the Office of Communities (\$57.3 million) to the Family and Community Services cluster. Multicultural NSW (\$10.7 million) also transfers to the Family and Community Services cluster.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Child and young person concern reports	thous	246.2	265.1	284.3	268.1	271.1
Children and young people involved in a child and young person concern report	thous	103.6	109.6	116.4	111.2	112.8
Children and young people reported at ROSH	thous	64.5	73.7	75.0	73.8	73.9
Children and young people at ROSH who received a face-to-face assessment or service ^(a)	%	36.4	35.9	37.5	40.5	43.1
Employees: ^(b)	FTE	2,656	2,745	2,760	2,813	2,731

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000

Financial indicators:

Total Expenses Excluding Losses	451,091	456,554	453,667
Total expenses include the following:			
Employee related	316,334	333,268	321,477
Other operating expenses	82,435	77,220	83,196
Grants and subsidies	33,177	28,458	33,984

Capital Expenditure	15,966	8,521	17,037
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(a) This measure includes those children and young people at ROSH receiving services and / or assessment and 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 reduction in FTEs between 2014-15 and 2015-16 relates to reductions in non-frontline staff.

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

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Children in OOHC including						
Guardianship Orders (year end)	thous	18.3	19.0	18.9	19.8	20.2
NGO statutory OOHC placements ^(a)	%	41	51	61	57	60
Average cost, all children	\$000	42	43	45	45	48
Employees:	FTE	1,293	1,225	1,240	1,228	1,202
				———2014-15———		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				851,986	891,778	959,965
Total expenses include the following:						
Employee related				135,426	133,502	128,639
Other operating expenses				45,297	43,974	59,654
Grants and subsidies				663,093	706,901	764,789
Capital Expenditure				21,802	10,295	26,556

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

Social Housing Assistance and Tenancy Support

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Households assisted in Social Housing ^(a)	thous	140.5	139.5	140.5	141.2	142.0
Households assisted to rent privately ^(b)	thous	18.1	19.4	20.0	18.5	19.1
Employees: ^(c)	FTE	1,914	2,343	2,340	2,324	2,296

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Financial indicators:			
Total Expenses Excluding Losses	811,060	740,064	787,520
Total expenses include the following:			
Employee related	270,679	267,808	272,640
Other operating expenses	70,056	67,642	75,616
Grants and subsidies	451,955	389,400	427,935

Capital Expenditure	12,487	8,966	11,771
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- (a) Includes the number of public housing tenancies managed by the Department of Family and Community Services, Aboriginal Housing Office, and community housing tenancies as at 30 June.
- (b) Excludes temporary accommodation, which is reported separately under the 'Homelessness Services' service group.
- (c) The 2013-14 Actual includes NSW Land and Housing Corporation staff transferred from the Department of Finance and Services commencing August 2013.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Households assisted with temporary accommodation	thous	13.1	13.9	14.3	18.0	18.0
People receiving assistance from a Specialist Homelessness Service	thous	52.0	52.0	54.0	54.0	54.0
Employees: (a)	FTE	141	139	125	196	188

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000

Financial indicators:

Total Expenses Excluding Losses	265,423	250,710	283,949
Total expenses include the following:			
Employee related	16,831	24,147	22,713
Other operating expenses	12,460	13,417	13,963
Grants and subsidies	234,510	211,685	245,707

Capital Expenditure	2,303	915	2,102
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(a) The increase in FTEs between 2014-15 Budget and 2014-15 Forecast is due to additional work required to implement and manage the transition to Going Home Staying Home reforms and the extension of the National Partnership Agreement on Homelessness in 2014-15.

Financial Statements (a)

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	1,526,955	1,546,594	1,559,181
Other operating expenses	425,693	385,852	428,677
Depreciation and amortisation	96,201	88,319	84,447
Grants and subsidies	3,464,034	3,422,608	3,841,589
Other expenses	16,732	15,320	15,700
Total Expenses Excluding Losses	5,529,615	5,458,693	5,929,594
Revenue			
Recurrent appropriation	5,095,683	4,977,970	5,379,017
Capital appropriation	229,316	186,803	82,586
Sales of goods and services	280,880	272,908	285,911
Investment revenue	9,353	9,056	572
Grants and contributions	13,284	29,783	18,353
Acceptance by Crown Entity of employee benefits and other liabilities	50,386	48,736	51,566
Other revenue	25,445	21,082	22,681
Total Revenue	5,704,347	5,546,338	5,840,686
Gain/(loss) on disposal of non current assets	(681)	2,181	2,663
Other gains/(losses)	(862)	5,123	(862)
Net Result	173,189	94,949	(87,107)

(a) The Department of Family and Community Services 2015-16 Appropriation has been adjusted as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the Department of Family and Community Services as a funding source in 2015-16. This reduction does not impact on the level of approved expenditure by the Department of Family and Community Services and cluster agencies.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	323,481	548,733	101,876
Receivables	86,509	77,885	81,945
Inventories	290
Assets held for sale	1,250	1,298	...
Total Current Assets	411,530	627,916	183,821
Non Current Assets			
Receivables	15,314	8,369	6,332
Property, plant and equipment -			
Land and building	1,146,576	1,202,533	1,227,234
Plant and equipment	98,442	97,318	86,757
Intangibles	90,679	60,661	100,349
Total Non Current Assets	1,351,011	1,368,881	1,420,672
Total Assets	1,762,541	1,996,797	1,604,493
Liabilities			
Current Liabilities			
Payables	129,739	405,525	97,832
Provisions	142,009	145,372	147,866
Other	7,512	7,528	7,137
Total Current Liabilities	279,260	558,425	252,835
Non Current Liabilities			
Provisions	23,349	34,398	34,791
Other	5,832	6,122	6,122
Total Non Current Liabilities	29,181	40,520	40,913
Total Liabilities	308,441	598,945	293,748
Net Assets	1,454,100	1,397,852	1,310,745
Equity			
Reserves	...	35,636	35,636
Accumulated funds	1,454,100	1,362,216	1,275,109
Total Equity	1,454,100	1,397,852	1,310,745

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	1,468,101	1,507,332	1,520,687
Grants and subsidies	3,464,034	3,422,608	3,841,589
Other	746,192	533,855	1,017,251
Total Payments	5,678,327	5,463,795	6,379,527
Receipts			
Recurrent appropriation	5,095,683	4,977,970	5,379,017
Capital appropriation	229,316	186,803	82,586
Sale of goods and services	277,145	273,496	285,662
Interest received	9,999	11,718	1,195
Grants and contributions	16,435	32,998	23,629
Cash transfers to the Crown Entity	...	(64)	...
Other	314,136	342,909	294,895
Total Receipts	5,942,714	5,825,830	6,066,984
Net Cash Flows From Operating Activities	264,387	362,035	(312,543)
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	6,544	18,537	74,812
Purchases of property, plant and equipment	(198,418)	(194,651)	(138,368)
Other	(58,864)	(22,177)	(70,758)
Net Cash Flows From Investing Activities	(250,738)	(198,291)	(134,314)
Net Increase/(Decrease) in Cash	13,649	163,744	(446,857)
Opening Cash and Cash Equivalents	309,832	384,989	548,733
Closing Cash and Cash Equivalents	323,481	548,733	101,876
Cash Flow Reconciliation			
Net result	173,189	94,949	(87,107)
Non cash items added back	96,201	82,181	84,447
Change in operating assets and liabilities	(5,003)	184,905	(309,883)
Net Cash Flows From Operating Activities	264,387	362,035	(312,543)

Home Care Service of New South Wales

Financial Statements

Operating Statement

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	182,963	188,622	190,187
Other operating expenses	38,778	39,315	38,080
Depreciation and amortisation	1,326	1,232	510
TOTAL EXPENSES EXCLUDING LOSSES	223,067	229,169	228,777
Revenue			
Sales of goods and services	26,688	27,760	27,686
Investment revenue	5,503	5,239	4,810
Grants and contributions	192,509	199,237	196,612
Other revenue	567	1,793	604
Total Revenue	225,267	234,029	229,712
Gain/(loss) on disposal of non current assets	438	572	636
Other gains/(losses)	(191)	(59)	(97)
Net Result	2,447	5,373	1,474

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	56,860	63,877	56,470
Receivables	5,042	5,363	5,869
Total Current Assets	61,902	69,240	62,339
Non Current Assets			
Other financial assets	24,655	24,397	27,208
Property, plant and equipment –			
Land and building	788	636	636
Plant and equipment	2,987	433	2,829
Total Non Current Assets	28,430	25,466	30,673
Total Assets	90,332	94,706	93,012
Liabilities			
Current Liabilities			
Payables	6,982	9,529	4,572
Provisions	25,152	29,473	31,179
Other	12	12	...
Total Current Liabilities	32,146	39,014	35,751
Non Current Liabilities			
Provisions	10,799	9,282	9,347
Total Non Current Liabilities	10,799	9,282	9,347
Total Liabilities	42,945	48,296	45,098
Net Assets	47,387	46,410	47,914
Equity			
Reserves	661	371	401
Accumulated funds	46,726	46,039	47,513
Total Equity	47,387	46,410	47,914

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	182,056	186,644	193,438
Other	60,157	62,580	59,351
Total Payments	242,213	249,224	252,789
Receipts			
Sale of goods and services	26,497	28,111	27,089
Interest received	2,670	2,406	1,999
Grants and contributions	192,509	199,237	196,612
Other	21,885	23,160	21,922
Total Receipts	243,561	252,914	247,622
Net Cash Flows From Operating Activities	1,348	3,690	(5,167)
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	496	690	760
Purchases of property, plant and equipment	(3,000)	(131)	(3,000)
Net Cash Flows From Investing Activities	(2,504)	559	(2,240)
Net Increase/(Decrease) in Cash	(1,156)	4,249	(7,407)
Opening Cash and Cash Equivalents	58,016	59,628	63,877
Closing Cash and Cash Equivalents	56,860	63,877	56,470
Cash Flow Reconciliation			
Net result	2,447	5,373	1,474
Non cash items added back	(1,507)	(1,601)	(2,301)
Change in operating assets and liabilities	408	(82)	(4,340)
Net Cash Flows From Operating Activities	1,348	3,690	(5,167)

Multicultural NSW

Service Group Statements

Community Support Services

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Grant applications received	no.	470	487	503	429	440
Successful grant applications	%	34	40	37	40	40
Employees:						
	FTE	50	48	48	51	48
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				11,044	12,976	12,417
Total expenses include the following:						
Employee related				5,659	5,950	5,593
Other operating expenses				2,601	3,619	2,223
Grants and subsidies				2,602	3,306	4,306
<hr/>						
Capital Expenditure				150	691	300

Language Services

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Assignments performed	no.	46,281	47,060	48,000	48,000	48,000
Formal complaints registered	no.	89	120	135	100	100
Employees:						
	FTE	105	109	112	114	112
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				8,899	9,051	9,063
Total expenses include the following:						
Employee related				8,367	8,592	8,598
Other operating expenses				532	459	465

Financial Statements (a)

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	14,026	14,542	14,191
Other operating expenses	3,133	4,078	2,688
Depreciation and amortisation	182	101	295
Grants and subsidies	2,602	3,306	4,306
TOTAL EXPENSES EXCLUDING LOSSES	19,943	22,027	21,480
Revenue			
Sales of goods and services	5,474	5,454	5,476
Investment revenue	188	188	...
Grants and contributions	12,529	12,737	10,709
Acceptance by Crown Entity of employee benefits and other liabilities	645	645	660
Other revenue	23	170	24
Total Revenue	18,859	19,194	16,869
Net Result	(1,084)	(2,833)	(4,611)

- (a) Grant funding from the Department of Family and Community Services in 2015-16 to Multicultural NSW is subject to a one-off adjustment as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by Multicultural NSW as a funding source in 2015-16. While the change in funding in 2015-16 will impact on the level of net assets at June 2016, it will have no impact on the level of approved expenditure or the agency's capacity to fund its liabilities.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	6,056	5,649	895
Receivables	724	724	724
Total Current Assets	6,780	6,373	1,619
Non Current Assets			
Property, plant and equipment -			
Land and building	9	86	86
Plant and equipment	64	66	70
Intangibles	211	611	612
Total Non Current Assets	284	763	768
Total Assets	7,064	7,136	2,387
Liabilities			
Current Liabilities			
Payables	811	811	673
Provisions	1,125	1,125	1,125
Total Current Liabilities	1,936	1,936	1,798
Non Current Liabilities			
Provisions	145	149	149
Total Non Current Liabilities	145	149	149
Total Liabilities	2,081	2,085	1,947
Net Assets	4,983	5,051	440
Equity			
Accumulated funds	4,983	5,051	440
Total Equity	4,983	5,051	440

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	13,435	13,976	13,669
Grants and subsidies	2,602	3,306	4,306
Other	3,583	5,001	3,138
Total Payments	19,620	22,283	21,113
Receipts			
Sale of goods and services	5,474	5,377	5,476
Interest received	188	180	...
Grants and contributions	12,529	12,737	10,709
Other	474	795	474
Total Receipts	18,665	19,089	16,659
Net Cash Flows From Operating Activities	(955)	(3,194)	(4,454)
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(50)	(110)	(50)
Other	(100)	(581)	(250)
Net Cash Flows From Investing Activities	(150)	(691)	(300)
Net Increase/(Decrease) in Cash	(1,105)	(3,885)	(4,754)
Opening Cash and Cash Equivalents	7,161	9,534	5,649
Closing Cash and Cash Equivalents	6,056	5,649	895
Cash Flow Reconciliation			
Net result	(1,084)	(2,833)	(4,611)
Non cash items added back	182	101	295
Change in operating assets and liabilities	(53)	(462)	(138)
Net Cash Flows From Operating Activities	(955)	(3,194)	(4,454)

Aboriginal Housing Office

Financial Statements

Operating Statement

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses –			
Other operating expenses	70,019	63,700	63,268
Depreciation and amortisation	14,424	14,541	16,124
Grants and subsidies	31,939	29,873	41,550
TOTAL EXPENSES EXCLUDING LOSSES	116,382	108,114	120,942
Revenue			
Sales of goods and services	48,652	51,935	52,366
Investment revenue	763	988	...
Grants and contributions	116,456	104,605	90,778
Other revenue	...	16	...
Total Revenue	165,871	157,544	143,144
Gain/(loss) on disposal of non current assets	200	(238)	...
Other gains/(losses)	...	(2,167)	(524)
Net Result	49,689	47,025	21,678

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	38,518	53,826	49,337
Receivables	5,425	5,632	5,858
Total Current Assets	43,943	59,458	55,195
Non Current Assets			
Receivables	4,685
Property, plant and equipment –			
Land and building	1,464,524	1,558,943	1,632,887
Plant and equipment	2,727	74	477
Infrastructure systems	32,436
Total Non Current Assets	1,504,372	1,559,017	1,633,364
Total Assets	1,548,315	1,618,475	1,688,559
Liabilities			
Current Liabilities			
Payables	21,909	39,209	40,892
Provisions	22	22	22
Other	1,983	2	4
Total Current Liabilities	23,914	39,233	40,918
Non Current Liabilities			
Provisions	318	318	318
Total Non Current Liabilities	318	318	318
Total Liabilities	24,232	39,551	41,236
Net Assets	1,524,083	1,578,924	1,647,323
Equity			
Reserves	575,394	639,235	685,956
Accumulated funds	948,689	939,689	961,367
Total Equity	1,524,083	1,578,924	1,647,323

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Grants and subsidies	31,939	29,873	41,550
Other	69,579	65,710	62,994
Total Payments	101,518	95,583	104,544
Receipts			
Sale of goods and services	48,652	51,935	52,366
Interest received	763	988	...
Grants and contributions	116,456	100,396	90,778
Other	(886)	(575)	(750)
Total Receipts	164,985	152,744	142,394
Net Cash Flows From Operating Activities	63,467	57,161	37,850
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	3,000	790	2,800
Purchases of property, plant and equipment	(67,829)	(55,531)	(45,139)
Net Cash Flows From Investing Activities	(64,829)	(54,741)	(42,339)
Net Increase/(Decrease) in Cash	(1,362)	2,420	(4,489)
Opening Cash and Cash Equivalents	39,880	51,406	53,826
Closing Cash and Cash Equivalents	38,518	53,826	49,337
Cash Flow Reconciliation			
Net result	49,689	47,025	21,678
Non cash items added back	14,424	11,712	16,124
Change in operating assets and liabilities	(646)	(1,576)	48
Net Cash Flows From Operating Activities	63,467	57,161	37,850

Home Purchase Assistance Fund

Financial Statements

Operating Statement

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
<hr/>			
Expenses Excluding Losses			
Operating Expenses -			
Other operating expenses	214	223	219
Grants and subsidies	2,149	845	6,072
Finance costs	13,138	13,138	12,667
Other expenses	504	2,446	524
<hr/>			
TOTAL EXPENSES EXCLUDING LOSSES	16,005	16,652	19,482
<hr/>			
Revenue			
Investment revenue	12,230	10,513	11,615
Other revenue	12	18	9
<hr/>			
Total Revenue	12,242	10,531	11,624
<hr/>			
Net Result	(3,763)	(6,121)	(7,858)

Balance Sheet

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Assets			
Current Assets			
Cash assets	144,554	127,544	129,280
Receivables	2,631	2,203	2,103
Other financial assets	129,808	144,719	130,119
Total Current Assets	276,993	274,466	261,502
Non Current Assets			
Other financial assets	10,715	10,819	8,980
Total Non Current Assets	10,715	10,819	8,980
Total Assets	287,708	285,285	270,482
Liabilities			
Current Liabilities			
Payables	277	52	54
Borrowings at amortised cost	6,946	6,946	7,057
Provisions	55	54	54
Total Current Liabilities	7,278	7,052	7,165
Non Current Liabilities			
Borrowings at amortised cost	120,890	120,890	113,832
Total Non Current Liabilities	120,890	120,890	113,832
Total Liabilities	128,168	127,942	120,997
Net Assets	159,540	157,343	149,485
Equity			
Accumulated funds	159,540	157,343	149,485
Total Equity	159,540	157,343	149,485

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Grants and subsidies	2,149	845	6,072
Finance costs	8,833	8,833	8,330
Other	720	2,677	741
Total Payments	11,702	12,355	15,143
Receipts			
Interest received	12,171	10,555	11,715
Other	12	18	9
Total Receipts	12,183	10,573	11,724
Net Cash Flows From Operating Activities	481	(1,782)	(3,419)
Cash Flows From Investing Activities			
Proceeds from sale of investments	180,000	250,000	250,000
Advance repayments received	28	45	12
Purchases of investments	(172,964)	(244,829)	(233,573)
Net Cash Flows From Investing Activities	7,064	5,216	16,439
Cash Flows From Financing Activities			
Repayment of borrowings and advances	(11,259)	(11,259)	(11,284)
Net Cash Flows From Financing Activities	(11,259)	(11,259)	(11,284)
Net Increase/(Decrease) in Cash	(3,714)	(7,825)	1,736
Opening Cash and Cash Equivalents	148,268	135,369	127,544
Closing Cash and Cash Equivalents	144,554	127,544	129,280
Cash Flow Reconciliation			
Net result	(3,763)	(6,121)	(7,858)
Non cash items added back	4,305	4,305	4,337
Change in operating assets and liabilities	(61)	34	102
Net Cash Flows From Operating Activities	481	(1,782)	(3,419)

Introduction

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.

2015–16 Budget Highlights

In 2015-16, the Office's key initiatives include:

- \$811,000 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
- \$150,000 to further develop the online registry and workflow management systems 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 ^(a)

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
WWCCs completed ^(b)	no.	n.a.	420,499	200,000	357,000	240,000
WWCC completed within 24 hours	%	n.a.	85	85	85	85
Children's employment authorities completed on time	%	n.a.	99	100	100	100
Employees:	FTE	n.a.	113	121	123	112

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Financial indicators:			
Total Expenses Excluding Losses	24,162	26,758	24,895
Total expenses include the following:			
Employee related	12,473	12,406	13,093
Other operating expenses	10,556	13,073	10,549
Grants and subsidies	350	350	450
Capital Expenditure	1,860	1,410	798

- (a) The Office of the Children's Guardian was established as a separate government agency on 17 May 2013.
- (b) The new WWCC introduced in June 2013 has seen a higher than forecast level of applications in 2014-15 from persons in paid and unpaid child related work. The level of WWCC in 2015-16 is expected to decline to lower levels and will be monitored during the course of the year.

Financial Statements (a)

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	12,473	12,406	13,093
Other operating expenses	10,556	13,073	10,549
Depreciation and amortisation	783	929	803
Grants and subsidies	350	350	450
TOTAL EXPENSES EXCLUDING LOSSES	24,162	26,758	24,895
Revenue			
Recurrent appropriation	10,079	10,079	4,506
Capital appropriation	1,373	1,373	339
Sales of goods and services	12,414	15,000	12,468
Investment revenue	205	205	...
Acceptance by Crown Entity of employee benefits and other liabilities	475	475	499
Other revenue	...	10	...
Total Revenue	24,546	27,142	17,812
Net Result	384	384	(7,083)

(a) The Office of the Children's Guardian 2015-16 Appropriation has been reduced as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the Office of the Children's Guardian as a funding source in 2015-16. This reduction does not impact on the level of approved expenditure by the Office.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	6,864	8,133	732
Receivables	735	735	735
Total Current Assets	7,599	8,868	1,467
Non Current Assets			
Property, plant and equipment - Plant and equipment	813	1,424	1,522
Intangibles	2,150	1,002	899
Total Non Current Assets	2,963	2,426	2,421
Total Assets	10,562	11,294	3,888
Liabilities			
Current Liabilities			
Payables	2,254	2,254	2,254
Provisions	1,145	1,145	1,145
Other	323	323	...
Total Current Liabilities	3,722	3,722	3,399
Non Current Liabilities			
Provisions	4	4	4
Total Non Current Liabilities	4	4	4
Total Liabilities	3,726	3,726	3,403
Net Assets	6,836	7,568	485
Equity			
Accumulated funds	6,836	7,568	485
Total Equity	6,836	7,568	485

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	11,800	12,231	12,594
Grants and subsidies	350	350	450
Other	11,506	14,612	11,499
Total Payments	23,656	27,193	24,543
Receipts			
Recurrent appropriation	10,079	10,079	4,506
Capital appropriation	1,373	1,373	339
Sale of goods and services	12,414	15,000	12,468
Interest received	205	296	...
Other	1,273	3,169	627
Total Receipts	25,344	29,917	17,940
Net Cash Flows From Operating Activities	1,688	2,724	(6,603)
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(189)	(1,140)	(189)
Other	(1,671)	(270)	(609)
Net Cash Flows From Investing Activities	(1,860)	(1,410)	(798)
Net Increase/(Decrease) in Cash	(172)	1,314	(7,401)
Opening Cash and Cash Equivalents	7,036	6,819	8,133
Closing Cash and Cash Equivalents	6,864	8,133	732
Cash Flow Reconciliation			
Net result	384	384	(7,083)
Non cash items added back	783	929	803
Change in operating assets and liabilities	521	1,411	(323)
Net Cash Flows From Operating Activities	1,688	2,724	(6,603)

4. Finance, Services and Innovation Cluster ^(a)

Agency	Expenses			Capital Expenditure		
	2014-15 Revised \$m	2015-16 Budget \$m	Var. %	2014-15 Revised \$m	2015-16 Budget \$m	Var. %
Department of Finance, Services and Innovation						
Service Group ^(b)						
Service Innovation and Strategy	12.5	21.5	72.2	1.4	2.4	65.6
Government Services	354.1	390.9	10.4	261.7	242.6	(7.3)
State Revenue	272.2	296.1	8.8	18.5	13.7	(26.0)
Fair Trading	127.4	127.2	(0.1)	6.6	11.0	65.6
Public Works	162.5	167.0	2.8	7.0	15.5	121.1
Land and Property Information	172.7	185.4	7.3	21.0	21.0	...
Personnel Services	269.4	704.1	161.3
Total	1,370.7	1,892.2	38.0	316.3	306.2	(3.2)
Service NSW						
Service Group						
Service NSW	285.0	312.6	9.7	67.0	97.5	45.5
Total	285.0	312.6	9.7	67.0	97.5	45.5
Building Insurers' Guarantee Corporation ^(c)						
Total	67.8	0.5	(99.3)
Government Property NSW						
Total	511.5	531.1	3.8	6.8	20.6	202.1
Luna Park Reserve Trust						
Total	1.6	1.9	21.3
Motor Accidents Authority of New South Wales						
Total	197.8	209.1	5.7	...	3.3	N/A
New South Wales Government Telecommunications Authority						
Total	40.2	42.6	6.1	5.8	25.4	339.2
NSW Self Insurance Corporation						
Total	2,207.7	1,798.2	(18.5)	3.5	7.4	113.8
Rental Bond Board						
Total	55.6	55.6	(0.1)
State Records Authority of New South Wales						
Total	24.4	20.4	(16.3)	1.2	6.6	443.8

Agency	Expenses			Capital Expenditure		
	2014-15 Revised \$m	2015-16 Budget \$m	Var. %	2014-15 Revised \$m	2015-16 Budget \$m	Var. %
WorkCover Authority						
Total	299.0	375.3	25.5	2.4	15.0	518.8
Workers' Compensation (Dust Diseases) Board						
Total	63.8	68.2	7.0

- (a) From 1 July 2015, the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015* changes the Office of Finance and Services into the Department of Finance, Services and Innovation. The Order transfers employees of the Sydney Harbour Foreshore Authority from the Planning and Environment cluster to the Finance, Services and Innovation cluster. Service NSW, Building Insurers' Guarantee Corporation, Government Property NSW, Motor Accidents Authority of New South Wales, New South Wales Government Telecommunications Authority, NSW Self Insurance Corporation, Rental Bond Board, State Records Authority of New South Wales, WorkCover Authority, and the Workers' Compensation (Dust Diseases) Board transfer from the Treasury and Finance cluster to the Finance, Services and Innovation cluster. The *Administrative Arrangements (Administration of Acts—General) Order 2015* transfers responsibility for the Sydney Harbour Foreshore Authority from the Minister for Planning to the Minister for Finance, Services and Property; and the *Administrative Arrangements (Administration of Acts—Amendment No 1) Order 2015* transfers responsibility for the Luna Park Reserve Trust to the Finance, Services and Innovation cluster. Financial and service measure content for the Department of Finance, Services and Innovation for 2014-15 relates to the Office of Finance and Services.
- (b) Service group variances are impacted by the movement of agencies into the Department of Finance, Services and Innovation, effective 1 July 2015.
- (c) Variance in Building Insurers' Guarantee Corporation mostly relates to one off funds sent to the Policyholders Protection Fund (PPF) (Crown) in 2014-15 due to recoveries received from HIH liquidators after the 2014-15 Budget was prepared.

Introduction

Finance, Services and Innovation is a new cluster established to make it easier to do business with the NSW Government, improve regulation and to support 'smart buying' across the public sector.

The Finance, Services and Innovation cluster is impacted by machinery of government changes set out in the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015*. The Order changes the name of the Office of Finance and Services to the Department of Finance, Services and Innovation. Service NSW, Building Insurers' Guarantee Corporation, Government Property NSW, Motor Accidents Authority of New South Wales, New South Wales Government Telecommunications Authority, NSW Self Insurance Corporation, Rental Bond Board, State Records Authority of New South Wales, WorkCover Authority, and the Workers' Compensation (Dust Diseases) Board transfer to the Finance, Services and Innovation cluster from the Treasury and Finance cluster. The Sydney Harbour Foreshore Authority and the Luna Park Reserve Trust transfer to the Finance, Services and Innovation cluster from the Planning and Environment cluster. These changes will take effect from 1 July 2015.

The cluster's responsibilities include:

- managing the administration of the tax system, fines and debt collection and administering benefit services
- managing and better utilising the State's property assets, maximising their economic returns to the State
- managing and improving government procurement
- reducing the regulatory burden for consumers and businesses in New South Wales
- driving reform in the Government's delivery of information and communications technology (ICT), including implementation of open data and open government initiatives
- supporting procurement of public works and asset maintenance
- managing the NSW land titles and valuation systems
- providing foundation digital and spatial data
- 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
- providing Treasury Managed Fund (TMF) self-insurance cover for general government agencies, home warranty insurance for eligible residential building projects, and principal arranged insurance for all major capital works projects with a contract value greater than \$10 million
- providing an integrated multi-channel service delivery model for government transactional services.

Services

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

- as a central agency, developing policy and strategy for the key enabling functions of government including ICT, procurement, construction, property assets, government accommodation and fleet
- enabling and delivering whole-of-government functions, such as strategic ICT projects, fleet, construction, property management and procurement activity
- providing revenue administration services, managing fines and debt collection on behalf of the Crown, commercial clients and other NSW Government agencies, taking enforcement action and administering benefit services
- conducting public works and maintenance programs, including procurement management, project management, facilities management, environmental monitoring, and architectural and engineering design services
- maintaining fair trading regimes and dispute resolution processes
- managing the NSW land and property registration system, and providing titling, valuation, surveying, mapping and spatial services
- monitoring the Compulsory Third Party scheme for motor vehicles
- acting as the custodian of rental bonds for private tenancies
- acquiring, managing and disposing of government-owned property
- managing the State's archives and records
- managing the State's workers' compensation scheme and regulating the workers' compensation system
- maintaining an effective accountability and contract management framework for the self-insurance scheme
- managing home building compensation claims for former HIH/FAI policy holders and for builders
- researching and developing insurance reforms to reduce claim costs and channel savings into high-priority areas
- providing digital and face-to-face access to government services through Service NSW.

2015–16 Budget Highlights

In 2015-16, the Department of Finance, Services and Innovation will spend \$2.2 billion (\$1.9 billion recurrent and \$306 million capital) on sustainable government finances, public works and maintenance programs, procurement, ICT, consumer protection, administration of State taxation and revenue collection, and NSW land and property administration.

In 2015-16, the cluster's expenditures will include:

- \$296 million to provide tax revenue administration, fines management, debt management and support for the Jobs Action Plan payroll tax rebate and Small Business Employment Incentive Scheme. The Government has committed to extend the Jobs Action Plan rebate in its current form to 30 June 2019 and to introduce a \$2,000 Small Business Employment Incentive grant for non-payroll tax liable businesses when they employ additional staff after 1 July 2015
- \$209 million to ensure a fair, affordable and viable green slip motor vehicle insurance scheme and promote market competition
- \$185 million to provide services for land title registration, property information, valuation, surveying and mapping
- \$167 million to expand smart buyer capabilities to support other agencies in their procurement of infrastructure and construction, while exiting contestable markets where the private sector can deliver services more efficiently
- \$167 million to provide shared transactional services to the Government, including procurement, fleet, ICT, human resources, finance and business services – including via private providers in order to obtain higher service quality at lower cost
- \$127 million to enforce fair trading laws, administer licensing regimes, provide community grant assistance, undertake regulatory reform and offer information and assistance to consumers and traders
- \$91 million to provide centralised government office accommodation and property management services, to provide advice on and implement improved use of property assets across the whole of government as well as executing strategic asset recycling initiatives
- \$98 million for technology and site enhancements including re-engineering the Service NSW electronic payment gateway
- \$36 million to deliver whole-of-government strategic ICT projects, including data centre reform and government licensing
- \$21 million to manage the State's archives and records, and build the Government's capacity to accept, preserve and make available its digital records.

Service Group Statements

Service Innovation and Strategy

Service description: This service group drives whole-of-government strategies to achieve better value service delivery across the sector. Reform areas include government services, information and communications technology, data analytics, digital services, procurement and construction policy. In addition, this service group oversees enterprise performance and portfolio management for the Department and whole-of-government reforms.

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Delivery of ICT Strategy -						
Actions completed on time	%	94	90	90	95	90
Implementation of Procurement						
Reforms - Actions completed on time	%	97	93	90	93	90
Employees: ^(a)	FTE	117	58	92	89	112
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				16,614	12,476	21,489
Total expenses include the following:						
Employee related				12,847	9,569	16,268
Other operating expenses				3,265	962	4,921
Grants and subsidies				224	1,788	127
Capital Expenditure				4,966	1,448	2,398

(a) The decrease in the 2013-14 Actual is due to the New South Wales Government Telecommunications Authority being established as its own entity and the transfer of the Urban Water Directorate to the former Department of Trade and Investment, Regional Infrastructure and Services. The increase in 2014-15 Revised relates to the establishment of the Service Innovation and Strategy Division.

Government Services

Service description: This service group is responsible for providing services to NSW Government agencies in the areas of procurement, fleet and information technology. In addition, this service group supports agencies in expenditure savings and improving service delivery, and delivers whole of government information technology solutions.

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
ICT Strategic Delivery – Data						
Centre Reform – Total kW of load purchased by agencies in the new government data centres	kW	n.a	687	n.a.	1,892	2,426
Manage motor vehicle clearance rates at initial auction between 70 to 80 per cent	%	81	83	80	84	80
Government licences administered through Government Licensing Service	mill	7.2	8.1	8.0	8.8	9.0
Employees:	FTE	650	598	607	569	575
				———2014-15———		
				Budget	Revised	2015-16
				\$000	\$000	Budget
						\$000
Financial indicators:						
Total Expenses Excluding Losses				343,980	354,074	390,922
Total expenses include the following:						
Employee related				82,172	84,002	94,822
Other operating expenses				75,864	85,802	109,018
Grants and subsidies				982	19	3,256
Capital Expenditure				269,319	261,689	242,585

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Payments received electronically	%	91	90	90	95	90
Cost to collect \$100 tax	\$	0.49	0.48	0.49	0.48	0.49
Telephone calls answered within 2 minutes – Taxes and Benefits Administration Services	%	83	80	80	82	80
Cost to administer \$100 fine	\$	10.09	9.42	10.25	9.15	10.00
Telephone calls answered within 2 minutes – Fine Enforcement Management ^(a)	%	44	33	80	41	70
First home buyers payments issued <15 days from receipt of a completed claim ^(b)	%	99	93	90	71	90
Unclaimed money payments issued <10 days from receipt of a completed claim ^(c)	%	52	46	85	47	85
Employees:	FTE	1,209	1,218	1,436	1,403	1,423
				———2014-15———		
				Budget	Revised	2015-16
				\$000	\$000	Budget
						\$000

Financial indicators:

Total Expenses Excluding Losses				330,430	272,164	296,130
Total expenses include the following:						
Employee related				146,103	138,391	147,068
Other operating expenses				43,606	41,159	43,396
Grants and subsidies				125,167	78,598	89,314

Capital Expenditure				48,353	18,516	13,699
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(a) The results for 2014-15 Forecast and Revised are based on calls answered within 5 minutes.

(b) 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.

(c) In 2015-16, this service measure changed from <10 days to <15 days. The figures from 2012-13 through to 2014-15 are for the <10 days timeframe.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Complaints finalised within 30 days	%	86	91	85	85	85
Telephone enquiries answered within the guarantee of service	%	90	89	90	90	90
Proportion of prosecutions successful	%	97	95	90	90	90
Employees: ^(a)	FTE	998	798	779	800	800

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000

Financial indicators:

Total Expenses Excluding Losses	130,534	127,367	127,193
Total expenses include the following:			
Employee related	85,053	85,079	81,746
Other operating expenses	22,714	19,764	21,772
Grants and subsidies	12,055	12,504	15,025
Other expenses	6,384	6,153	4,563

Capital Expenditure	9,933	6,618	10,961
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(a) The decrease in the 2013-14 Actual is due to the transfer of the Consumer, Trader and Tenancy Tribunal to the Department of Justice.

Public Works

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Lost time injury frequency ratio ^(a)	no.	2.3	1.7	<4.0	<4.0	<4.0
Employees: ^(b)						
	FTE	1,038	947	978	904	928
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				152,893	162,463	166,977
Total expenses include the following:						
Employee related				115,014	111,477	123,227
Other operating expenses				21,329	19,226	22,423
Grants and subsidies				7,533	23,228	7,103
Other expenses				6,947	6,947	6,947
Capital Expenditure				18,298	7,032	15,546

(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 for 2014-15 and 2015-16.

Land and Property Information

Service description: This service group covers the provision of land titling, valuation, surveying, mapping and integrated spatial information services to the community, business and the Government.

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Documents registered	thous	739	844	847	896	881
Plans registered	thous	9.2	9.9	11.5	11.5	11.0
Property information copies produced	thous	4,046	4,346	4,500	4,500	4,490
Employees: ^(a)	FTE	948	901	938	946	943
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				183,126	172,725	185,401
Total expenses include the following:						
Employee related				106,704	104,620	110,239
Other operating expenses				54,410	46,862	53,584
Grants and subsidies				956	375	754
Capital Expenditure				21,000	21,000	21,000

(a) From 2014-15 the forecasts include an allocation of corporate and head office staff.

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, the WorkCover Independent Review Officer and Sydney Harbour Foreshore Authority.

		2012-13	2013-14	2014-15	2014-15	2015-16
	Units	Actual	Actual	Forecast	Revised	Forecast
Employees:						
New South Wales Government						
Telecommunications Authority ^(a)	FTE	n.a.	26	49	27	54
Motor Accidents Authority of						
New South Wales ^(a)	FTE	n.a.	89	114	114	110
WorkCover Authority ^(a)	FTE	n.a.	1,059	1,175	1,175	1,228
Workers' Compensation (Dust						
Diseases) Board ^(a)	FTE	n.a.	38	43	43	43
Lifetime Care and Support						
Authority ^(a)	FTE	n.a.	77	122	122	125
Workers' Compensation						
Commission ^(a)	FTE	n.a.	82	104	104	72
WorkCover Independent Review						
Officer ^(a)	FTE	n.a.	27	45	45	45
Building Insurers' Guarantee						
Corporation ^(a)	FTE	n.a.	2	2	1	1
Government Property NSW						
Teacher Housing Authority of	FTE	141	131	154	136	167
New South Wales	FTE	22	23	23	23	23
State Records Authority of						
New South Wales	FTE	119	120	148	117	131
Waste Asset Management						
Corporation	FTE	42	37	39	39	35
Board of Surveying and Spatial						
Information	FTE	4	3	3	3	3
NSW Self Insurance Corporation ^(a)						
Sydney Harbour Foreshore	FTE	n.a.	42	48	47	47
Authority ^(b)	FTE	223	190	214	192	192

		2014-15		2015-16
		Budget	Revised	Budget
		\$000	\$000	\$000

Financial indicators:

Total Expenses Excluding Losses		276,090	269,422	704,096
Total expenses include the following:				
Employee related		276,090	269,292	295,691
Other operating expenses		...	130	...
Grants and subsidies		408,405

(a) This service measure commences in 2013-14.

(b) From 1 July 2015, the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015* transfers employees of the Sydney Harbour Foreshore Authority to the Department of Finance, Services and Innovation.

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	823,983	802,430	869,061
Other operating expenses	221,188	213,905	255,114
Depreciation and amortisation	196,497	191,993	199,411
Grants and subsidies	146,917	116,512	523,984
Finance costs	31,751	32,751	33,128
Other expenses	13,331	13,100	11,510
TOTAL EXPENSES EXCLUDING LOSSES	1,433,667	1,370,691	1,892,208
Revenue			
Recurrent appropriation	815,349
Capital appropriation	28,987
Transfers to the Crown Entity	(55,314)	(64,170)	(60,635)
Sales of goods and services	942,148	924,388	969,407
Investment revenue	9,928	9,321	7,596
Retained taxes, fees and fines	66,551	71,046	67,084
Grants and contributions	433,550	367,538	22,487
Acceptance by Crown Entity of employee benefits and other liabilities	10,796	10,753	11,063
Other revenue	4,286	4,221	8,068
Total Revenue	1,411,945	1,323,097	1,869,406
Gain/(loss) on disposal of non current assets	12,113	10,588	6,656
Other gains/(losses)	...	(12,755)	...
Net Result	(9,609)	(49,761)	(16,146)

Balance Sheet

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Assets			
Current Assets			
Cash assets	399,140	370,353	386,137
Receivables	297,540	272,590	333,377
Other financial assets	9,603
Inventories	4,123	4,513	4,626
Other	49,644	48,812	50,032
Total Current Assets	760,050	696,268	774,172
Non Current Assets			
Receivables	100,098	190,781	2,558
Other financial assets	10,160	9,633	9,633
Inventories	3,548	3,323	3,407
Property, plant and equipment – Land and building	159,932	104,668	105,835
Plant and equipment	577,016	614,806	586,684
Intangibles	171,326	133,497	141,557
Total Non Current Assets	1,022,080	1,056,708	849,674
Total Assets	1,782,130	1,752,976	1,623,846
Liabilities			
Current Liabilities			
Payables	253,242	260,950	267,836
Borrowings at amortised cost	156,600	198,991	198,991
Provisions	278,006	281,821	289,493
Other	3,786	6,577	6,741
Total Current Liabilities	691,634	748,339	763,061
Non Current Liabilities			
Borrowings at amortised cost	383,518	341,127	323,978
Provisions	304,321	564,867	1,957
Other	266	716	734
Total Non Current Liabilities	688,105	906,710	326,669
Total Liabilities	1,379,739	1,655,049	1,089,730
Net Assets	402,391	97,927	534,116
Equity			
Reserves	4,947	6,154	6,154
Accumulated funds	397,444	91,773	527,962
Total Equity	402,391	97,927	534,116

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	782,233	739,783	824,229
Grants and subsidies	146,917	116,512	523,984
Finance costs	31,751	32,751	33,128
Other	499,418	485,114	525,612
Total Payments	1,460,319	1,374,160	1,906,953
Receipts			
Recurrent appropriation	815,349
Capital appropriation	28,987
Sale of goods and services	937,796	904,051	979,405
Interest received	9,845	9,223	7,496
Retained taxes, fees and fines	241	389	399
Grants and contributions	433,550	367,538	22,051
Cash transfers to the Crown Entity	(67,314)	(81,588)	(70,635)
Other	336,658	334,430	334,221
Total Receipts	1,650,776	1,534,043	2,117,273
Net Cash Flows From Operating Activities	190,457	159,883	210,320
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	137,650	119,514	132,329
Purchases of property, plant and equipment	(309,307)	(269,805)	(256,292)
Purchases of investments	...	(397)	...
Other	(62,557)	(46,490)	(49,889)
Net Cash Flows From Investing Activities	(234,214)	(197,178)	(173,852)
Cash Flows From Financing Activities			
Proceeds from borrowings and advances	245,675	245,765	205,664
Repayment of borrowings and advances	(241,732)	(242,459)	(222,813)
Other	(1,586)	(17,258)	(3,535)
Net Cash Flows From Financing Activities	2,357	(13,952)	(20,684)
Net Increase/(Decrease) in Cash	(41,400)	(51,247)	15,784
Opening Cash and Cash Equivalents	440,816	411,554	370,353
Reclassification of Cash Equivalents	(276)	10,046	...
Closing Cash and Cash Equivalents	399,140	370,353	386,137
Cash Flow Reconciliation			
Net result	(9,609)	(49,761)	(16,146)
Non cash items added back	196,565	204,796	193,966
Change in operating assets and liabilities	3,501	4,848	32,500
Net Cash Flows From Operating Activities	190,457	159,883	210,320

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Customer satisfaction (out of 5)	no.	n.a.	4.9	4.0	4.9	4.0
Digital transactions (% of total transactions)	%	n.a.	25	32	37	40
Launch of digital channel ^(a)	no.	n.a.	1	n.a.	n.a.	n.a.
Launch of contact centres ^(b)	no.	n.a.	1	1	1	n.a.
Transaction services offered ^(c)	no.	n.a.	800	800	800	800
Service centres opened ^(d)	no.	n.a.	18	29	18	27
Store-in-a-Store ^(e)	no.	n.a.	n.a.	15	29	10
Digital Stores opened ^(f)	no.	n.a.	n.a.	15	6	12
Employee engagement ^(g)	%	n.a.	n.a.	n.a.	84	80
Employees: ^(h)	FTE	n.a.	676	1,087	1,364	1,807

	2014-15 Budget \$000	2014-15 Revised \$000	2015-16 Budget \$000
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Financial indicators:

Total Expenses Excluding Losses	268,822	284,957	312,562
Total expenses include the following:			
Employee related	80,540	76,780	125,641
Other operating expenses	32,248	47,701	52,408
Grants and subsidies	144,189	148,876	113,933
Capital Expenditure	87,185	67,027	97,506

(a) The digital channel was opened on 1 July 2013 and enhancements continue from that date including new digital services such as the Service NSW app.

(b) The conversion of the management of the Newcastle contact centre from Roads and Maritime Services (RMS) to Service NSW was completed in early 2014-15 and now includes a cloud-based platform.

(c) Service NSW is delivering 800 multi-agency transactions through its service delivery network. These transactions will continue to grow and be distributed through a digital led multi-channel network.

(d) Service NSW has continued to roll-out its one-stop shop service centres and re-engineered these centres to consider customer service expectations. During 2015-16, it is planned to integrate a further 27 service centre sites into the distribution network pursuant to the approved strategy.

(e) The initial phase of the store-in-a-store strategy was focused on converting 29 existing RMS council agents located in rural and regional NSW. During 2015-16, it is planned to integrate a further 10 sites into the distribution network as store-in-a-store sites.

(f) Digital stores will be rolled out in 2015-16 to facilitate digital transaction growth and simple digital processes. The rollout strategy was refined in 2014-15 through a proof-of-concept process with a further 12 sites to be opened in 2015-16.

(g) As per the Public Service Commission *People Matter Employee Survey 2014*.

(h) Increase in staff numbers in 2014-15 reflects the Accelerated Distribution Strategy. The forecast increase for 2015-16 reflects the impact of further integration of RMS motor registry sites into the Service NSW network.

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	80,540	76,780	125,641
Other operating expenses	32,248	47,701	52,408
Depreciation and amortisation	11,845	11,600	20,580
Grants and subsidies	144,189	148,876	113,933
TOTAL EXPENSES EXCLUDING LOSSES	268,822	284,957	312,562
Revenue			
Sales of goods and services	20,000	12,000	28,036
Investment revenue	...	1,000	...
Grants and contributions	324,197	317,369	362,445
Acceptance by Crown Entity of employee benefits and other liabilities	...	2,408	523
Other revenue	...	596	...
Total Revenue	344,197	333,373	391,004
Net Result	75,375	48,416	78,442

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	6,699	38,855	33,224
Receivables	2,345	5,864	4,883
Total Current Assets	9,044	44,719	38,107
Non Current Assets			
Property, plant and equipment - Plant and equipment	111,118	59,136	83,686
Intangibles	10,527	40,537	92,913
Total Non Current Assets	121,645	99,673	176,599
Total Assets	130,689	144,392	214,706
Liabilities			
Current Liabilities			
Payables	5,249	34,007	25,612
Provisions	3,487	10,035	11,670
Total Current Liabilities	8,736	44,042	37,282
Non Current Liabilities			
Provisions	1,402	6,323	4,955
Total Non Current Liabilities	1,402	6,323	4,955
Total Liabilities	10,138	50,365	42,237
Net Assets	120,551	94,027	172,469
Equity			
Accumulated funds	120,551	94,027	172,469
Total Equity	120,551	94,027	172,469

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	78,867	66,686	120,820
Grants and subsidies	144,189	148,876	113,933
Other	44,155	44,733	86,374
Total Payments	267,211	260,295	321,127
Receipts			
Sale of goods and services	22,825	12,040	26,566
Interest received	...	1,000	...
Grants and contributions	324,197	317,369	362,445
Other	14,000	24,677	23,991
Total Receipts	361,022	355,086	413,002
Net Cash Flows From Operating Activities	93,811	94,791	91,875
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(87,185)	(34,277)	(43,436)
Other	...	(32,750)	(54,070)
Net Cash Flows From Investing Activities	(87,185)	(67,027)	(97,506)
Net Increase/(Decrease) in Cash	6,626	27,764	(5,631)
Opening Cash and Cash Equivalents	73	11,091	38,855
Closing Cash and Cash Equivalents	6,699	38,855	33,224
Cash Flow Reconciliation			
Net result	75,375	48,416	78,442
Non cash items added back	11,845	11,600	20,580
Change in operating assets and liabilities	6,591	34,775	(7,147)
Net Cash Flows From Operating Activities	93,811	94,791	91,875

Building Insurers' Guarantee Corporation

Financial Statements (a)

Operating Statement

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses –			
Other operating expenses	519	67,846	506
TOTAL EXPENSES EXCLUDING LOSSES	519	67,846	506
Revenue			
Investment revenue	582	1,411	44
Other revenue	100	27,017	1,000
Total Revenue	682	28,428	1,044
Net Result	163	(39,418)	538

(a) Variance in Building Insurers' Guarantee Corporation mostly relates to one off funds sent to the Policyholders Protection Fund (PPF) (Crown) in 2014-15 due to recoveries received from HIH liquidators after the 2014-15 Budget was prepared.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	7,655	3,171	3,709
Receivables	30,380	20,501	12,961
Total Current Assets	38,035	23,672	16,670
Non Current Assets			
Receivables	25,018	28,440	16,432
Total Non Current Assets	25,018	28,440	16,432
Total Assets	63,053	52,112	33,102
Liabilities			
Current Liabilities			
Payables	300	300	300
Other	23,583	20,121	12,581
Total Current Liabilities	23,883	20,421	12,881
Non Current Liabilities			
Other	29,509	28,439	16,431
Total Non Current Liabilities	29,509	28,439	16,431
Total Liabilities	53,392	48,860	29,312
Net Assets	9,661	3,252	3,790
Equity			
Accumulated funds	9,661	3,252	3,790
Total Equity	9,661	3,252	3,790

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Other	23,603	76,352	20,054
Total Payments	23,603	76,352	20,054
Receipts			
Sale of goods and services	(1,845)	8,465	19,548
Interest received	581	1,467	44
Other	83	27,020	1,000
Total Receipts	(1,181)	36,952	20,592
Net Cash Flows From Operating Activities	(24,784)	(39,400)	538
Net Increase/(Decrease) in Cash	(24,784)	(39,400)	538
Opening Cash and Cash Equivalents	32,439	42,571	3,171
Closing Cash and Cash Equivalents	7,655	3,171	3,709
Cash Flow Reconciliation			
Net result	163	(39,418)	538
Change in operating assets and liabilities	(24,947)	18	...
Net Cash Flows From Operating Activities	(24,784)	(39,400)	538

Government Property NSW

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Other operating expenses	469,993	482,811	510,420
Depreciation and amortisation	20,928	17,583	14,875
Grants and subsidies	4,750	4,750	...
Finance costs	4,286	6,348	5,825
TOTAL EXPENSES EXCLUDING LOSSES	499,957	511,492	531,120
Revenue			
Sales of goods and services	479,549	495,150	512,848
Investment revenue	6,067	6,297	6,260
Grants and contributions	32,845	17,470	26,241
Other revenue	500	500	550
Total Revenue	518,961	519,417	545,899
Gain/(loss) on disposal of non current assets	...	28,893	2,643
Other gains/(losses)	(300)	(6,535)	(300)
Net Result	18,704	30,283	17,122

Balance Sheet

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Assets			
Current Assets			
Cash assets	70,858	94,906	60,610
Receivables	48,473	54,975	55,366
Assets held for sale	...	171,860	...
Total Current Assets	119,331	321,741	115,976
Non Current Assets			
Receivables	236,077	246,821	246,112
Property, plant and equipment -			
Land and building	651,853	609,301	615,892
Plant and equipment	4,194	4,726	3,897
Intangibles	1,176	2,283	4,533
Other	5,800	5,850	6,400
Total Non Current Assets	899,100	868,981	876,834
Total Assets	1,018,431	1,190,722	992,810
Liabilities			
Current Liabilities			
Payables	11,303	7,836	7,836
Borrowings at amortised cost	3,392	1,074	866
Provisions	57,030	61,963	53,207
Other	8,852	10,094	9,593
Total Current Liabilities	80,577	80,967	71,502
Non Current Liabilities			
Borrowings at amortised cost	33,470	35,264	34,398
Provisions	121,906	149,756	131,704
Other	67,590	75,272	51,420
Total Non Current Liabilities	222,966	260,292	217,522
Total Liabilities	303,543	341,259	289,024
Net Assets	714,888	849,463	703,786
Equity			
Reserves	6,387	74,953	74,953
Accumulated funds	708,501	774,510	628,833
Total Equity	714,888	849,463	703,786

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Grants and subsidies	4,750	4,750	...
Finance costs	2,861	5,015	4,929
Other	490,462	498,834	538,124
Total Payments	498,073	508,599	543,053
Receipts			
Sale of goods and services	479,549	493,352	512,548
Interest received	6,229	6,286	6,418
Retained taxes, fees and fines	...	(993)	...
Grants and contributions	32,845	17,470	26,241
Cash transfers to the Crown Entity	(13,453)	(65,329)	(181,007)
Other	(1,007)	1,477	(5,229)
Total Receipts	504,163	452,263	358,971
Net Cash Flows From Operating Activities	6,090	(56,336)	(184,082)
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	...	49,913	172,189
Purchases of property, plant and equipment	(25,201)	(5,622)	(17,383)
Advances made	(703)	(703)	(756)
Other	(585)	(2,025)	(3,190)
Net Cash Flows From Investing Activities	(26,489)	41,563	150,860
Cash Flows From Financing Activities			
Repayment of borrowings and advances	(3,143)	(989)	(1,074)
Net Cash Flows From Financing Activities	(3,143)	(989)	(1,074)
Net Increase/(Decrease) in Cash	(23,542)	(15,762)	(34,296)
Opening Cash and Cash Equivalents	94,400	110,668	94,906
Closing Cash and Cash Equivalents	70,858	94,906	60,610
Cash Flow Reconciliation			
Net result	18,704	30,283	17,122
Non cash items added back	20,428	23,307	14,325
Change in operating assets and liabilities	(33,042)	(109,926)	(215,529)
Net Cash Flows From Operating Activities	6,090	(56,336)	(184,082)

Financial Statements

Operating Statement

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
<hr/>			
Expenses Excluding Losses			
Operating Expenses -			
Other operating expenses	1,092	791	1,125
Depreciation and amortisation	771	799	804
<hr/>			
TOTAL EXPENSES EXCLUDING LOSSES	1,863	1,590	1,929
<hr/>			
Revenue			
Sales of goods and services	2,072	1,812	2,129
Investment revenue	69	56	78
<hr/>			
Total Revenue	2,141	1,868	2,207
<hr/>			
Net Result	278	278	278
<hr/>			

Balance Sheet

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Assets			
Current Assets			
Cash assets	3,064	3,096	4,178
Receivables	220	220	220
Total Current Assets	3,284	3,316	4,398
Non Current Assets			
Property, plant and equipment - Land and building	30,755	31,560	31,034
Infrastructure systems	7,553	7,483	7,205
Total Non Current Assets	38,308	39,043	38,239
Total Assets	41,592	42,359	42,637
Liabilities			
Current Liabilities			
Payables	164	164	164
Total Current Liabilities	164	164	164
Total Liabilities	164	164	164
Net Assets	41,428	42,195	42,473
Equity			
Reserves	32,682	33,447	33,447
Accumulated funds	8,746	8,748	9,026
Total Equity	41,428	42,195	42,473

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Other	1,222	1,118	1,294
Total Payments	1,222	1,118	1,294
Receipts			
Sale of goods and services	2,072	1,812	2,129
Interest received	69	56	78
Other	169	403	169
Total Receipts	2,310	2,271	2,376
Net Cash Flows From Operating Activities	1,088	1,153	1,082
Net Increase/(Decrease) in Cash	1,088	1,153	1,082
Opening Cash and Cash Equivalents	1,976	1,943	3,096
Closing Cash and Cash Equivalents	3,064	3,096	4,178
Cash Flow Reconciliation			
Net result	278	278	278
Non cash items added back	771	799	804
Change in operating assets and liabilities	39	76	...
Net Cash Flows From Operating Activities	1,088	1,153	1,082

Motor Accidents Authority of New South Wales

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	487	1,048	499
Other operating expenses	38,614	38,547	41,246
Depreciation and amortisation	2,156	1,173	559
Grants and subsidies	6,000	5,570	6,000
Other expenses	151,720	151,450	160,808
TOTAL EXPENSES EXCLUDING LOSSES	198,977	197,788	209,112
Revenue			
Investment revenue	938	1,913	1,171
Retained taxes, fees and fines	227,246	213,839	205,540
Other revenue	...	447	401
Total Revenue	228,184	216,199	207,112
Net Result	29,207	18,411	(2,000)

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	56,249	51,665	34,456
Receivables	23,650	23,361	32,492
Total Current Assets	79,899	75,026	66,948
Non Current Assets			
Receivables	...	17,659	6,676
Property, plant and equipment – Plant and equipment	511	370	161
Intangibles	2,366	299	3,272
Total Non Current Assets	2,877	18,328	10,109
Total Assets	82,776	93,354	77,057
Liabilities			
Current Liabilities			
Payables	21,261	13,604	13,604
Provisions	3,395	3,814	4,158
Other	...	21,317	17,659
Total Current Liabilities	24,656	38,735	35,421
Non Current Liabilities			
Provisions	765	766	766
Other	3,483	16,029	58
Total Non Current Liabilities	4,248	16,795	824
Total Liabilities	28,904	55,530	36,245
Net Assets	53,872	37,824	40,812
Equity			
Accumulated funds	53,872	37,824	40,812
Total Equity	53,872	37,824	40,812

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	487	1,048	499
Grants and subsidies	6,000	5,570	6,000
Other	221,133	203,544	224,239
Total Payments	227,620	210,162	230,738
Receipts			
Sale of goods and services	4,988
Interest received	938	1,913	1,171
Retained taxes, fees and fines	228,086	216,500	205,540
Other	33,931	12,139	5,153
Total Receipts	262,955	230,552	216,852
Net Cash Flows From Operating Activities	35,335	20,390	(13,886)
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(300)
Other	(2,894)	...	(3,323)
Net Cash Flows From Investing Activities	(3,194)	...	(3,323)
Net Increase/(Decrease) in Cash	32,141	20,390	(17,209)
Opening Cash and Cash Equivalents	24,108	31,275	51,665
Closing Cash and Cash Equivalents	56,249	51,665	34,456
Cash Flow Reconciliation			
Net result	29,207	18,411	(2,000)
Non cash items added back	2,156	1,173	559
Change in operating assets and liabilities	3,972	806	(12,445)
Net Cash Flows From Operating Activities	35,335	20,390	(13,886)

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	1,600
Other operating expenses	33,107	33,115	35,515
Depreciation and amortisation	7,497	7,086	7,128
TOTAL EXPENSES EXCLUDING LOSSES	42,204	40,201	42,643
Revenue			
Sales of goods and services	38,104	39,394	40,407
Investment revenue	1,100	1,432	757
Grants and contributions	3,889	3,589	2,320
Total Revenue	43,093	44,415	43,484
Net Result	889	4,214	841

Balance Sheet

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Assets			
Current Assets			
Cash assets	41,498	52,330	34,882
Receivables	1,288	1,355	3,640
Inventories	415	415	435
Total Current Assets	43,201	54,100	38,957
Non Current Assets			
Property, plant and equipment – Plant and equipment	29,324	24,675	42,964
Total Non Current Assets	29,324	24,675	42,964
Total Assets	72,525	78,775	81,921
Liabilities			
Current Liabilities			
Payables	5,459	7,495	9,800
Total Current Liabilities	5,459	7,495	9,800
Total Liabilities	5,459	7,495	9,800
Net Assets	67,066	71,280	72,121
Equity			
Accumulated funds	67,066	71,280	72,121
Total Equity	67,066	71,280	72,121

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	1,600
Other	33,649	34,431	33,973
Total Payments	35,249	34,431	33,973
Receipts			
Sale of goods and services	39,164	41,536	38,350
Interest received	1,100	1,432	757
Grants and contributions	3,889	3,589	2,320
Other	52	401	515
Total Receipts	44,205	46,958	41,942
Net Cash Flows From Operating Activities	8,956	12,527	7,969
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(10,898)	(5,787)	(25,417)
Net Cash Flows From Investing Activities	(10,898)	(5,787)	(25,417)
Net Increase/(Decrease) in Cash	(1,942)	6,740	(17,448)
Opening Cash and Cash Equivalents	43,440	45,590	52,330
Closing Cash and Cash Equivalents	41,498	52,330	34,882
Cash Flow Reconciliation			
Net result	889	4,214	841
Non cash items added back	7,497	7,086	7,128
Change in operating assets and liabilities	570	1,227	...
Net Cash Flows From Operating Activities	8,956	12,527	7,969

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	771
Other operating expenses	1,409,117	1,535,675	1,495,029
Depreciation and amortisation	111	120	1,485
Grants and subsidies	...	380,000	...
Finance costs	335,200	291,921	301,673
Total Expenses Excluding Losses	1,745,199	2,207,716	1,798,187
Revenue			
Sales of goods and services	1,376,862	1,352,056	1,119,857
Investment revenue	501,070	1,090,911	540,716
Grants and contributions	...	25,000	10,000
Other revenue	7	408	10
Total Revenue	1,877,939	2,468,375	1,670,583
Net Result	132,740	260,659	(127,604)

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	166,566	248,630	194,983
Receivables	99,735	156,237	157,984
Other	9,802	10,008	9,456
Total Current Assets	276,103	414,875	362,423
Non Current Assets			
Receivables	196,022	231,263	246,026
Other financial assets	7,835,206	8,009,378	8,342,373
Property, plant and equipment – Plant and equipment	117	244	253
Intangibles	66	3,218	9,114
Other	3,401	12	12
Total Non Current Assets	8,034,812	8,244,115	8,597,778
Total Assets	8,310,915	8,658,990	8,960,201
Liabilities			
Current Liabilities			
Payables	162,785	170,240	170,240
Provisions	1,044,730	993,109	1,029,874
Other	34,438	55,304	65,639
Total Current Liabilities	1,241,953	1,218,653	1,265,753
Non Current Liabilities			
Provisions	462,711	458,635	472,282
Other	5,863,019	5,890,679	6,258,747
Total Non Current Liabilities	6,325,730	6,349,314	6,731,029
Total Liabilities	7,567,683	7,567,967	7,996,782
Net Assets	743,232	1,091,023	963,419
Equity			
Accumulated funds	743,232	1,091,023	963,419
Total Equity	743,232	1,091,023	963,419

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	627,811	440,713	626,751
Grants and subsidies	...	380,000	...
Other	857,605	1,044,634	946,485
Total Payments	1,485,416	1,865,347	1,573,236
Receipts			
Sale of goods and services	1,385,680	1,371,981	1,130,192
Interest received	267,862	620,387	308,860
Grants and contributions	...	25,000	10,000
Other	123,617	151,603	179,066
Total Receipts	1,777,159	2,168,971	1,628,118
Net Cash Flows From Operating Activities	291,743	303,624	54,882
Cash Flows From Investing Activities			
Proceeds from sale of investments	...	379,946	195,001
Purchases of property, plant and equipment	(109)	(256)	(110)
Purchases of investments	(286,910)	(754,129)	(296,140)
Other	(60)	(3,200)	(7,280)
Net Cash Flows From Investing Activities	(287,079)	(377,639)	(108,529)
Net Increase/(Decrease) in Cash	4,664	(74,015)	(53,647)
Opening Cash and Cash Equivalents	161,902	322,645	248,630
Closing Cash and Cash Equivalents	166,566	248,630	194,983
Cash Flow Reconciliation			
Net result	132,740	260,659	(127,604)
Non cash items added back	(233,097)	(470,404)	(230,371)
Change in operating assets and liabilities	392,100	513,369	412,857
Net Cash Flows From Operating Activities	291,743	303,624	54,882

Rental Bond Board

Financial Statements

Operating Statement

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses -			
Other operating expenses	26,341	27,278	26,750
Grants and subsidies	28,326	28,326	28,810
Finance costs	916
TOTAL EXPENSES EXCLUDING LOSSES	55,583	55,604	55,560
Revenue			
Investment revenue	57,600	57,600	57,900
Total Revenue	57,600	57,600	57,900
Net Result	2,017	1,996	2,340

Balance Sheet

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	58,604	58,604	60,944
Receivables	11,413	11,413	11,413
Total Current Assets	70,017	70,017	72,357
Total Assets	70,017	70,017	72,357
Liabilities			
Current Liabilities			
Other	4,552	4,490	4,490
Total Current Liabilities	4,552	4,490	4,490
Total Liabilities	4,552	4,490	4,490
Net Assets	65,465	65,527	67,867
Equity			
Accumulated funds	65,465	65,527	67,867
Total Equity	65,465	65,527	67,867

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Grants and subsidies	28,326	28,326	28,810
Finance costs	916
Other	26,340	25,033	26,750
Total Payments	55,582	53,359	55,560
Receipts			
Interest received	57,599	65,522	57,900
Other	...	12	...
Total Receipts	57,599	65,534	57,900
Net Cash Flows From Operating Activities	2,017	12,175	2,340
Net Increase/(Decrease) in Cash	2,017	12,175	2,340
Opening Cash and Cash Equivalents	56,587	46,429	58,604
Closing Cash and Cash Equivalents	58,604	58,604	60,944
Cash Flow Reconciliation			
Net result	2,017	1,996	2,340
Change in operating assets and liabilities	...	10,179	...
Net Cash Flows From Operating Activities	2,017	12,175	2,340

Financial Statements (a)

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Other operating expenses	18,960	21,408	17,243
Depreciation and amortisation	3,012	3,012	3,192
TOTAL EXPENSES EXCLUDING LOSSES	21,972	24,420	20,435
Revenue			
Sales of goods and services	15,377	15,477	15,458
Investment revenue	48	253	...
Grants and contributions	9,786	7,538	3,775
Other revenue	...	4,974	2,000
Total Revenue	25,211	28,242	21,233
Gain/(loss) on disposal of non current assets	...	3,556	...
Net Result	3,239	7,378	798

(a) Grant funding from the Department of Finance, Services and Innovation in 2015-16 to the State Records Authority of New South Wales is subject to a one-off adjustment as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the State Records Authority of New South Wales as a funding source in 2015-16. While the change in funding in 2015-16 will impact on the level of net assets at June 2016, it will have no impact on the level of approved expenditure or the agency's capacity to fund its liabilities.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	10,342	9,817	14,885
Receivables	3,509	12,191	2,691
Inventories	30	28	27
Total Current Assets	13,881	22,036	17,603
Non Current Assets			
Property, plant and equipment –			
Land and building	46,115	45,679	47,638
Plant and equipment	883,732	891,037	894,524
Intangibles	33	33	29
Total Non Current Assets	929,880	936,749	942,191
Total Assets	943,761	958,785	959,794
Liabilities			
Current Liabilities			
Payables	4,363	5,432	5,643
Total Current Liabilities	4,363	5,432	5,643
Non Current Liabilities			
Other	57	91	91
Total Non Current Liabilities	57	91	91
Total Liabilities	4,420	5,523	5,734
Net Assets	939,341	953,262	954,060
Equity			
Reserves	843,865	848,643	848,643
Accumulated funds	95,476	104,619	105,417
Total Equity	939,341	953,262	954,060

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Other	19,272	21,512	17,414
Total Payments	19,272	21,512	17,414
Receipts			
Sale of goods and services	15,231	15,231	15,458
Interest received	11	216	...
Grants and contributions	9,786	7,538	3,775
Other	388	1,252	383
Total Receipts	25,416	24,237	19,616
Net Cash Flows From Operating Activities	6,144	2,725	2,202
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	...	(864)	9,500
Purchases of property, plant and equipment	(3,517)	(1,195)	(6,609)
Other	(25)	(25)	(25)
Net Cash Flows From Investing Activities	(3,542)	(2,084)	2,866
Net Increase/(Decrease) in Cash	2,602	641	5,068
Opening Cash and Cash Equivalents	7,740	9,176	9,817
Closing Cash and Cash Equivalents	10,342	9,817	14,885
Cash Flow Reconciliation			
Net result	3,239	7,378	798
Non cash items added back	3,012	(1,962)	1,192
Change in operating assets and liabilities	(107)	(2,691)	212
Net Cash Flows From Operating Activities	6,144	2,725	2,202

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	1,436	4,710	2,335
Other operating expenses	245,184	291,430	364,154
Depreciation and amortisation	11,006	2,642	2,555
Grants and subsidies	6,300	226	6,300
Other expenses	88,456
Total Expenses Excluding Losses	352,382	299,008	375,344
Revenue			
Sales of goods and services	15,226	4,847	24,372
Investment revenue	13,279	24,021	12,393
Retained taxes, fees and fines	302,729	249,672	319,866
Grants and contributions	12,476	5,576	10,700
Other revenue	10,712	16,122	10,104
Total Revenue	354,422	300,238	377,435
Gain/(loss) on disposal of non current assets	...	(1)	...
Other gains/(losses)	(2,040)	(1,499)	(2,091)
Net Result	...	(270)	...

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	105,894	122,015	122,082
Receivables	16,454	20,065	20,066
Total Current Assets	122,348	142,080	142,148
Non Current Assets			
Receivables	1	27,362	27,362
Other financial assets	161,123	166,047	166,139
Property, plant and equipment -			
Land and building	13,257	13,920	13,602
Plant and equipment	4,766	4,300	16,488
Intangibles	4,987	5,262	5,837
Total Non Current Assets	184,134	216,891	229,428
Total Assets	306,482	358,971	371,576
Liabilities			
Current Liabilities			
Payables	58,734	17,015	15,680
Provisions	1,900	47,506	49,514
Other	8,797	18,117	18,469
Total Current Liabilities	69,431	82,638	83,663
Non Current Liabilities			
Provisions	111,795	146,804	146,804
Other	188,856	205,702	102,872
Total Non Current Liabilities	300,651	352,506	249,676
Total Liabilities	370,082	435,144	333,339
Net Assets	(63,600)	(76,173)	38,237
Equity			
Reserves	14,028	14,507	14,507
Accumulated funds	(77,628)	(90,680)	23,730
Total Equity	(63,600)	(76,173)	38,237

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	446	4,200	1,945
Grants and subsidies	6,300	226	6,300
Other	362,270	270,435	474,427
Total Payments	369,016	274,861	482,672
Receipts			
Sale of goods and services	59,229	38,915	155,461
Interest received	2,691	11,183	6,632
Retained taxes, fees and fines	292,826	224,513	311,717
Grants and contributions	12,476	5,576	10,700
Other	8,589	12,634	7,560
Total Receipts	375,811	292,821	492,070
Net Cash Flows From Operating Activities	6,795	17,960	9,398
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	...	11	...
Proceeds from sale of investments	2,000	6,683	9,421
Advance repayments received	37
Purchases of property, plant and equipment	(2,400)	(520)	(13,192)
Purchases of investments	...	(8,248)	(3,752)
Other	(8,600)	(1,904)	(1,808)
Net Cash Flows From Investing Activities	(8,963)	(3,978)	(9,331)
Net Increase/(Decrease) in Cash	(2,168)	13,982	67
Opening Cash and Cash Equivalents	108,062	108,033	122,015
Closing Cash and Cash Equivalents	105,894	122,015	122,082
Cash Flow Reconciliation			
Net result	...	(270)	...
Non cash items added back	418	(10,196)	(3,206)
Change in operating assets and liabilities	6,377	28,426	12,604
Net Cash Flows From Operating Activities	6,795	17,960	9,398

Workers' Compensation (Dust Diseases) Board

Financial Statements

Operating Statement

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	107	271	110
Other operating expenses	863	8,051	9,846
Depreciation and amortisation	347	302	327
Grants and subsidies	6,565	5,866	7,058
Finance costs	96,521	49,300	50,900
TOTAL EXPENSES EXCLUDING LOSSES	104,403	63,790	68,241
Revenue			
Sales of goods and services	521	541	480
Investment revenue	63,417	179,980	67,824
Retained taxes, fees and fines	39,189	(123,673)	(1,340)
Other revenue	1,526	2,077	1,527
Total Revenue	104,653	58,925	68,491
Other gains/(losses)	(250)	(250)	(250)
Net Result	...	(5,115)	...

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	22,945	64,249	66,867
Receivables	112,537	112,228	109,686
Other financial assets	101,475	4,286	4,500
Total Current Assets	236,957	180,763	181,053
Non Current Assets			
Receivables	790,624	794,523	690,581
Other financial assets	853,809	1,037,642	1,089,524
Property, plant and equipment - Land and building	4,236	4,258	4,091
Plant and equipment	387	359	239
Total Non Current Assets	1,649,056	1,836,782	1,784,435
Total Assets	1,886,013	2,017,545	1,965,488
Liabilities			
Current Liabilities			
Payables	5,538	7,367	7,367
Provisions	106,216	104,583	103,873
Total Current Liabilities	111,754	111,950	111,240
Non Current Liabilities			
Provisions	1,765,183	1,902,586	1,850,386
Other	786	900	900
Total Non Current Liabilities	1,765,969	1,903,486	1,851,286
Total Liabilities	1,877,723	2,015,436	1,962,526
Net Assets	8,290	2,109	2,962
Equity			
Reserves	1,265	1,239	1,239
Accumulated funds	7,025	870	1,723
Total Equity	8,290	2,109	2,962

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	107	271	(743)
Grants and subsidies	6,565	5,866	7,058
Other	108,608	101,668	114,182
Total Payments	115,280	107,805	120,497
Receipts			
Sale of goods and services	521	540	480
Interest received	36,422	48,531	18,559
Retained taxes, fees and fines	108,974	105,609	105,144
Other	1,802	1,827	1,803
Total Receipts	147,719	156,507	125,986
Net Cash Flows From Operating Activities	32,439	48,702	5,489
Cash Flows From Investing Activities			
Proceeds from sale of investments	5,932	24,421	15,049
Purchases of property, plant and equipment	(40)	(10)	(40)
Purchases of investments	(26,994)	(47,709)	(17,880)
Net Cash Flows From Investing Activities	(21,102)	(23,298)	(2,871)
Net Increase/(Decrease) in Cash	11,337	25,404	2,618
Opening Cash and Cash Equivalents	11,608	38,845	64,249
Closing Cash and Cash Equivalents	22,945	64,249	66,867
Cash Flow Reconciliation			
Net result	...	(5,115)	...
Non cash items added back	(26,648)	(131,147)	(48,938)
Change in operating assets and liabilities	59,087	184,964	54,427
Net Cash Flows From Operating Activities	32,439	48,702	5,489

5. Health Cluster

Agency	Expenses			Capital Expenditure		
	2014-15 Revised \$m	2015-16 Budget \$m	Var. %	2014-15 Revised \$m	2015-16 Budget \$m	Var. %
Ministry of Health						
Service Group						
Population Health Services	543.7	539.5	(0.8)	17.7	15.4	(13.4)
Primary and Community Based Services	850.2	912.9	7.4	61.3	80.9	31.9
Aboriginal Health Services ^(a)	90.2	84.2	(6.6)	3.2	15.6	391.6
Outpatient Services	2,561.4	2,686.9	4.9	173.3	225.0	29.8
Emergency Services	2,480.6	2,598.0	4.7	191.0	234.0	22.5
Inpatient Hospital Services	8,287.5	8,745.1	5.5	554.8	450.0	(18.9)
Mental Health Services	1,621.1	1,729.3	6.7	107.7	65.6	(39.1)
Rehabilitation and Extended Care Services	1,529.7	1,598.6	4.5	82.2	76.4	(7.1)
Teaching and Research	654.9	700.4	7.0	46.1	118.8	157.8
Cluster Grant Funding	22.0	22.3	1.3
Total	18,641.4	19,617.2	5.2	1,237.2	1,281.5	3.6
Health Care Complaints Commission						
Service Group						
Complaints Handling	12.4	13.2	6.6	0.1	0.1	...
Total	12.4	13.2	6.6	0.1	0.1	...
Mental Health Commission of New South Wales						
Service Group						
Mental Health Commission	10.7	9.9	(7.1)	0.1	...	N/A
Total	10.7	9.9	(7.1)	0.1	...	N/A

(a) The change against the 2014-15 Budget reflects the Australian Government's decision to cease the National Project Agreement on Indigenous Teenage Sexual and Reproductive Health and Young Parent Support on 30 June 2015. Had this funding continued, expenditure would have increased by 2.6 per cent.

Introduction

The Health cluster works to protect, maintain and improve the health and wellbeing of the NSW community, including through improved access to health care in and out of hospital, and improved hospital performance.

Responsibilities of the cluster include:

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

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

Women NSW leads and supports whole-of-government efforts to counter domestic and family violence, with key Government measures in this area set out in Budget Paper No. 1.

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
- regulating private health care facilities and the supply and administration of poisons and therapeutic goods

-
- supporting training of health professionals
 - building research capacity
 - developing policy and working with other government agencies, businesses and the community on projects that benefit women.

2015–16 Budget Highlights

In 2015-16, the total expense budget for the Ministry of Health is \$19.6 billion, a \$976 million or 5.2 per cent increase over 2014-15. Health's record expense budget includes:

- \$2.6 billion for emergency care
- \$8.7 billion for inpatient hospital services
- \$2.7 billion for outpatients
- \$1.7 billion for mental health services
- \$1.6 billion for rehabilitation and extended care
- \$913 million for primary and community based services.

Meeting Demand for Acute Hospital Services

In 2015-16, an extra \$325 million is being invested to meet increased patient demand for hospital and emergency department services including:

- an estimated 3.1 per cent (40,000) increase in acute inpatient separations, including additional elective surgery for 3,100 more patients
- an estimated 3.3 per cent (90,000) increase in emergency department attendances.

Investing in Health Infrastructure

The Budget invests almost \$1.4 billion, including \$117 million from the Ministry's expense budget, on Health's capital program in 2015-16 for new facilities, upgrades and redevelopments across the State. This includes:

- commencing work at Manning, Armidale, Macksville, Bowral, St Vincent's, Ryde, Broken Hill, Grafton, and Muswellbrook Hospitals; commencing work on a new Westmead car park; and establishing a new HealthOne facility at Coraki
- starting new stages of redevelopment at Blacktown and Mount Druitt, Lismore, St George and Westmead Hospitals
- investing in medical research infrastructure initiatives and ambulance infrastructure in rural New South Wales
- further investing in the Bulli Hospital Aged Care Centre of Excellence
- commencing Stage 5 of the Multipurpose Services Strategy
- planning for the future upgrades of the Prince of Wales Hospitals precinct, Tweed Hospital, the Westmead campus of the Sydney Children's Hospitals Network, and Forensic Pathology and Coroner's Court.

Growing Patient Services

Key initiatives include:

- \$49.9 million for the National Partnership Agreement on Adult Public Dental Services
- \$460,000 per annum to increase access to pain management services in rural and regional New South Wales, on top of the existing \$6.5 million each year
- employing five additional surgeons to undertake routine paediatric surgery in local hospitals under a hub and spoke model developed with the Sydney Children's Hospitals Network
- removing the co-payment for Section 100 Highly Specialised Drugs for all NSW patients treated in public hospitals for prescriptions dispensed through public hospital pharmacies or community pharmacies.

Boosting Frontline Health Staff

Key initiatives include:

- \$9.3 million towards the Government's commitment to fund 360 new specialised nursing, midwifery and support staff over four years
- \$3.5 million in 2015-16 to support the medical, allied health and oral health workforce, which includes establishing extra training positions
- \$1.5 million in 2015-16 to employ extra paramedics.

Delivering Health Care in the Community

Key initiatives include:

- \$10 million grant towards construction of Stage 1 of the Royal Far West Centre for Child Health and Learning at Manly
- \$16 million over four years to reduce the risk of developing Type 2 diabetes by investing in preventive health programs
- \$13 million over four years to enhance the Isolated Patients Travel and Accommodation Assistance Scheme (IPTAAS)
- \$12 million over four years to enhance access to specialist palliative care services on top of the \$10 million already being provided each year
- \$9 million over four years to clinically trial medical use of cannabis/cannabis derived products
- \$7 million over four years to expand the Stimulant Treatment Program to the Illawarra / Shoalhaven, Mid North Coast/Northern New South Wales and Western Sydney as well as enhance the existing programs at St Vincent's and Hunter New England, for people who use methamphetamines, including Ice
- \$4 million commitment over four years for non-government treatment services for people who use methamphetamines, including Ice
- \$1 million one-off grant for Life Education
- \$2.3 million over four years to create a Centre for the Prevention of Harm to Children and Adolescents from Drugs and Alcohol at The Children's Hospital at Westmead.

Investing in eHealth

Key initiatives include:

- \$5 million to further increase network capacity in rural Local Health Districts
- \$1 million per annum to rollout an additional 100 Telehealth sites, in addition to the 1,000 sites already in operation across rural and regional areas.

Supporting Medical Research

Key initiatives include:

- \$40 million investment over four years for a new Health Services Research Support Program to support health and medical research by NSW health services
- \$20 million over four years for the Medical Research Support Program to support independent medical research institutes
- \$19 million over four years for the Medical Devices Fund and commercialisation to help more locally-developed medical devices reach the market
- \$12 million over four years to support additional research into medical cannabis
- \$10 million over four years for up to 66 PhD and post-doctorate fellowships to support and retain early and mid-career researchers.

Investing in Mental Health Services

As part of the \$1.7 billion expenditure on mental health services, key initiatives include:

- \$35 million to progress implementation of *Living Well: A Strategic Plan for Mental Health Reform in NSW 2014 – 2024*
- \$22.8 million over four years to expand the Sustaining NSW Families Program and increase support services for women with post-natal depression
- \$10.5 million over four years for Lifeline Australia to enhance access to vital counselling services.

Complaints Handling

In 2015-16, an additional \$691,000 will be invested to improve complaints handling at the Health Care Complaints Commission.

Service Group Statements

Population Health Services

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Two yearly participation rate of women within breast cancer screening target group: ^(a)						
(50-69 age group)	%	51.5	51.3	53.7	50.7	51.5
(70-74 age group)	%	n.a.	32.3	n.a.	42.0	47.0
Two-yearly participation rate of women within cervical cancer screening target group (20-69 age group)	%	56.3	57.7	58.0	57.9	58.2
Needles and syringes distributed	thous	11,802	12,277	13,000	13,178	14,495
Employees:	FTE	2,122	2,374	2,384	2,357	2,356

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000

Financial indicators:

Total Expenses Excluding Losses	543,888	543,737	539,518
Total expenses include the following:			
Employee related	235,383	235,232	241,397
Other operating expenses	227,018	227,018	210,632
Grants and subsidies	70,121	70,121	74,626
Capital Expenditure	16,739	17,739	15,356

(a) The target age group for the National BreastScreen Australia program was extended to include the 70-74 year age group from 1 July 2013.

Primary and Community Based Services

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Dental health non-inpatient dental weighted activity units	thous	300	370	317	320	345
Home nursing occasions of service	thous	632	728	800	800	800
Opioid treatment clients	no.	19,197	19,708	19,522	19,895	20,093
Withdrawal management (detoxification) people treated	no.	9,870	9,830	10,210	9,830	9,830
Hospital in the Home episodes	no.	18,297	20,146	23,000	22,700	25,000
Employees:	FTE	5,186	5,779	5,832	5,767	5,764
				———2014-15———		2015-16
				Budget \$000	Revised \$000	Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				848,445	850,156	912,878
Total expenses include the following:						
Employee related				523,800	517,615	531,018
Other operating expenses				193,272	200,918	229,016
Grants and subsidies				101,317	101,567	120,877
Capital Expenditure				57,855	61,308	80,857

Aboriginal Health Services

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Antenatal visits – confinements for Aboriginal women where first antenatal visit was before 14 weeks gestation ^(a)						
	%	51	50	52	52	52
Employees:	FTE	584	619	626	619	541
				———2014-15——— Budget Revised \$000 \$000		2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses ^(b)				90,025	90,175	84,183
Total expenses include the following:						
Employee related				48,219	48,369	43,603
Other operating expenses				17,607	17,607	15,635
Grants and subsidies				22,275	22,275	22,878
Capital Expenditure				2,989	3,168	15,575

(a) The perinatal data collection is reported on a calendar year basis. The 2012-13 Actual and 2014-15 Revised Forecast have been recast to correctly reflect a definitional change to the national reporting requirements. The revised definition resulted in a decline in the reported proportion of mothers who commenced antenatal care before 14 weeks gestation.

(b) The variation against the 2014-15 Revised Forecast reflects the Australian Government's decision to cease the National Project Agreement on Indigenous Teenage Sexual and Reproductive Health and Young Parent Support on 30 June 2015. Had this funding continued, expenditure would have increased by 2.6 per cent.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Outpatient clinics occasions of service	thous	5,768	5,493	6,140	5,990	6,075
Diagnostics occasions of service	thous	3,876	3,831	3,900	3,900	3,900
Employees:	FTE	15,583	15,637	16,003	15,824	16,022
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				2,569,636	2,561,405	2,686,914
Total expenses include the following:						
Employee related				1,377,276	1,369,045	1,422,661
Other operating expenses				879,041	879,041	927,311
Grants and subsidies				168,666	168,666	178,068
Other expenses				22,359	22,359	22,684
Capital Expenditure				163,528	173,287	224,983

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Attendances in emergency departments ^(a)	thous	2,581	2,656	2,765	2,710	2,800
Attendances admitted	thous	568	617	660	650	680
Emergency road transport cases	thous	542	551	564	552	555
Emergency department weighted attendances ^(b)	thous	2,590	2,649	2,745	2,729	2,828
Employees:	FTE	12,631	13,634	14,009	13,852	13,956
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				2,481,292	2,480,602	2,598,035
Total expenses include the following:						
Employee related				1,666,423	1,665,733	1,721,722
Other operating expenses				660,259	660,259	705,208
Grants and subsidies				47,487	47,487	53,847
Other expenses				11,352	11,352	11,517
Capital Expenditure				180,253	191,009	233,954

(a) The 2012-13 Actual figure has been revised following data audits and reflects the result published in the NSW Health 2013-14 Annual Report.

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

Inpatient Hospital Services

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Acute separations:						
Same day	thous	340	379	395	395	408
Overnight	thous	853	885	898	900	927
Acute weighted separations:						
Same day	thous	169	176	196	190	196
Overnight	thous	1,533	1,473	1,614	1,600	1,650
Average length of stay for overnight separations						
	days	4.7	4.6	4.7	4.6	4.6
Total bed days for acute patients	thous	4,384	4,440	4,650	4,530	4,620
Employees:						
	FTE	46,334	45,095	46,813	46,288	47,422
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				8,355,583	8,287,545	8,745,056
Total expenses include the following:						
Employee related				5,110,279	5,079,342	5,335,922
Other operating expenses				2,240,010	2,267,173	2,387,817
Grants and subsidies				341,967	389,579	431,456
Other expenses				310,279	227,012	231,522
Capital Expenditure				525,923	554,755	450,018

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Acute mental health service overnight separations	no.	31,555	32,722	31,971	32,787	33,435
Non-acute mental health inpatient days	thous	286	281	339	288	290
Employees:	FTE	11,652	12,488	12,609	12,468	12,698
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				1,625,187	1,621,139	1,729,261
Total expenses include the following:						
Employee related				1,138,584	1,136,420	1,188,493
Other operating expenses				304,063	304,063	351,354
Grants and subsidies				98,221	96,339	99,053
Capital Expenditure				101,632	107,697	65,634

Rehabilitation and Extended Care Services

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Total separations to usual place of residence	no.	37,502	40,825	43,000	42,100	43,500
Total non-inpatient occasions of service	thous	3,000	2,991	3,050	3,050	3,150
Employees:	FTE	11,771	11,074	11,318	11,191	11,275
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				1,527,369	1,529,701	1,598,598
Total expenses include the following:						
Employee related				970,835	970,410	1,003,208
Other operating expenses				335,923	335,923	361,004
Grants and subsidies				160,917	163,674	167,692
Capital Expenditure				77,557	82,186	76,375

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Interns ^(a)	no.	927	964	979	985	990
First year resident medical officers	no.	881	912	917	954	965
Total clinical trials approved for conduct within the NSW public health system	no.	270	312	250	335	367
Employees:	FTE	2,960	3,534	3,564	3,524	3,533
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				654,543	654,889	700,441
Total expenses include the following:						
Employee related				368,823	368,642	379,054
Other operating expenses				143,440	143,440	151,915
Grants and subsidies				121,918	122,445	147,342
Capital Expenditure				43,467	46,062	118,751

(a) Figures for the number of interns are provided by calendar year. The data reflect five additional intern positions on rotation from ACT Health.

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.

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Financial indicators:			
Total Expenses Excluding Losses	21,087	22,039	22,335
Grants and subsidies	21,087	22,039	22,335
Health Care Complaints Commission	11,472	11,472	12,317
Mental Health Commission of New South Wales	9,615	10,567	10,018

Financial Statements (a)

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	11,439,622	11,390,808	11,867,078
Other operating expenses	5,000,633	5,035,442	5,339,892
Depreciation and amortisation	674,296	645,032	724,663
Grants and subsidies	1,153,976	1,204,192	1,318,174
Finance costs	104,538	105,191	101,689
Other expenses	343,990	260,723	265,723
TOTAL EXPENSES EXCLUDING LOSSES	18,717,055	18,641,388	19,617,219
Revenue			
Recurrent appropriation	10,028,334	9,870,162	10,106,419
Capital appropriation	1,029,015	1,050,515	1,004,894
Sales of goods and services	2,418,833	2,406,420	2,526,803
Investment revenue	74,522	74,522	46,938
Grants and contributions	5,212,632	5,307,770	5,701,566
Acceptance by Crown Entity of employee benefits and other liabilities	360,357	365,556	378,430
Other revenue	126,449	138,667	132,995
Total Revenue	19,250,142	19,213,612	19,898,045
Gain/(loss) on disposal of non current assets	(51,913)	(81,500)	(3,455)
Other gains/(losses)	(10,283)	19,304	(10,283)
Net Result	470,891	510,028	267,088

(a) The Ministry of Health 2015-16 Appropriation has been adjusted as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the Ministry of Health as a funding source in 2015-16. This reduction does not impact on the level of approved expenditure by Ministry of Health or cluster agencies.

Balance Sheet

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Assets			
Current Assets			
Cash assets ^(a)	1,570,067	1,647,250	1,231,024
Receivables	642,917	671,163	646,119
Other financial assets	29,161	39,624	39,624
Inventories	146,452	133,029	135,258
Assets held for sale	15,898	6,817	...
Total Current Assets	2,404,495	2,497,883	2,052,025
Non Current Assets			
Receivables	8,622	8,667	8,667
Other financial assets	38,977	52,793	52,793
Property, plant and equipment –			
Land and building	11,585,242	12,395,560	13,039,234
Plant and equipment ^(b)	1,146,126	789,758	780,876
Infrastructure systems	411,806	377,662	354,708
Intangibles	464,358	506,500	568,172
Other	42,950	46,069	49,567
Total Non Current Assets	13,698,081	14,177,009	14,854,017
Total Assets	16,102,576	16,674,892	16,906,042
Liabilities			
Current Liabilities			
Payables	1,284,229	1,493,188	1,435,952
Borrowings at amortised cost	18,957	17,861	24,687
Provisions	1,709,273	1,674,620	1,567,464
Other	45,400	39,971	39,971
Total Current Liabilities	3,057,859	3,225,640	3,068,074
Non Current Liabilities			
Borrowings at amortised cost	1,062,852	1,067,829	1,047,829
Provisions ^(c)	15,729	18,216	18,536
Other	100,292	96,351	96,351
Total Non Current Liabilities	1,178,873	1,182,396	1,162,716
Total Liabilities	4,236,732	4,408,036	4,230,790
Net Assets	11,865,844	12,266,856	12,675,252
Equity			
Reserves	3,328,687	3,690,254	3,831,562
Accumulated funds	8,537,157	8,576,602	8,843,690
Total Equity	11,865,844	12,266,856	12,675,252

(a) The decrease in cash assets for 2015-16 reflects an outlay of cash for reduction in employee-related and creditor liabilities during 2015-16, combined with a cash reduction as part of the whole-of-government initiative to improve cash management.

(b) During 2014-15, a greater component of asset acquisitions than initially estimated were categorised as building works rather than plant and equipment purchases.

(c) 2015-16 recreation leave provisions are expected to decrease as a result of efforts to reduce the level of excessive recreation leave entitlements, in line with Government policy.

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	10,977,660	10,986,605	11,640,220
Grants and subsidies	1,153,976	1,204,192	1,318,174
Finance costs	104,538	105,191	101,689
Other	6,134,283	6,280,221	6,630,999
Total Payments	18,370,457	18,576,209	19,691,082
Receipts			
Recurrent appropriation	10,028,334	9,870,162	10,106,419
Capital appropriation	1,029,015	1,050,515	1,004,894
Sale of goods and services	2,366,351	2,278,646	2,446,854
Interest received	74,522	74,522	46,938
Grants and contributions	4,900,450	5,073,654	5,489,111
Other	1,260,796	1,435,827	1,447,317
Total Receipts	19,659,468	19,783,326	20,541,533
Net Cash Flows From Operating Activities	1,289,011	1,207,117	850,451
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	28,000	13,495	28,000
Purchases of property, plant and equipment	(1,067,035)	(1,134,303)	(1,167,519)
Other	(80,919)	(80,919)	(113,984)
Net Cash Flows From Investing Activities	(1,119,954)	(1,201,727)	(1,253,503)
Cash Flows From Financing Activities			
Proceeds from borrowings and advances	...	905	3,570
Repayment of borrowings and advances	(18,000)	(14,540)	(16,744)
Net Cash Flows From Financing Activities	(18,000)	(13,635)	(13,174)
Net Increase/(Decrease) in Cash	151,057	(8,245)	(416,226)
Opening Cash and Cash Equivalents	1,419,010	1,668,541	1,647,250
Reclassification of Cash Equivalents	...	(13,046)	...
Closing Cash and Cash Equivalents	1,570,067	1,647,250	1,231,024
Cash Flow Reconciliation			
Net result	470,891	510,028	267,088
Non cash items added back	671,529	638,367	721,165
Change in operating assets and liabilities ^(a)	146,591	58,722	(137,802)
Net Cash Flows From Operating Activities	1,289,011	1,207,117	850,451

(a) The decrease in operating assets and liabilities is primarily due to reductions expected in recreation leave provisions and accrued salaries as at 30 June 2016.

Health Care Complaints Commission

Service Group Statements

Complaints Handling

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Complaints received	no.	4,554	4,767	5,185	5,193	5,546
Complaints assessed within 60 days	%	95	94	95	93	92
Complaint investigations completed	no.	201	226	230	184	210
Disciplinary or appeal cases run	no.	88	71	65	76	75
Employees:	FTE	76	74	73	73	76
				<hr/> 2014-15 Budget \$000 Revised \$000		2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				12,317	12,381	13,199
Total expenses include the following:						
Employee related				8,637	8,793	9,411
Other operating expenses				3,409	3,308	3,643
<hr/>						
Capital Expenditure				65	65	65

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	8,637	8,793	9,411
Other operating expenses	3,409	3,308	3,643
Depreciation and amortisation	271	280	145
TOTAL EXPENSES EXCLUDING LOSSES	12,317	12,381	13,199
Revenue			
Investment revenue	30	25	...
Grants and contributions	11,472	11,472	12,317
Acceptance by Crown Entity of employee benefits and other liabilities	260	221	268
Other revenue	360	583	385
Total Revenue	12,122	12,301	12,970
Net Result	(195)	(80)	(229)

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	610	944	853
Receivables	397	394	312
Total Current Assets	1,007	1,338	1,165
Non Current Assets			
Property, plant and equipment -			
Land and building	13
Plant and equipment	387	307	267
Intangibles	33	119	79
Total Non Current Assets	433	426	346
Total Assets	1,440	1,764	1,511
Liabilities			
Current Liabilities			
Payables	283	400	376
Provisions	721	721	721
Total Current Liabilities	1,004	1,121	1,097
Non Current Liabilities			
Provisions	261	325	325
Other	...	11	11
Total Non Current Liabilities	261	336	336
Total Liabilities	1,265	1,457	1,433
Net Assets	175	307	78
Equity			
Accumulated funds	175	307	78
Total Equity	175	307	78

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	8,391	8,551	9,237
Other	3,717	3,598	3,872
Total Payments	12,108	12,149	13,109
Receipts			
Sale of goods and services	(10)	17	82
Interest received	31	18	...
Grants and contributions	11,472	11,472	12,317
Other	659	926	684
Total Receipts	12,152	12,433	13,083
Net Cash Flows From Operating Activities	44	284	(26)
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(65)	(65)	(65)
Net Cash Flows From Investing Activities	(65)	(65)	(65)
Net Increase/(Decrease) in Cash	(21)	219	(91)
Opening Cash and Cash Equivalents	631	725	944
Closing Cash and Cash Equivalents	610	944	853
Cash Flow Reconciliation			
Net result	(195)	(80)	(229)
Non cash items added back	271	280	145
Change in operating assets and liabilities	(32)	84	58
Net Cash Flows From Operating Activities	44	284	(26)

Mental Health Commission of New South Wales

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 works with the Government and community to secure better mental health for everyone, prevent mental illness and ensure appropriate support is available close to home.

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Community consultations	no.	12	30	30	30	20
Manage grants	no.	n.a.	4	4	4	4
Employees:						
	FTE	25	28	33	33	32
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				9,510	10,699	9,943
Total expenses include the following:						
Employee related				4,755	4,088	4,554
Other operating expenses				1,044	2,352	1,307
Grants and subsidies				3,601	4,058	3,906
Capital Expenditure				100	106	25

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	4,755	4,088	4,554
Other operating expenses	1,044	2,352	1,307
Depreciation and amortisation	110	201	176
Grants and subsidies	3,601	4,058	3,906
TOTAL EXPENSES EXCLUDING LOSSES	9,510	10,699	9,943
Revenue			
Investment revenue	50	74	...
Grants and contributions	9,615	10,625	10,018
Acceptance by Crown Entity of employee benefits and other liabilities	45	65	75
Other revenue	...	155	...
Total Revenue	9,710	10,919	10,093
Net Result	200	220	150

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	1,996	3,131	3,302
Receivables	157	157	157
Total Current Assets	2,153	3,288	3,459
Non Current Assets			
Property, plant and equipment -			
Land and building	197	207	108
Plant and equipment	219	147	106
Intangibles	153	133	122
Total Non Current Assets	569	487	336
Total Assets	2,722	3,775	3,795
Liabilities			
Current Liabilities			
Payables	616	1,404	1,274
Provisions	90	204	204
Total Current Liabilities	706	1,608	1,478
Non Current Liabilities			
Provisions	101	118	118
Total Non Current Liabilities	101	118	118
Total Liabilities	807	1,726	1,596
Net Assets	1,915	2,049	2,199
Equity			
Accumulated funds	1,915	2,049	2,199
Total Equity	1,915	2,049	2,199

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	4,710	4,087	4,529
Grants and subsidies	3,601	4,058	3,906
Other	1,123	1,779	1,387
Total Payments	9,434	9,924	9,822
Receipts			
Interest received	50	76	...
Grants and contributions	9,615	10,625	10,018
Other	...	558	...
Total Receipts	9,665	11,259	10,018
Net Cash Flows From Operating Activities	231	1,335	196
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(50)	(14)	...
Other	(50)	(92)	(25)
Net Cash Flows From Investing Activities	(100)	(106)	(25)
Net Increase/(Decrease) in Cash	131	1,229	171
Opening Cash and Cash Equivalents	1,865	1,902	3,131
Closing Cash and Cash Equivalents	1,996	3,131	3,302
Cash Flow Reconciliation			
Net result	200	220	150
Non cash items added back	110	201	176
Change in operating assets and liabilities	(79)	914	(130)
Net Cash Flows From Operating Activities	231	1,335	196

6. Industry, Skills and Regional Development Cluster ^(a)

Agency	Expenses			Capital Expenditure		
	2014-15 Revised \$m	2015-16 Budget \$m	Var. %	2014-15 Revised \$m	2015-16 Budget \$m	Var. %
Department of Industry, Skills and Regional Development						
Service Group ^(b)						
Industry Development	276.4	158.2	(42.8)	22.9	15.8	(30.8)
Resources and Energy	343.3	400.3	16.6	3.6	7.0	94.7
Primary Industries	906.0	1,048.8	15.8	21.1	30.8	45.9
Personnel Services	40.9	20.8	(49.2)
Vocational Education and Training ^(c)	N/A	757.4	N/A
Cluster Grant Funding ^(d)	669.6	1,167.8	74.4
Total	2,236.4	3,553.2	58.9	47.6	53.7	12.8
New South Wales Rural Assistance Authority						
Service Group						
Financial Assistance to Farmers and Small Businesses	43.9	60.8	38.6	0.1	0.1	...
Total	43.9	60.8	38.6	0.1	0.1	...
TAFE Commission						
Service Group						
TAFE NSW	1,869.6	1,991.5	6.5	71.1	101.1	42.3
Total	1,869.6	1,991.5	6.5	71.1	101.1	42.3
Local Land Services						
Total	160.4	161.7	0.8	0.5	5.3	966.5
NSW Food Authority						
Total	21.5	21.2	(1.2)	1.1	1.1	...
Water Administration Ministerial Corporation						
Total	70.2	76.7	9.2

(a) From 1 July 2015, the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015* establishes the Department of Industry, Skills and Regional Development (DISRD), and transfers to it functions previously related to the Department of Trade and Investment, Regional Infrastructure and Services (DTIRIS), and State Training Services from the Department of Education and Communities. DISRD will be the lead agency for its cluster, which will include the TAFE Commission (transferred from the Education and Communities cluster) and the agencies formerly in the Trade and Investment, Regional Infrastructure and Services cluster except for the Independent Liquor and Gaming Authority, Art Gallery of New South Wales, Australian Museum, State Library of New South Wales, the Museum of Applied Arts and Sciences and the Sydney Opera House which transfer to the Justice cluster, and Destination NSW which transfers to the Premier and Cabinet cluster.

(b) All figures for 2014-15 relate to DTIRIS.

(c) Expenses for the Vocational Education and Training service group in 2014-15 have been retained in the Education cluster.

(d) Cluster Grant Funding figures for 2014-15 represent amounts in DTIRIS for that year. Variances are impacted by the movement of agencies.

Introduction

The Industry, Skills and Regional Development cluster supports the development of globally competitive and sustainable NSW industries to attract investment, increase trade and create new jobs.

The Industry, Skills and Regional Development cluster is impacted by machinery of government changes set out in the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015*. The Department of Industry, Skills, and Regional Development will be established on 1 July 2015. The Department continues many of the functions previously undertaken by the Department of Trade and Investment, Regional Infrastructure and Services, and is also responsible for functions relating to vocational education and training previously in the Department of Education and Communities. Functions relating to the Arts portfolio including cultural venues will transfer to the Justice cluster. Functions relating to the Gaming and Racing portfolio and Liquor regulation will also transfer to the Justice cluster. The Mine Subsidence Board will transfer to the Finance, Services and Innovation cluster. Functions relating to trade and investment attraction, special events and tourism will transfer to the Premier and Cabinet cluster.

The cluster's work includes:

- partnering with industries to develop and implement strategies to be globally competitive, grow the economy, and create jobs, particularly in regional New South Wales
- driving reform in the State's energy markets to deliver better and more reliable outcomes for customers
- encouraging investment in, and sustainable development of, primary industries, gas and mineral resources
- responsibility for government funded vocational education and training in New South Wales, including implementation of the Smart and Skilled program, apprenticeships and traineeships, and adult and community education
- delivering training through TAFE NSW, which meets the needs of the industries, businesses, communities and students and strengthens the skills base of the NSW economy
- developing and sustaining profitable food and fibre industries, and demonstrating best-practice natural resource management.

Services

The cluster's key services include:

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 regional water sharing, licensing, allocation and trading arrangements; coordinating New South Wales' involvement in interstate water management; managing metropolitan water planning and urban regional water supply and sewerage programs; and managing Crown lands to ensure industry and communities have access to government land, to support economic, social and infrastructure development.

Industry Development

- connecting businesses, industry and educational institutions with partners and government funding and services, to capitalise on regional, domestic and international opportunities
- improving the global competitiveness of industry, including securing the skills and capabilities required to support current and future growth
- creating the industry policy and change agenda for industry and innovation within New South Wales.

Resources and Energy

- attracting local and offshore investment in the NSW resources sector including reducing barriers to investment
- 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.

Vocational Education and Training

- funding, managing and regulating the vocational education and training market in New South Wales including regulating apprenticeships and traineeships
- providing flexible and efficient training services to meet the needs of industry, business, community and students and to address state skills shortages and enhance workforce capabilities
- delivery of training services through TAFE NSW to increase skill levels and support workforce development to assist in a growing and productive NSW economy.

Other Services Performed within the Cluster

- 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
- providing financial aid to farmers and small businesses to help them recover from natural disasters or exceptional circumstances
- supporting small business by providing advocacy, low-cost dispute resolution and advisory services, including advice on cutting red tape.

2015–16 Budget Highlights

In 2015-16, the Department of Industry, Skills and Regional Development will spend over \$3.6 billion (\$3.6 billion recurrent and \$53.7 million capital) on resources and energy and primary industry programs, water supply and catchment management, vocational education and training, and small business, industry and regional development programs.

In 2015-16, the cluster's key initiatives include:

Resources and Energy

- \$254 million to assist eligible NSW households with the financial costs of meeting their energy needs and reducing the impact of power prices including a new \$90 per annum gas rebate for low income households to commence from 1 July 2015.

Primary Industries

- \$162 million for Local Land Services to deliver quality services to farmers, land holders and the community across rural and regional New South Wales
- \$50 million in concessional loans under the Farm Innovation Fund to assist primary producers to prepare for future drought
- \$15 million over four years to build on the partnership between the NSW Government and the community Landcare movement and to create a foundation for long term sustainability, enabling the volunteer effort to continue well into the future
- \$13 million for supporting primary producers in New South Wales to become more resilient and better prepared for future drought conditions consistent with the terms of the Intergovernmental Agreement on National Drought Program Reform
- \$21 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
- replacement of an offshore fisheries patrol vessel with a new custom built vessel to help in the protection of valuable commercial and recreational fisheries worth many millions of dollars to the NSW economy, and to protect vulnerable fish stocks and habitats
- \$2 million over four years for the RSPCA NSW Education Centre to promote responsible pet ownership and animal welfare in the community by using the dedicated facility for training programs targeting pet owners and the animal industry.

Lands and Water

- \$186 million to assist eligible NSW households with the financial costs for the supply of potable water
- \$130 million for water saving infrastructure projects, funded by the Commonwealth under its Water for the Future program, to assist in bridging the gap to the Basin Plan

- \$52.3 million over three years including \$34.8 million in 2014-15 from Restart NSW for the delivery of the first stage of Broken Hill emergency water supply works, including construction of a reverse osmosis (desalination) treatment plant. This includes \$7 million which was provided from Restart NSW to Water NSW in 2014-15 to fund investigative works
- \$45 million over four years for coastal infrastructure repairs on Crown land, including on the North Coast. Coastal infrastructure is essential for the protection of coastal lands and underpins several key NSW industries particularly tourism, commercial fishing and recreational boating
- \$38 million to secure long-term potable water supplies and manage effluent effectively in regional communities
- \$16 million to implement water reform initiatives in the Murray-Darling Basin
- \$11 million for programs to improve water and sewerage services for eligible Aboriginal communities
- \$2.4 million to provide a stone wall at The Entrance including \$0.5 million for sand nourishment and a study into making the channel deeper
- \$0.5 million for infrastructure upgrades at the Tibooburra aerodrome which is utilised by the Royal Flying Doctors Service for weekly health clinics, emergency patient transfers and doctor visits.

Skills

Spending in 2015-16 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. This includes:

- \$2 billion for the TAFE Commission 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
- \$101 million to invest in modernising facilities and information technology initiatives including 20 major building and information technology projects in TAFE NSW
- \$48 million over four years for fee-free scholarships for 200,000 15-30 year olds to undertake government subsidised vocational education and training certificate courses, with priority given to concession eligible social housing residents
- \$25 million over four years for the Jobs for Tomorrow Scholarship Fund to provide up to 25,000 scholarships worth \$1,000 each for students undertaking qualifications in technology-based growth industries
- \$8 million over four years to provide young people in regional areas with viable pathways into education, training and employment.

Overall, there is an increase of \$180 million in 2015-16 across the vocational education and training sector.

Small Business

- \$27 million over four years to establish a new \$2,000 Small Business Employment Incentive for non-payroll tax paying businesses that will reward small businesses for every additional employee that they take on. The incentive will be paid for genuinely additional employees on their first anniversary (this program will be administered by the Office of State Revenue)
- \$14 million to invest and support the future of small businesses in New South Wales including the Small Biz Connect program, small business advocacy services, dispute resolution services and continued support of specialist advisors with language skills to multicultural small businesses in Western Sydney
- \$15 million over 10 years to allow existing lottery agents to apply for contributions of up to \$10,000 for approved shop re-fits which takes a significant financial burden off these small businesses.

Industry and Regional Development

- \$49 million to boost the State's economic performance, drive economic growth in regional areas and complement the Jobs Action Plan
- \$26 million over three years on the Mobile Black Spot Program matching Commonwealth Government contributions to encourage telecommunication providers to invest in regional areas where there are mobile communication black spots
- \$31 million over two years to support the economic base of communities most likely to be impacted by the implementation of the Murray Darling Basin Plan.

Department of Industry, Skills and Regional Development

Service Group Statements

Industry Development

Service description: This service group covers support for businesses and industries to advance investment, research excellence, innovation, employment and competitiveness, and includes strong support for the regions.

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Jobs impact of major investment projects supported by the Department ^(a)	no.	3,785	5,711	5,500	5,825	4,800 ^(b)
Clients serviced – export and other services ^(c)	no.	5,855	7,116	6,000	4,159	4,000 ^(d)
Employees:	FTE	533	503	589	513	224
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				284,219	276,426	158,216
Total expenses include the following:						
Employee related				73,376	69,961	29,894
Other operating expenses				40,792	49,332	23,987
Grants and subsidies				160,574	147,944	101,601
Other expenses				866	1,147	750
Capital Expenditure				8,943	22,866	15,825

(a) Jobs creation or retention committed to by companies offered assistance.

(b) In line with changes to services of the Department, the 2015-16 Forecast figure captures jobs creation or retention committed to by companies offered assistance by the Department's industry, regional and other services.

(c) Prior to 30 June 2015, this measure included 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.

(d) In line with changes to services of the Department, the 2015-16 Forecast figure excludes support provided to exporters and participants in international missions. These services are to be delivered by the Department of Premier and Cabinet.

Resources and Energy

Service description: This service group covers support for the petroleum and 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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Mine safety regulation:						
Investigations of operational safety ^(a)	no.	303	227	230	235	235
Enforcement actions ^(b)	no.	1,286	1,189	1,280	1,338	1,338
Mine environmental regulation:						
Audits, assessments, investigations and enforcements	no.	980	1,555	1,000	1,900	2,000
Energy regulation administration:						
Total number of licences granted under the Pipelines Act 1967	no.	35	36	39	37	38
Conveyance searches	no.	3,374	3,885	3,800	3,923	3,962
Employees:	FTE	388	479	507	501	507
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				363,370	343,346	400,323
Total expenses include the following:						
Employee related				66,795	67,836	69,945
Other operating expenses				49,672	50,170	57,768
Grants and subsidies				242,233	220,630	268,261
Capital Expenditure				3,958	3,614	7,038

(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.

(b) The figure for 2012-13 Actual enforcement actions service measure has been revised from 1,279.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Increase in farm productivity ^(a)	%	1.0	...	1.0	...	1.0
Native fish stocked in NSW freshwater ^(b)	mill	2.0	2.7	2.2	1.6	2.0
Fisheries compliance actions ^(c)	no.	6,284	6,879	7,000	7,100	7,100
Pest and disease monitoring programs in place ^(d)	no.	71	107	122	110	112
Water sharing arrangements in place or commenced ^(e)	%	85	85	98	85	100
Water supply and sewerage projects completed	no.	492	494	515	508	520
Gross revenue collected from Crown land tenures ^(f)	\$m	50.1	53.9	55.8	54.3	54.0
Employees:	FTE	3,198	2,970	3,095	3,086	3,097

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Financial indicators:			
Total Expenses Excluding Losses	951,481	906,043	1,048,786
Total expenses include the following:			
Employee related	333,172	344,053	357,177
Other operating expenses	314,580	250,862	396,489
Grants and subsidies	222,261	225,686	213,078
Other expenses	12,176	15,653	14,760
Capital Expenditure	43,922	21,148	30,847

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

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

(c) The data collected for this measure includes all sanction types (including integration of marine parks officers from 2013-14 onwards). The forecast for 2015-16 will be influenced by weather conditions, changes in illegal fishing patterns, staffing and changes in compliance targets.

(d) A review of invasive species, plant and animal monitoring programs in 2014 has refined the current monitoring program resulting in a revised 2014-15 forecast. Overall there is a continuing trend upwards in the number of programs being delivered.

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

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

Personnel Services

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Employees:						
Sydney Catchment Authority ^(a)	FTE	n.a.	266	295	n.a.	n.a.
Wild Dogs Destruction Board ^(b)	FTE	n.a.	13	13	13	13
NSW Food Authority ^(b)	FTE	n.a.	111	106	107	107
New South Wales Rural Assistance Authority ^(b)	FTE	n.a.	22	22	22	22
Mine Subsidence Board ^(c)	FTE	28	22	32	20	N/A
New South Wales Film and Television Office ^(d)	FTE	20	19	19	N/A	N/A

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000

Financial indicators: ^(c)

Total Expenses Excluding Losses	65,239	40,947	20,783
Total expenses include the following:			
Employee related	65,239	40,947	20,783

(a) Staff were transferred to the Department with the implementation of the *Government Sector Employment Act 2013*, effective 24 February 2014. Staff were transferred from the Department to the newly created Water NSW with the implementation of the *Water NSW Act 2014*, effective 1 January 2015. The Department provided personnel services to the Sydney Catchment Authority for the period 24 February 2014 to 1 January 2015.

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

(c) The staff and functions of the Mine Subsidence Board will transfer to the Department of Finance, Services and Innovation from 1 July 2015. The associated expenses for 2015-16 are included in the financial indicators here.

(d) Staff were transferred to the Department with abolition of the NSW Film and Television Office upon the implementation of the *Trade and Investment Cluster Governances (Amendment and Repeal) Act 2014*, effective 1 July 2014.

Vocational Education and Training ^(a)

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

	Units	2012 Actual	2013 Actual	2014 Actual	2015 Forecast ^(b)	
Service measures:						
Enrolments at Certificate III and below (Government funded course enrolments)	no.	<i>n.a.</i>	<i>n.a.</i>	361,468	343,395	
Enrolments at Certificate IV and above (Government funded course enrolments)	no.	<i>n.a.</i>	<i>n.a.</i>	105,683	95,115	
Enrolments of students with a disability (Government funded course enrolments)	no.	<i>n.a.</i>	<i>n.a.</i>	47,742	45,355	
Enrolments of Indigenous students (Government funded course enrolments)	no.	<i>n.a.</i>	<i>n.a.</i>	37,413	35,542	
Graduates satisfied with overall quality of VET training	%	89.4	88.5	88.9	89.0	
	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Employees:	FTE	370	364	398	308	332
				2014-15 Budget \$000	2014-15 Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses			635,287	501,166	757,363	
Total expenses include the following:						
Employee related			52,013	37,493	35,870	
Other operating expenses			42,922	36,405	27,344	
Grants and subsidies			537,480	423,979	691,373	

(a) From 1 July 2015, the *Administrative Arrangements (Administrative Changes - Public Service Agencies) Order (No. 2) 2015* transfers State Training Services from the Department of Education and Communities to the Department of Industry, Skills and Regional Development. Service measures and financial indicators prior to 2015-16 in italics are recognised in the Department of Education and Communities and are provided above for information and comparison only.

(b) Enrolments in 2015 reflect a lower than expected market response to Smart and Skilled reforms in the transitional stage since its start in January 2015. Growth in enrolments is expected to accelerate in 2015-16 due to increased industry demand in key skill areas including apprenticeships, provider adjustments to Smart and Skilled reforms and State Training Services measures that will improve training market responsiveness.

Cluster Grant Funding ^(a)

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

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Financial indicators:			
Total Expenses Excluding Losses	696,748	669,614	1,167,764
Grants and subsidies	696,748	669,614	1,167,764
Independent Liquor and Gaming Authority	2,309	2,309	N/A
New South Wales Rural Assistance Authority	15,328	18,028	17,132
Local Land Services (former Catchment Management Authorities)	32,429	32,429	4,151
Destination NSW	123,963	123,963	N/A
Forestry Corporation of NSW	15,157	15,157	15,536
New South Wales Film and Television Office	9,968	N/A	N/A
NSW Food Authority	11,091	12,109	9,436
Sydney Opera House	57,369	57,369	N/A
State Library of New South Wales	83,809	86,674	N/A
Australian Museum	27,949	28,529	N/A
Museum of Applied Arts and Sciences	48,599	43,831	N/A
Art Gallery of New South Wales	35,246	31,346	N/A
Water NSW ^(b)	38,544	33,946	42,301
Sydney Water Corporation	172,827	169,174	171,044
Hunter Water Corporation	14,660	14,750	14,644
Water Administration Ministerial Corporation	7,500	...	7,500
TAFE Commission	N/A	N/A	886,020

(a) From 1 July 2015, the Independent Liquor and Gaming Authority, Art Gallery of New South Wales, Australian Museum, State Library of New South Wales, Sydney Opera House and the Museum of Applied Arts and Sciences transfer to the Justice cluster, Destination NSW to the Premier and Cabinet cluster and the TAFE Commission to the Industry, Skills and Regional Development cluster. Associated grants for the TAFE Commission in 2014-15 are reflected in the Department of Education expenses.

(b) Water NSW was established on 1 January 2015 amalgamating the State Water Corporation and Sydney Catchment Authority.

Financial Statements (a) (b) (c)
Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	538,582	522,797	513,669
Other operating expenses	405,044	350,364	505,588
Depreciation and amortisation	81,731	81,699	76,187
Grants and subsidies	1,321,816	1,263,874	2,442,077
Finance costs	842	842	204
Other expenses	13,042	16,800	15,510
TOTAL EXPENSES EXCLUDING LOSSES	2,361,057	2,236,376	3,553,235
Revenue			
Recurrent appropriation	1,657,216	1,539,878	2,906,389
Capital appropriation	37,966	36,524	35,149
Transfers to the Crown Entity	(68,061)	(63,500)	(63,268)
Sales of goods and services	350,838	343,940	321,555
Investment revenue	23,850	24,080	7,848
Retained taxes, fees and fines	17,900	21,000	22,344
Grants and contributions	91,915	134,111	74,184
Acceptance by Crown Entity of employee benefits and other liabilities	28,712	28,790	14,405
Other revenue	33,799	34,099	30
Total Revenue	2,174,135	2,098,922	3,318,636
Gain/(loss) on disposal of non current assets	538	538	24,480
Other gains/(losses)	(5,488)	(62,286)	...
Net Result	(191,872)	(199,202)	(210,119)

(a) All figures for 2014-15 relate to DTIRIS.

(b) The Department of Industry, Skills and Regional Development 2015-16 Appropriation has been adjusted as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by The Department of Industry, Skills and Regional Development as a funding source in 2015-16. This reduction does not impact on the level of approved expenditure by the Department of Industry, Skills and Regional Development and cluster agencies.

(c) In 2015-16 there has been an adjustment to grants paid to a number of government agencies within the cluster holding surplus cash balances. This funding adjustment will not impact on the level of approved expenditure by these agencies and is part of a whole-of-government initiative to improve cash management.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	457,580	434,255	320,083
Receivables	130,900	175,654	175,838
Other financial assets	7,677
Inventories	21,595	13,156	14,446
Assets held for sale	3,450	2,192	2,192
Other	5,203
Total Current Assets	626,405	625,257	512,559
Non Current Assets			
Receivables	182,708	188,111	188,131
Other financial assets	895,267	881,585	882,685
Inventories	13,220	21,521	21,521
Property, plant and equipment –			
Land and building	5,543,541	5,979,315	5,952,063
Plant and equipment	50,209	47,970	44,378
Infrastructure systems	610,310	580,518	565,536
Intangibles	46,767	43,398	42,982
Total Non Current Assets	7,342,022	7,742,418	7,697,296
Total Assets	7,968,427	8,367,675	8,209,855
Liabilities			
Current Liabilities			
Payables	99,926	160,871	160,871
Borrowings at amortised cost	2,763	2,767	2,785
Provisions	90,393	70,757	70,501
Other	22,221	21,345	21,345
Total Current Liabilities	215,303	255,740	255,502
Non Current Liabilities			
Borrowings at amortised cost	5,477	1,814	...
Provisions	65,834	41,963	41,983
Total Non Current Liabilities	71,311	43,777	41,983
Total Liabilities	286,614	299,517	297,485
Net Assets	7,681,813	8,068,158	7,912,370
Equity			
Reserves	518,667	729,809	784,140
Accumulated funds	7,163,146	7,338,349	7,128,230
Total Equity	7,681,813	8,068,158	7,912,370

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	510,080	498,446	499,100
Grants and subsidies	1,299,212	1,244,270	2,427,077
Finance costs	826	842	204
Other	447,461	415,777	537,186
Total Payments	2,257,579	2,159,335	3,463,567
Receipts			
Recurrent appropriation	1,657,216	1,539,878	2,906,389
Capital appropriation	37,966	36,524	35,149
Sale of goods and services	354,906	338,385	328,579
Interest received	23,170	23,400	7,848
Grants and contributions	16,443	58,877	3,526
Cash transfers to the Crown Entity	(68,061)	(73,568)	(63,268)
Other	173,398	178,510	159,502
Total Receipts	2,195,038	2,102,006	3,377,725
Net Cash Flows From Operating Activities	(62,541)	(57,329)	(85,842)
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	38,786	28,474	27,576
Advance repayments received	...	500	...
Purchases of property, plant and equipment	(54,080)	(45,535)	(48,221)
Other	(2,743)	4,438	(5,489)
Net Cash Flows From Investing Activities	(18,037)	(12,123)	(26,134)
Cash Flows From Financing Activities			
Repayment of borrowings and advances	(536)	(1,685)	(1,796)
Other	600	(946)	(400)
Net Cash Flows From Financing Activities	64	(2,631)	(2,196)
Net Increase/(Decrease) in Cash	(80,514)	(72,083)	(114,172)
Opening Cash and Cash Equivalents	538,094	506,338	434,255
Closing Cash and Cash Equivalents	457,580	434,255	320,083
Cash Flow Reconciliation			
Net result	(191,872)	(199,202)	(210,119)
Non cash items added back	128,614	172,556	150,087
Change in operating assets and liabilities	717	(30,683)	(25,810)
Net Cash Flows From Operating Activities	(62,541)	(57,329)	(85,842)

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Applications for assistance processed ^(a)	no.	3,896	5,639	4,108	6,591	7,100
Applications processed within time frames	%	90	90	90	90	90
Promotional activities	no.	6	4	4	4	4
Farm Debt Mediation applications determined	no.	106	123	120	75	105
Employees:	FTE	21	22	22	22	22
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				47,219	43,891	60,829
Other operating expenses				3,948	5,571	4,872
Grants and subsidies				32,253	22,623	37,353
Capital Expenditure				50	50	50

(a) Revised forecast for 2014-15 reflects current demand for drought assistance and the Commonwealth's Loan Schemes. The forecast for 2015-16 reflects the expectation of continued drought conditions and includes increased numbers associated with the Drought Package announced in February 2015.

Financial Statements (a)**Operating Statement**

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses -			
Other operating expenses	3,948	5,571	4,872
Depreciation and amortisation	8	12	9
Grants and subsidies	32,253	22,623	37,353
Finance costs	11,010	15,685	18,595
TOTAL EXPENSES EXCLUDING LOSSES	47,219	43,891	60,829
Revenue			
Sales of goods and services	300	700	564
Investment revenue	11,557	16,095	18,656
Grants and contributions	18,382	38,283	25,648
Other revenue	14	654	1,184
Total Revenue	30,253	55,732	46,052
Net Result	(16,966)	11,841	(14,777)

- (a) Grant funding from the Department of Industry, Skills and Regional Development in 2015-16 to the New South Wales Rural Assistance Authority is subject to a one-off adjustment as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the New South Wales Rural Assistance Authority as a funding source in 2015-16. While the change in funding in 2015-16 will impact on the level of net assets at June 2016, it will have no impact on the level of approved expenditure or the agency's capacity to fund its liabilities.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	20,498	58,915	43,547
Receivables	7,396	2,429	2,429
Other financial assets	15,918	17,787	17,787
Total Current Assets	43,812	79,131	63,763
Non Current Assets			
Other financial assets	166,460	253,663	253,803
Property, plant and equipment - Plant and equipment	119	73	115
Intangibles	...	16	15
Total Non Current Assets	166,579	253,752	253,933
Total Assets	210,391	332,883	317,696
Liabilities			
Current Liabilities			
Payables	12,080	2,023	2,023
Borrowings at amortised cost	16,217	17,854	17,854
Provisions	1,737	1,955	1,955
Other	1,490	2,500	1,950
Total Current Liabilities	31,524	24,332	23,782
Non Current Liabilities			
Borrowings at amortised cost	166,952	296,296	296,436
Other	7	7	7
Total Non Current Liabilities	166,959	296,303	296,443
Total Liabilities	198,483	320,635	320,225
Net Assets	11,908	12,248	(2,529)
Equity			
Accumulated funds	11,908	12,248	(2,529)
Total Equity	11,908	12,248	(2,529)

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Grants and subsidies	15,750	22,623	20,850
Finance costs	7,010	10,439	11,595
Other	21,297	48,822	20,988
Total Payments	44,057	81,884	53,433
Receipts			
Sale of goods and services	300	711	564
Interest received	547	410	311
Grants and contributions	15,328	31,851	17,132
Other	4,864	9,076	7,594
Total Receipts	21,039	42,048	25,601
Net Cash Flows From Operating Activities	(23,018)	(39,836)	(27,832)
Cash Flows From Investing Activities			
Advance repayments received	27,870	34,460	35,205
Purchases of property, plant and equipment	(50)	(50)	(50)
Advances made	(17,000)	(137,000)	(17,001)
Net Cash Flows From Investing Activities	10,820	(102,590)	18,154
Cash Flows From Financing Activities			
Proceeds from borrowings and advances	17,000	164,798	17,000
Repayment of borrowings and advances	(20,860)	(25,860)	(22,690)
Net Cash Flows From Financing Activities	(3,860)	138,938	(5,690)
Net Increase/(Decrease) in Cash	(16,058)	(3,488)	(15,368)
Opening Cash and Cash Equivalents	36,556	62,403	58,915
Closing Cash and Cash Equivalents	20,498	58,915	43,547
Cash Flow Reconciliation			
Net result	(16,966)	11,841	(14,777)
Non cash items added back	(7,002)	(12,312)	(12,506)
Change in operating assets and liabilities	950	(39,365)	(549)
Net Cash Flows From Operating Activities	(23,018)	(39,836)	(27,832)

TAFE Commission

Service Group Statements

TAFE NSW

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

	Units	2012 Actual	2013 Actual	2014 Actual	2015 Forecast ^(a)	
Service measures:						
TAFE NSW Student enrolments						
All students	no.	579,719	570,036	539,508	496,347	
Aboriginal Students	no.	36,901	37,607	38,038	35,375	
Students with disabilities	no.	59,167	56,983	52,894	47,605	
TAFE NSW enrolments in AQF						
Certificate III and above	no.	296,896	312,242	311,682	289,864	
Diploma and above	no.	76,043	87,018	103,772	114,149	
Graduates satisfied with overall quality of all TAFE training	%	90.1	88.9	87.6	89.4	
	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Employees:	FTE	15,658	15,147	14,772	13,228	13,019
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses			1,861,539	1,869,561	1,991,545	
Total expenses include the following:						
Employee related			1,328,943	1,211,461	1,228,187	
Other operating expenses			395,296	525,800	625,616	
Capital Expenditure			76,885	71,084	101,128	

(a) TAFE enrolments in 2015 reflect a change in the profile of TAFE's enrolments towards higher qualifications and away from lower qualifications. TAFE is strategically focused on delivering higher level qualifications (Diploma and above) which have a higher per student cost of delivery.

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	1,328,943	1,211,461	1,228,187
Other operating expenses	395,296	525,800	625,616
Depreciation and amortisation	137,300	132,300	137,742
TOTAL EXPENSES EXCLUDING LOSSES	1,861,539	1,869,561	1,991,545
Revenue			
Sales of goods and services	419,922	453,895	528,970
Investment revenue	7,363	9,863	9,547
Grants and contributions	1,321,486	1,357,971	1,303,551
Acceptance by Crown Entity of employee benefits and other liabilities	52,072	62,829	62,136
Other revenue	69	4,890	1,593
Total Revenue	1,800,912	1,889,448	1,905,797
Gain/(loss) on disposal of non current assets	...	(155)	...
Other gains/(losses)	...	(11)	...
Net Result	(60,627)	19,721	(85,748)

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	281,087	497,522	415,388
Receivables	49,680	56,289	56,289
Other financial assets	160	160	160
Total Current Assets	330,927	553,971	471,837
Non Current Assets			
Receivables	4,703	3,285	3,285
Other financial assets	286	286	286
Property, plant and equipment -			
Land and building	4,156,206	4,385,449	4,349,855
Plant and equipment	120,333	25,738	12,799
Intangibles	70,283	67,968	79,887
Total Non Current Assets	4,351,811	4,482,726	4,446,112
Total Assets	4,682,738	5,036,697	4,917,949
Liabilities			
Current Liabilities			
Payables	118,520	146,177	113,177
Provisions	80,150	109,192	109,192
Other	150,812	225,162	225,162
Total Current Liabilities	349,482	480,531	447,531
Non Current Liabilities			
Provisions	1,674	1,732	1,732
Total Non Current Liabilities	1,674	1,732	1,732
Total Liabilities	351,156	482,263	449,263
Net Assets	4,331,582	4,554,434	4,468,686
Equity			
Reserves	2,765,432	2,801,388	2,801,388
Accumulated funds	1,566,150	1,753,046	1,667,298
Total Equity	4,331,582	4,554,434	4,468,686

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	1,239,893	1,085,249	1,199,051
Other	583,333	589,396	625,616
Total Payments	1,823,226	1,674,645	1,824,667
Receipts			
Sale of goods and services	535,582	453,478	528,970
Interest received	7,363	9,863	9,547
Grants and contributions	1,321,476	1,357,834	1,303,501
Other	35,478	5,624	1,643
Total Receipts	1,899,899	1,826,799	1,843,661
Net Cash Flows From Operating Activities	76,673	152,154	18,994
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	...	43	...
Purchases of property, plant and equipment	(60,910)	(58,716)	(81,872)
Other	265,324	404,041	(19,256)
Net Cash Flows From Investing Activities	204,414	345,368	(101,128)
Net Increase/(Decrease) in Cash	281,087	497,522	(82,134)
Opening Cash and Cash Equivalents	497,522
Closing Cash and Cash Equivalents	281,087	497,522	415,388
Cash Flow Reconciliation			
Net result	(60,627)	19,721	(85,748)
Non cash items added back	137,300	132,278	137,742
Change in operating assets and liabilities	...	155	(33,000)
Net Cash Flows From Operating Activities	76,673	152,154	18,994

Local Land Services

Financial Statements (a)

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	58,155	78,772	86,735
Other operating expenses	40,646	43,510	34,999
Depreciation and amortisation	2,262	3,370	2,720
Grants and subsidies	22,694	34,765	37,240
Total Expenses Excluding Losses	123,757	160,417	161,694
Revenue			
Sales of goods and services	5,455	5,500	5,500
Investment revenue	3,000	2,100	1,200
Retained taxes, fees and fines	36,594	37,589	37,700
Grants and contributions	61,419	61,419	29,251
Acceptance by Crown Entity of employee benefits and other liabilities	...	3,294	2,494
Other revenue	15,025	51,506	45,927
Total Revenue	121,493	161,408	122,072
Net Result	(2,264)	991	(39,622)

- (a) Grant funding from the Department of Industry, Skills and Regional Development in 2015-16 to Local Land Services is subject to a one-off adjustment as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by Local Land Services as a funding source in 2015-16. While the change in funding in 2015-16 will impact on the level of net assets at June 2016, it will have no impact on the level of approved expenditure or the agency's capacity to fund its liabilities.

Balance Sheet

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Assets			
Current Assets			
Cash assets	65,605	90,872	48,170
Receivables	9,363	10,358	10,358
Inventories	1,992	1,685	1,685
Total Current Assets	76,960	102,915	60,213
Non Current Assets			
Inventories	...	26	26
Property, plant and equipment -			
Land and building	86,018	454,049	458,996
Plant and equipment	6,235	6,282	4,670
Infrastructure systems	27,368	24,742	24,030
Intangibles	1,185	1,183	1,183
Total Non Current Assets	120,806	486,282	488,905
Total Assets	197,766	589,197	549,118
Liabilities			
Current Liabilities			
Payables	7,742	13,322	12,865
Provisions	10,250	10,250	10,250
Other	853	853	853
Total Current Liabilities	18,845	24,425	23,968
Non Current Liabilities			
Provisions	8,062	8,062	8,062
Other	1,000	1,000	1,000
Total Non Current Liabilities	9,062	9,062	9,062
Total Liabilities	27,907	33,487	33,030
Net Assets	169,859	555,710	516,088
Equity			
Accumulated funds	169,859	555,710	516,088
Total Equity	169,859	555,710	516,088

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	58,155	74,180	84,241
Grants and subsidies	22,694	34,765	37,240
Other	40,762	71,323	35,456
Total Payments	121,611	180,268	156,937
Receipts			
Sale of goods and services	5,455	5,500	5,500
Interest received	3,000	2,100	1,200
Retained taxes, fees and fines	36,594	37,589	37,700
Grants and contributions	61,419	61,419	29,251
Other	15,026	80,700	45,927
Total Receipts	121,494	187,308	119,578
Net Cash Flows From Operating Activities	(117)	7,040	(37,359)
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	...	460	...
Purchases of property, plant and equipment	(298)	(501)	(5,343)
Net Cash Flows From Investing Activities	(298)	(41)	(5,343)
Net Increase/(Decrease) in Cash	(415)	6,999	(42,702)
Opening Cash and Cash Equivalents	66,020	83,873	90,872
Closing Cash and Cash Equivalents	65,605	90,872	48,170
Cash Flow Reconciliation			
Net result	(2,264)	991	(39,622)
Non cash items added back	2,262	3,370	2,720
Change in operating assets and liabilities	(115)	2,679	(457)
Net Cash Flows From Operating Activities	(117)	7,040	(37,359)

New South Wales Film and Television Office (a)

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	80
Other operating expenses	3,364
Depreciation and amortisation	8
Grants and subsidies	7,417
TOTAL EXPENSES EXCLUDING LOSSES	10,869
Revenue			
Investment revenue	230
Grants and contributions	10,045
Other revenue	300
Total Revenue	10,575
Net Result	(294)

(a) The New South Wales Film and Television Office was abolished in the 2014-15 financial year. The activities of the Film and Television Office were transferred to the Department of Trade and Investment, Regional Infrastructure and Services as Screen NSW. Screen NSW will transfer to the Department of Justice on 1 July 2015.

Balance Sheet

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Assets			
Current Assets			
Cash assets	6,103
Receivables	990
Other financial assets	296
Total Current Assets	7,389
Non Current Assets			
Property, plant and equipment – Plant and equipment	85
Intangibles	221
Total Non Current Assets	306
Total Assets	7,695
Liabilities			
Current Liabilities			
Payables	3,549
Provisions	156
Total Current Liabilities	3,705
Total Liabilities	3,705
Net Assets	3,990
Equity			
Accumulated funds	3,990
Total Equity	3,990

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	80
Grants and subsidies	7,417
Other	4,116
Total Payments	11,613
Receipts			
Sale of goods and services
Interest received	230
Grants and contributions	9,968
Other	1,129
Total Receipts	11,327
Net Cash Flows From Operating Activities	(286)
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(44)
Other
Net Cash Flows From Investing Activities	(44)
Net Increase/(Decrease) in Cash	(330)
Opening Cash and Cash Equivalents	6,433
Closing Cash and Cash Equivalents	6,103
Cash Flow Reconciliation			
Net result	(294)
Non cash items added back	8
Net Cash Flows From Operating Activities	(286)

Financial Statements (a)

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Other operating expenses	20,059	19,061	19,718
Depreciation and amortisation	1,030	1,261	1,047
Grants and subsidies	518	1,144	438
TOTAL EXPENSES EXCLUDING LOSSES	21,607	21,466	21,203
Revenue			
Sales of goods and services	2,516	3,151	2,382
Investment revenue	800	611	611
Retained taxes, fees and fines	7,267	7,267	7,353
Grants and contributions	11,091	10,988	9,436
Total Revenue	21,674	22,017	19,782
Gain/(loss) on disposal of non current assets	...	(454)	...
Net Result	67	97	(1,421)

(a) Grant funding from the Department of Industry, Skills and Regional Development in 2015-16 to the NSW Food Authority is subject to a one-off adjustment as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the NSW Food Authority as a funding source in 2015-16. While the change in funding in 2015-16 will impact on the level of net assets at June 2016, it will have no impact on the level of approved expenditure or the agency's capacity to fund its liabilities.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	15,541	23,244	21,770
Receivables	1,416	1,416	1,416
Total Current Assets	16,957	24,660	23,186
Non Current Assets			
Property, plant and equipment - Land and building	9,566	10,095	9,849
Plant and equipment	1,730	1,363	1,689
Intangibles	3,213	2,901	2,874
Total Non Current Assets	14,509	14,359	14,412
Total Assets	31,466	39,019	37,598
Liabilities			
Current Liabilities			
Payables	1,102	1,205	1,205
Provisions	5,117	4,090	4,090
Other	700	700	700
Total Current Liabilities	6,919	5,995	5,995
Non Current Liabilities			
Other	11,721	18,313	18,313
Total Non Current Liabilities	11,721	18,313	18,313
Total Liabilities	18,640	24,308	24,308
Net Assets	12,826	14,711	13,290
Equity			
Reserves	1,862	1,862	1,862
Accumulated funds	10,964	12,849	11,428
Total Equity	12,826	14,711	13,290

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	43
Grants and subsidies	518	1,144	438
Other	20,793	19,947	21,168
Total Payments	21,354	21,091	21,606
Receipts			
Sale of goods and services	2,516	3,091	2,382
Interest received	800	611	611
Retained taxes, fees and fines	1,000	1,000	1,000
Grants and contributions	11,091	10,988	9,436
Other	6,874	8,623	7,803
Total Receipts	22,281	24,313	21,232
Net Cash Flows From Operating Activities	927	3,222	(374)
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	500	250	...
Purchases of property, plant and equipment	(550)	(550)	(550)
Other	(550)	(550)	(550)
Net Cash Flows From Investing Activities	(600)	(850)	(1,100)
Net Increase/(Decrease) in Cash	327	2,372	(1,474)
Opening Cash and Cash Equivalents	15,214	20,872	23,244
Closing Cash and Cash Equivalents	15,541	23,244	21,770
Cash Flow Reconciliation			
Net result	67	97	(1,421)
Non cash items added back	1,030	1,261	1,047
Change in operating assets and liabilities	(170)	1,864	...
Net Cash Flows From Operating Activities	927	3,222	(374)

Water Administration Ministerial Corporation

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Other operating expenses	57,134	56,911	63,385
Depreciation and amortisation	6,000	13,337	13,337
TOTAL EXPENSES EXCLUDING LOSSES	63,134	70,248	76,722
Revenue			
Sales of goods and services	52,000	54,000	57,000
Grants and contributions	7,500	...	7,500
Other revenue	...	200	...
Total Revenue	59,500	54,200	64,500
Other gains/(losses)	...	(75)	...
Net Result	(3,634)	(16,123)	(12,222)

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Other	5,986	1,838	2,953
Total Current Assets	5,986	1,838	2,953
Non Current Assets			
Property, plant and equipment –			
Land and building	26,312	28,839	28,839
Plant and equipment	2,271	4,150	(3,877)
Infrastructure systems	735,058	678,093	672,783
Intangibles	75
Total Non Current Assets	763,716	711,082	697,745
Total Assets	769,702	712,920	700,698
Net Assets	769,702	712,920	700,698
Equity			
Reserves	10,066	17,816	17,816
Accumulated funds	759,636	695,104	682,882
Total Equity	769,702	712,920	700,698

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Other	59,500	54,200	64,500
Total Payments	59,500	54,200	64,500
Receipts			
Sale of goods and services	52,000	54,000	57,000
Grants and contributions	7,500	...	7,500
Other	...	200	...
Total Receipts	59,500	54,200	64,500
Cash Flow Reconciliation			
Net result	(3,634)	(16,123)	(12,222)
Non cash items added back	6,000	13,412	13,337
Change in operating assets and liabilities	(2,366)	2,711	(1,115)
Net Cash Flows From Operating Activities

7. Justice Cluster ^(a)

Agency	Expenses			Capital Expenditure		
	2014-15 Revised \$m	2015-16 Budget \$m	Var. %	2014-15 Revised \$m	2015-16 Budget \$m	Var. %
Department of Justice						
Service Group ^(b)						
Legal Policy and Regulatory Services	108.4	118.1	8.9	2.3	3.9	68.2
Court and Tribunal Services	578.0	596.9	3.3	168.4	114.4	(32.1)
Crime Prevention and Community Services ..	118.5	131.5	11.0	2.5	4.2	68.2
Registry of Births, Deaths and Marriages	32.4	25.9	(20.2)	...	7.3	N/A
Business and Personnel Services	62.9	68.4	8.7
Corrective Services	1,115.1	1,152.9	3.4	52.0	94.3	81.4
Juvenile Justice	198.4	199.6	0.6	2.9	2.9	...
Natural Disaster Resilience, Counter Terrorism and Police and Emergency Services Policy	N/A	178.6	N/A	N/A	0.1	N/A
The Arts, Hospitality and Racing	N/A	146.0	N/A	N/A	5.8	N/A
Cluster Grant Funding	3,538.8	3,767.0	6.4
Total	5,752.5	6,384.9	11.0	228.0	232.8	2.1
Crown Solicitor's Office						
Service Group						
Crown Solicitor's Office	47.5	51.0	7.5	0.3	5.3	1,560.9
Total	47.5	51.0	7.5	0.3	5.3	1,560.9
Fire and Rescue NSW						
Service Group						
Community Safety	34.9	35.4	1.4	3.7	3.2	(13.6)
Emergency Management	399.6	405.1	1.4	42.8	37.0	(13.6)
Operational Preparedness	236.0	239.4	1.4	25.3	21.8	(13.6)
Total	670.5	679.8	1.4	71.8	62.1	(13.6)
Independent Liquor and Gaming Authority						
Service Group						
Casino Supervision and Liquor and Gaming Related Services	11.5	13.9	21.2	0.1	0.1	6.1
Total	11.5	13.9	21.2	0.1	0.1	6.1
Information and Privacy Commission						
Service Group						
Information and Privacy Commission	5.9	5.4	(8.3)	0.4	0.2	(37.3)
Total	5.9	5.4	(8.3)	0.4	0.2	(37.3)
Legal Aid Commission of New South Wales						
Service Group						
Criminal Law Services	118.9	127.8	7.5	2.1	2.0	(5.9)
Civil Law Services	32.5	32.4	(0.5)	0.9	0.9	(0.1)
Family Law Services	70.0	76.1	8.6	1.2	1.3	11.0
Community Partnerships	30.8	31.8	3.2	0.1	0.1	(4.9)
Total	252.3	268.0	6.2	4.4	4.4	...

Agency	Expenses			Capital Expenditure		
	2014-15 Revised \$m	2015-16 Budget \$m	Var. %	2014-15 Revised \$m	2015-16 Budget \$m	Var. %
Ministry for Police and Emergency Services						
Service Group						
Policy and Finance	19.9	N/A	N/A	3.2	N/A	N/A
Counter Terrorism and Disaster Resilience ..	29.8	N/A	N/A	...	N/A	N/A
Total	49.7	N/A	N/A	3.2	N/A	N/A
New South Wales Crime Commission						
Service Group						
Criminal Investigations and Confiscation of Assets	23.8	24.1	1.2	1.6	1.9	21.0
Total	23.8	24.1	1.2	1.6	1.9	21.0
NSW Police Force						
Service Group						
Community Support	1,743.7	1,684.2	(3.4)	73.7	91.0	23.4
Criminal Investigation	1,072.4	1,035.7	(3.4)	45.3	55.9	23.3
Traffic and Commuter Services	396.9	390.5	(1.6)	16.0	19.4	21.2
Judicial Support	226.5	218.8	(3.4)	9.6	11.9	24.1
Total ^(c)	3,439.5	3,329.2	(3.2)	144.6	178.2	23.2
Office of the NSW Rural Fire Service						
Service Group						
Community Safety	20.9	33.6	60.9	...	3.1	...
Emergency Bush Fire Response Operations ..	254.7	263.8	3.6	11.7	10.2	(12.6)
Operational and Administrative Support	53.5	64.2	19.9	1.1	...	N/A
Total	329.1	361.6	9.9	12.8	13.3	4.2
Office of the NSW State Emergency Service						
Service Group						
Community and Organisational Preparedness	18.8	19.6	4.5	...	1.8	N/A
Emergency Management	70.9	76.8	8.3	6.5	24.5	278.2
Total	89.7	96.4	7.5	6.5	26.3	306.2
Art Gallery of New South Wales						
Total	47.7	45.5	(4.7)	12.1	18.2	49.6
Australian Museum						
Total	42.5	41.5	(2.3)	6.8	6.0	(11.7)
Museum of Applied Arts and Sciences						
Total	45.3	44.7	(1.5)	13.2	30.2	129.5
NSW Trustee and Guardian						
Total	86.3	93.5	8.4	6.7	26.6	298.7
State Library of New South Wales						
Total	91.0	90.9	(0.1)	20.7	23.4	13.2

Agency	Expenses			Capital Expenditure		
	2014–15 Revised \$m	2015–16 Budget \$m	Var. %	2014–15 Revised \$m	2015–16 Budget \$m	Var. %
Judicial Commission of New South Wales						
Service Group						
Education, Sentencing and Complaints	6.3	6.5	3.6	0.1	1.9	3,700.0
Total	6.3	6.5	3.6	0.1	1.9	3,700.0
Office of the Director of Public Prosecutions						
Service Group						
Prosecutions	110.6	119.8	8.3	1.3	2.9	122.4
Victim and Witness Assistance	7.3	7.4	0.9	0.0	0.1	177.8
Total	118.0	127.2	7.9	1.4	3.1	124.3
Police Integrity Commission						
Service Group						
Investigations, Research and Complaint Management	19.1	20.1	4.9	1.2	1.2	...
Total	19.1	20.1	4.9	1.2	1.2	...

- (a) From 1 July 2015, the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015* abolishes the Ministry for Police and Emergency Services and transfers its functions and employees to the Department of Justice. The Independent Liquor and Gaming Authority, Art Gallery of New South Wales, Australian Museum, State Library of New South Wales and the Museum of Applied Arts and Sciences transfer from the Trade and Investment, Regional Infrastructure and Services cluster, and the Police Integrity Commission transfers from the Premier and Cabinet cluster to the Justice cluster.
- (b) Service group variances are impacted by the movement of agencies into the Department of Justice effective 1 July 2015. Some service groups in 2014–15 have been combined into a single service group in 2015–16. Court and Tribunal Services is the combination of the former Court Services and Court Support Services service groups. Corrective Services is the combination of the former Custody Management Supervision of Offenders in the Community and Offenders Program service groups. Juvenile Justice is the combination of the former Community Based Services and Juvenile Custodial Services service groups. Natural Disaster Resilience, Counter Terrorism and Police and Emergency Services Policy is the combination of the former Policy and Finance and Counter Terrorism and Disaster Resilience service groups previously within the Ministry for Police and Emergency Services. The Arts, Hospitality and Racing service group includes functions previously undertaken by the Department of Trade and Investment, Regional Infrastructure and Services, including Screen NSW, Arts NSW and the Office for Liquor, Gaming and Racing. In 2014, the Screen NSW board was abolished and replaced with The Film and Television Industry Advisory Committee. This removed the need for separate financial reporting.
- (c) 2014–15 expenses include approximately \$160 million in workers' compensation hindsight expenses which will not apply in 2015–16 due to the positive impact of the reformed Death and Disability arrangements. When adjusted for this, the police budget in 2015–16 is increasing.

Introduction

The Justice cluster delivers legal, justice, law enforcement and emergency services. The cluster also supports the hospitality, racing, art and cultural sectors.

The Justice cluster is impacted by machinery of government changes set out in the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015*. The Order abolishes the Ministry for Police and Emergency Services and transfers its functions and employees to the Department of Justice. The Order also transfers responsibility for the Office of Liquor, Gaming and Racing, and Arts policy including Screen NSW and Arts NSW to the Justice cluster. The Independent Liquor and Gaming Authority, Art Gallery of New South Wales, Australian Museum, State Library of New South Wales, the Museum of Applied Arts and Sciences and the Sydney Opera House will transfer from the Trade and Investment, Regional Infrastructure and Services cluster and the Police Integrity Commission will transfer from the Premier and Cabinet cluster to the Justice cluster. These changes will take effect from 1 July 2015.

The Justice cluster delivers law enforcement and emergency services by:

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

The cluster supports the hospitality, racing, arts and cultural sectors by:

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

Services

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

Legal and Justice

- providing legal, professional and regulatory services, and advising the Government on law and legal matters, and justice and legal reforms
- administering courts, tribunals and community justice centres
- implementing programs to reduce re-offending risks, prevent crime and divert, support and rehabilitate offenders
- managing correctional centres and offenders in the community
- 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 people seeking protection from domestic violence.

Law Enforcement and Emergency Services

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

Liquor, Gaming and Racing

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

Arts

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

2015–16 Budget Highlights

In 2015-16, the Department of Justice will spend \$6.6 billion (\$6.4 billion recurrent and \$232.8 million capital) delivering services across the cluster, including the provision of grants to cluster agencies.

In 2015-16, the cluster's key initiatives include:

Legal and Justice Services

Ensuring faster and easier access to justice:

- \$31.8 million over four years towards construction of a new Coroner's Court in a joint project with NSW Health to facilitate the delivery of a comprehensive and uniform forensic pathology and coronial service
- \$23.9 million over three years to administer delivery of an amended Victims Compensation Scheme to reverse the retrospective application of the *Victims Rights and Support Act 2013* to allow victims who had lodged applications under the old Scheme to be reassessed
- \$11 million to complete the \$17 million upgrade of the Wagga Wagga Courthouse, which will provide a new two-storey building containing a Jury Court and Summary Court, as well as an upgrade to the Jury Court and Summary Court in the retained heritage section of the existing courthouse
- \$5.6 million to complete the \$15 million upgrade of the Wollongong Courthouse, which will provide two new remote witness rooms, three new jury deliberation rooms, as well as refurbish and upgrade all existing courtrooms and supporting facilities
- \$20.6 million to complete the \$90 million construction and fit out of the new Newcastle Justice Precinct, which will provide ten new courtrooms and two new tribunal rooms servicing the Supreme, District and Local Court function of the Newcastle area
- \$4.7 million to commence construction of the new \$31 million Sydney Central Children's Court in Surry Hills, which will replace the Bidura Children's Court facility to ensure both care and criminal matters in the juvenile jurisdiction are able to be dealt with in a secure and efficient manner
- \$3.4 million to complete the \$8.6 million NSW Civil and Administrative Tribunal (NCAT) implementation project, to meet the legislative, technological, organisational, regulatory and business process changes required to amalgamate the 23 NSW Tribunals into the new single organisational structure
- \$10 million to continue the \$40 million Justice Audio Visual Link (AVL) Consolidation Project, to further expand and enhance the existing network installations in courts, prisons and police stations so as to reduce, wherever practical, the cost and risk associated with transportation of accused and convicted persons
- \$3.5 million to complete the \$9.2 million Justice Online project, to improve and expand the range and utilisation of online self-service access to justice applications and services

- \$2 million towards the implementation of a system to improve the sharing of child protection information between the Department of Justice and the Department of Family and Community Services
- \$22.8 million over four years to increase support for child sexual assault victims through the appointment of two specialist judges, provision of Children's Champions and the expanded use of pre-recorded evidence, complementing measures to impose longer sentences on child sex offenders
- \$314.6 million over four years to address capacity issues within the correctional system
- additional funding over four years to provide a new correctional facility at Grafton¹
- additional funding over three years to expand the Parklea correctional facility.²

Making our communities safer through:

- \$10 million over four years for a Community Safety Fund to support community and business group initiatives to address local crime hotspots and anti-social behaviour in local communities
- \$7.7 million over four years to increase the standard non-parole period for a range of firearm offences.

NSW Police Force

- \$100 million over four years to establish the Policing For Tomorrow Fund, to trial and implement new innovations in crime fighting equipment and deliver enhanced police officer mobility
- \$70.1 million over four years to enhance NSW Police Force specialist commands including an increase in authorised strength of the NSW Police Force to 16,795 by December 2018
- \$66 million for works on new or refurbished police stations in Deniliquin, Gunnedah, Lake Macquarie, Liverpool, Moss Vale, Riverstone, Bay and Basin, Tweed Heads and Walgett
- \$5.4 million in 2015-16 as part of \$17.1 million over four years to expand support for injured police officers through the Police Force Wellbeing program
- \$1.7 million in 2015-16 as part of \$3 million over two years for state of the art mobile devices to triple the number of roadside drug tests undertaken to fight the scourge of methamphetamine (Ice) use and addiction in our communities.

NSW Crime Commission

- \$26 million to investigate organised, serious crime and homicides, financial investigations and integrity and accountability issues.

¹ The estimated total cost has not been included due to its commercially sensitive nature.

² The estimated total cost has not been included due to its commercially sensitive nature.

Fire and Rescue NSW

- \$18.4 million to continue works on new or refurbished fire stations across the State
- \$17 million for the continued replacement of essential firefighting vehicles.

NSW Rural Fire Service

- \$12.6 million as part of the Government's four-year \$46.3 million commitment for local government grants to support Rural Fire Service infrastructure
- \$9.8 million to pilot the use of very large air tankers to combat fast moving bush fires
- \$7.9 million as part of the Government's four-year \$31.8 million commitment to improve Rural Fire Service public information systems, expand the Rapid Aerial Response capability and enhance bush fire behaviour analysis
- \$5.2 million in capital funding over two years to develop the Guardian System to replace the existing Bushfire Risk Information Management System
- \$2 million for the fire trail network across the State to enable firefighters to reach fires quickly and facilitate hazard reduction activities
- \$1 million to construct four regionally based remote area firefighting training centres to provide volunteers with training and better access for maintenance of accreditation requirements.

NSW State Emergency Service

- \$24.3 million for the Strategic Disaster Readiness Package to help prevent and respond to flood and storm events
- \$6.4 million over four years to enhance workforce and human resources planning and develop effective management of professional standards
- \$1.9 million over four years for the Flood Data Access Program to inform decisions across floodplain risk management, emergency management and land use planning.

Natural Disaster Response Capacity

- \$120 million to fund natural disaster response and recovery expenditure
- \$22.4 million on Natural Disaster Resilience Program grants for community disaster mitigation works.

Hospitality, Gaming and Racing

- \$2.4 million to complete the Special Commission of Inquiry into the Greyhound Racing Industry.

The Arts

- \$189.7 million for cultural institutions that have transferred to the Justice cluster to enhance cultural, creative and recreational opportunities and to develop the cultural heritage of New South Wales
- \$66 million for infrastructure upgrades to cultural institutions, including:
 - \$14 million towards completion of the Cultural Collections Store and Access facility in Castle Hill
 - \$4.9 million over two years for building works at the State Library of New South Wales
 - \$4 million of additional funding for the NSW Art Gallery’s Sydney Modern Project to conclude a design concept and undertake initial engagement on the project
 - \$1.7 million for replacement of the Art Gallery chiller units and associated equipment
 - \$1.2 million for Art Gallery lighting upgrade and air conditioning duct replacement
 - \$0.9 million over two years to enhance accessibility and facilities at the Sydney Observatory.
- \$30 million to grow the arts and cultural sector in Western Sydney, including:
 - \$10 million over two years to commence planning for the relocation of the Powerhouse Museum from Ultimo to Parramatta as part of the development of an arts and cultural precinct, and to prepare for the divestment of the Ultimo site
 - \$20 million over four years, to support artists and organisations based in Western Sydney, this includes \$7.5 million in additional strategic funds for the region
- \$11 million over two years for planning, design and approvals for the Walsh Bay Arts precinct
- \$2.1 million for children to gain free access to the Museum of Applied Arts and Sciences (Powerhouse Museum) and Australian Museum.

Service Group Statements

Legal Policy and Regulatory Services

Service description: This service group covers the provision of advice to the Government on law and justice and the development and implementation of legislation, legal reforms, evidence-based policies and justice programs. 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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Proposals for legislative reform considered by Parliament	no.	24	29	20	12	20
Requests for statistical information completed by Bureau of Crime Statistics and Research	no.	734	751	700	750	750
Higher Court matters completed by Public Defenders	no.	920	756	590	770	800
Employees: ^(a)	FTE	272	243	243	226	226

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Financial indicators:			
Total Expenses Excluding Losses ^(b)	107,968	108,429	118,094
Total expenses include the following:			
Employee related	36,059	35,252	41,319
Other operating expenses	62,270	63,321	64,913
Grants and subsidies	580	538	747
Other expenses	6,192	7,556	8,442
Capital Expenditure	6,057	2,290	3,852

(a) The decreases in the 2013-14 Actual and the 2014-15 Revised are due to internal restructuring.

(b) The increase in Total Expenses budget from 2014-15 to 2015-16 is due to new funding of \$5.5 million for Combatting Child Sexual Assault and \$3.0 million for legal representation assistance for witnesses appearing before ICAC.

Court and Tribunal Services ^(a)

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Cases Finalised:						
Supreme Court	no.	12,978	9,333	9,000	9,900	9,000
District Court	no.	17,885	18,297	18,500	18,500	18,700
Local Court	no.	296,668	302,248	290,818	300,160	297,158
Community Justice Centre mediation sessions held	no.	1,625	1,391	1,500	1,210	1,210
Finalisations per FTE Judicial Officer:						
Supreme Court	no.	250	187	173	199	180
District Court	no.	277	284	293	293	295
Local Court	no.	2,625	2,723	2,718	2,704	2,726
Local Court sittings with uniformed sheriff's officer present	%	79	70	80	70	70
Satisfaction with law libraries' services	%	100	89	90	90	90
Transcript pages provided as daily transcript	no.	397,222	366,495	375,000	330,000	330,000
Employees:	FTE	2,511	2,625	2,625	2,574	2,574
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				609,461	578,017	596,863
Total expenses include the following:						
Employee related				367,649	372,245	378,839
Other operating expenses				99,459	110,945	86,206
Grants and subsidies ^(b)				50,322	1,393	33,848
Other expenses				18,701	20,775	20,788
Capital Expenditure				226,268	168,359	114,392

(a) This service group is the combination of the former Court Services and Court Support Services service groups.

(b) 2014-15 Budget for Grants and Subsidies included one-off funding for Crime Reduction Initiatives. This funding has been partially reallocated to other service groups in 2014-15 Revised, with the remainder rolled over for further measures in 2015-16.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Anti-discrimination complaints closed	no.	1,042	1,104	1,100	1,020	1,100
Victims Compensation Tribunal applications received	no.	6,600	10,489	7,500	12,755	15,300
Employees:	FTE	267	272	272	247	247
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses ^(a)				118,247	118,464	131,533
Total expenses include the following:						
Employee related				21,649	31,233	23,584
Other operating expenses				4,855	10,046	7,110
Grants and subsidies				81,812	67,409	91,128
Other expenses				8,313	8,313	8,313
Capital Expenditure				6,773	2,503	4,210

(a) The increase in Total Expenses budget from 2014-15 to 2015-16 is partly due to the provision of additional funding of \$7.6 million to implement the proposals to reassess all the Victims Services transition claims under the former Victims Compensation Scheme retrospectively.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Customer transaction volumes (applications and registrations)	no.	710,403	677,102	684,053	695,327	695,000
Compliance with Guarantee of Service (standard certificate applications)	%	86	99	100	88	100
Employees:	FTE	168	169	152	144	144
				———2014-15———		2015-16
				Budget \$000	Revised \$000	Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				27,299	32,437	25,873
Total expenses include the following:						
Employee related				14,278	14,497	13,750
Other operating expenses ^(a)				10,887	14,970	9,318
Capital Expenditure				7,850	...	7,300

(a) The increase in 2014-15 Revised represents incidental costs relating to Registry of Births, Deaths and Marriages Lifelink system implementation.

Business and Personnel Services

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Employees:						
NSW Trustee and Guardian	FTE	555	546	546	516	516
Office of the Public Guardian	FTE	58	66	66	66	66
Legal Profession Admission Board	FTE	10	10	10	13	13
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				65,758	62,904	68,371
Total expenses include the following:						
Employee related				65,758	62,904	68,371

Corrective Services (a)

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Daily average out-of-cell hours	no.	7.8	8.2	7.8	8.2	8.0
Average recurrent cost per inmate per day:						
Low security/periodic	\$	164	160	149	158	158
Medium/high security	\$	203	194	176	191	191
Escorts and court security conducted	no.	147,445	157,044	152,000	165,000	173,000
Video conferences conducted	no.	35,703	38,996	42,000	42,000	45,300
Advice to courts/releasing authorities	no.	27,317	27,681	26,000	28,000	28,000
Diversionary programs: total registrations – caseload intake	no.	23,670	21,516	20,200	24,000	24,000
Targeted offender programs completed by inmates	no.	10,172	8,404	8,500	6,455	8,250
Employment training rate of inmate employment	%	72.4	79.7	78.0	78.0	77.0
Inmate participation in education programs	%	36.1	35.1	37.5	31.5	31.0
Employees:	FTE	6,095	6,029	6,024	6,206	6,330
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				1,091,077	1,115,088	1,152,856
Total expenses include the following:						
Employee related				710,936	732,646	763,058
Other operating expenses				277,655	278,505	279,377
Grants and subsidies				6,387	5,882	6,527
Other expenses				31	67	32
Capital Expenditure				32,754	52,003	94,324

(a) This service group is the combination of the former Custody Management, Supervision of Offenders in the Community and Offenders Program service groups.

Juvenile Justice (a)

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Average daily number in custody	no.	324	314	316	281	300
Total admissions	no.	4,037	3,684	3,890	2,840	2,610
Average length of time in custody or remand	days	14.1	16.5	15.4	17.0	18.0
Supervision orders	no.	4,176	4,641	4,500	4,350	4,400
Remand interventions	no.	4,632	3,818	3,830	2,740	2,400
Bail supervisions	no.	675	661	550	640	630
Youth Justice Conferences facilitated	no.	1,290	1,270	1,210	1,080	980
Youth Justice Conference Outcome Plans agreed	no.	1,206	1,152	1,210	980	1,030
Employees:						
	FTE	1,443	1,452	1,474	1,426	1,416
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				199,644	198,374	199,634
Total expenses include the following:						
Employee related				143,274	139,440	144,721
Other operating expenses				32,474	34,540	30,568
Grants and subsidies				9,065	9,266	9,522
Other expenses				3,956	3,697	3,948
Capital Expenditure				1,879	2,850	2,850

(a) This service group is the combination of the former Community Based Services and Juvenile Custodial Services service groups.

Natural Disaster Resilience, Counter Terrorism and Police and Emergency Services Policy ^(a)

Service description: This service group provides independent policy advice on issues affecting the Police and Emergency Services portfolio and the relevant Ministerial and Parliamentary functions of the Minister for Justice and Police and the Minister for Emergency Services. It also has operational roles during natural disasters and terrorist attacks and is responsible for managing the State's natural disaster funding arrangements.

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Cabinet minutes developed	no.	27	32	30	20	30
Replies to letters	no.	4,110	8,374	3,000	8,000	5,000
Disaster resilience grants schemes administered	no.	8	8	8	8	8
Support to emergency management operations	no.	223	97	163	99	140
Employees:	FTE	80	81	75	82	80
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses ^(b)				56,123	49,736	178,630
Total expenses include the following:						
Employee related				11,211	11,808	11,850
Other operating expenses				10,686	7,325	9,151
Grants and subsidies				33,734	30,111	157,072
Capital Expenditure				3,174	3,174	95

(a) From 1 July 2015, the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015* abolishes the Ministry for Police and Emergency Services and transfers its functions and employees to the Department of Justice. Service measures and financial indicators prior to 2015-16 in italics are recognised in the Ministry for Police and Emergency Services and are provided for information and comparison only.

(b) Following the Natural Disaster Expenditure Governance Review, the Department of Justice will become the lead agency in the management of natural disaster arrangements from 1 July 2015. As a result, the State's Disaster Response Service funding provision of \$120 million (managed under the State's Disaster Assistance Guidelines) has been transferred from the Crown Finance Entity to the Department of Justice.

The Arts, Hospitality and Racing

Service description: This service group covers supporting the arts and cultural sectors, and regulating and advising the hospitality and racing industries.

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Occupation rate for Arts NSW properties ^(a)	%	85	89	88	96	96
Regulatory inspections ^(b)	no.	1,869	2,256	2,000	2,170	2,000
Employees: ^(c)	FTE	N/A	N/A	N/A	N/A	193
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				N/A	N/A	146,018
Total expenses include the following:						
Employee related				N/A	N/A	25,740
Other operating expenses				N/A	N/A	18,755
Grants and subsidies				N/A	N/A	94,785
Capital Expenditure				N/A	N/A	5,793

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

(b) Regulatory inspections increased over the 2014-15 year due to increased and sustained industry supervision activities to primarily support Government reforms in the liquor sector, such as CBD precinct lockouts and escalating sanctions for sales to minors. Inspection numbers are expected to stabilise and reduce in following years as these interventions mature.

(c) As a result of the *Administrative Arrangements (Administrative Changes – Public Service Agencies) Order (No. 2) 2015* the Office of Liquor, Gaming and Racing and the persons employed in the former Department of Trade and Investment, Regional Infrastructure and Services who are principally involved in the administration of legislation allocated to the Minister for the Arts will be transferred to the Department of Justice from 1 July 2015. This includes responsibility for Screen NSW and Arts NSW. Employee numbers were previously recorded as part of the Department of Trade and Investment, Regional Infrastructure and Services.

Cluster Grant Funding

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

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Financial indicators:			
Total Expenses Excluding Losses	3,582,870	3,538,817	3,767,018
Grants and subsidies			
New South Wales Crime Commission	23,547	23,322	21,635
Information and Privacy Commission	5,243	5,476	4,513
Legal Aid Commission of New South Wales	210,081	195,894	227,443
NSW Police Force	3,152,358	3,123,178	3,089,864
Office of the NSW State Emergency Service	12,878	13,278	15,061
Ministry for Police and Emergency Services ^(a)	43,898	44,532	N/A
Fire and Rescue NSW	93,190	91,462	97,699
Office of the NSW Rural Fire Service	41,675	41,675	45,933
Sydney Opera House ^{(b)(c)}	N/A	N/A	46,367
State Library of New South Wales ^(b)	N/A	N/A	81,529
Australian Museum ^(b)	N/A	N/A	29,881
Museum of Applied Arts and Sciences ^(b)	N/A	N/A	57,788
Art Gallery of New South Wales ^(b)	N/A	N/A	40,080
Independent Liquor and Gaming Authority ^(b)	N/A	N/A	9,225

(a) The Ministry for Police and Emergency Services has been abolished and functions transfer to the Department of Justice from 1 July 2015.

(b) The Sydney Opera House, State Library of New South Wales, Australian Museum, Museum of Applied Arts and Sciences, Art Gallery of New South Wales, and Independent Liquor and Gaming Authority will be incorporated into the Justice Cluster from 1 July 2015.

(c) The lower grant to Sydney Opera House in 2015-16 is mostly due to the finalisation of two capital projects in 2014-15.

Financial Statements (a)

Operating Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	1,359,603	1,388,216	1,471,232
Other operating expenses	487,600	512,328	505,398
Depreciation and amortisation	180,090	179,991	197,605
Grants and subsidies	3,731,036	3,623,305	4,160,647
Finance costs	6,802	8,281	8,485
Other expenses	37,193	40,409	41,523
TOTAL EXPENSES EXCLUDING LOSSES	5,802,324	5,752,530	6,384,890
Revenue			
Recurrent appropriation	5,256,142	5,195,704	5,677,850
Capital appropriation	276,421	233,695	226,000
Sales of goods and services	273,407	265,839	283,168
Investment revenue	5,086	4,246	2,139
Retained taxes, fees and fines	11,900	24,316	11,900
Grants and contributions	40,451	41,964	47,614
Acceptance by Crown Entity of employee benefits and other liabilities	95,042	93,152	96,693
Other revenue	23,291	37,366	58,194
Total Revenue	5,981,740	5,896,282	6,403,558
Gain/(loss) on disposal of non current assets	782	(1,672)	10
Other gains/(losses)	(504)	(1,681)	(504)
Net Result	179,694	140,399	18,174

(a) In 2015-16 there has been a one-off adjustment to grant expenses of a number of government agencies within the cluster holding surplus cash balances. This funding adjustment will not impact on the level of approved expenditure by these agencies and is part of a whole-of-government initiative to improve cash management.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	97,981	84,388	85,445
Receivables	55,795	88,305	89,304
Inventories	8,336	11,644	11,644
Other	13,405	20,964	20,964
Total Current Assets	175,517	205,301	207,357
Non Current Assets			
Receivables	67,426	87,877	87,877
Other financial assets	122,796
Property, plant and equipment -			
Land and building	3,415,417	3,850,150	3,887,587
Plant and equipment	258,356	224,424	187,524
Infrastructure systems	48,343
Intangibles	172,747	196,949	235,671
Other	3,328	4,056	4,056
Total Non Current Assets	4,088,413	4,363,456	4,402,715
Total Assets	4,263,930	4,568,757	4,610,072
Liabilities			
Current Liabilities			
Payables	90,293	117,031	118,105
Borrowings at amortised cost	3,772	1,812	4,095
Provisions	173,194	216,655	217,985
Other	12,459	17,330	17,330
Total Current Liabilities	279,718	352,828	357,515
Non Current Liabilities			
Borrowings at amortised cost	78,696	78,415	74,320
Provisions	158,772	116,220	116,051
Other	1,692
Total Non Current Liabilities	237,468	194,635	192,063
Total Liabilities	517,186	547,463	549,578
Net Assets	3,746,744	4,021,294	4,060,494
Equity			
Reserves	623,986	949,709	949,709
Accumulated funds	3,122,758	3,071,585	3,110,785
Total Equity	3,746,744	4,021,294	4,060,494

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	1,264,951	1,294,461	1,374,929
Grants and subsidies	3,731,036	3,623,305	4,160,647
Finance costs	6,802	8,281	8,485
Other	675,309	713,876	624,720
Total Payments	5,678,098	5,639,923	6,168,781
Receipts			
Recurrent appropriation	5,256,142	5,195,704	5,677,850
Capital appropriation	276,421	233,695	226,000
Sale of goods and services	272,870	264,064	282,656
Interest received	1,867	2,174	638
Grants and contributions	40,451	41,964	47,306
Cash transfers to the Crown Entity	...	(2,934)	...
Other	117,677	141,326	149,081
Total Receipts	5,965,428	5,875,993	6,383,531
Net Cash Flows From Operating Activities	287,330	236,070	214,750
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	7,310	...	10
Purchases of property, plant and equipment	(251,387)	(170,171)	(166,038)
Other	(30,194)	(57,834)	(45,853)
Net Cash Flows From Investing Activities	(274,271)	(228,005)	(211,881)
Cash Flows From Financing Activities			
Proceeds from borrowings and advances	90
Repayment of borrowings and advances	(3,459)	(6,767)	(1,812)
Net Cash Flows From Financing Activities	(3,369)	(6,767)	(1,812)
Net Increase/(Decrease) in Cash	9,690	1,298	1,057
Opening Cash and Cash Equivalents	88,291	83,090	84,388
Closing Cash and Cash Equivalents	97,981	84,388	85,445
Cash Flow Reconciliation			
Net result	179,694	140,399	18,174
Non cash items added back	180,090	179,991	197,605
Change in operating assets and liabilities	(72,454)	(84,320)	(1,029)
Net Cash Flows From Operating Activities	287,330	236,070	214,750

Crown Solicitor's Office

Service Group Statements

Crown Solicitor's Office

Service description: This service group covers the provision of legal services to the NSW 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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Average daily billable hours per solicitor	hours	4.8	5.0	5.0	5.0	5.0
Proportion of core work to total work	%	65.6	66.0	65.5	63.2	64.7
Employees:	FTE	329	347	342	327	337
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				75,834	47,467	51,009
Total expenses include the following:						
Employee related				38,866	36,450	39,650
Other operating expenses				10,136	9,818	10,510
Other expenses ^(a)				25,412
Capital Expenditure				5,565	320	5,315

(a) In line with Australian Accounting Standards, the reimbursement by clients of legal disbursements is now offset against the expense in the Statement of Comprehensive Income.

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	38,866	36,450	39,650
Other operating expenses	10,136	9,818	10,510
Depreciation and amortisation	1,420	1,090	740
Finance costs	...	109	109
Other expenses	25,412
TOTAL EXPENSES EXCLUDING LOSSES	75,834	47,467	51,009
Revenue			
Transfers to the Crown Entity	...	(1,387)	(1,737)
Sales of goods and services	77,410	48,531	52,838
Investment revenue	351	489	457
Other revenue	54	429	195
Total Revenue	77,815	48,062	51,753
Gain/(loss) on disposal of non current assets	...	(1)	...
Net Result	1,981	594	744

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	13,991	20,563	16,088
Receivables	16,984	16,915	16,820
Other	5,900	5,900	5,950
Total Current Assets	36,875	43,378	38,858
Non Current Assets			
Property, plant and equipment – Plant and equipment	1,506	1,511	1,449
Intangibles	5,385	549	5,186
Other	4,073	4,073	3,498
Total Non Current Assets	10,964	6,133	10,133
Total Assets	47,839	49,511	48,991
Liabilities			
Current Liabilities			
Payables	4,385	4,116	3,625
Provisions	9,670	10,862	11,801
Total Current Liabilities	14,055	14,978	15,426
Non Current Liabilities			
Provisions	6,624	19,203	17,491
Total Non Current Liabilities	6,624	19,203	17,491
Total Liabilities	20,679	34,181	32,917
Net Assets	27,160	15,330	16,074
Equity			
Accumulated funds	27,160	15,330	16,074
Total Equity	27,160	15,330	16,074

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	38,832	36,052	41,007
Other	35,778	13,318	10,883
Total Payments	74,610	49,370	51,890
Receipts			
Sale of goods and services	77,395	48,129	52,970
Interest received	354	441	442
Cash transfers to the Crown Entity	...	(1,387)	(1,737)
Other	44	964	705
Total Receipts	77,793	48,147	52,380
Net Cash Flows From Operating Activities	3,183	(1,223)	490
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(455)	(290)	(506)
Other	(5,110)	(30)	(4,809)
Net Cash Flows From Investing Activities	(5,565)	(320)	(5,315)
Cash Flows From Financing Activities			
Other	...	1,387	350
Net Cash Flows From Financing Activities	...	1,387	350
Net Increase/(Decrease) in Cash	(2,382)	(156)	(4,475)
Opening Cash and Cash Equivalents	16,373	20,719	20,563
Closing Cash and Cash Equivalents	13,991	20,563	16,088
Cash Flow Reconciliation			
Net result	1,981	594	744
Non cash items added back	1,420	1,090	740
Change in operating assets and liabilities	(218)	(2,907)	(994)
Net Cash Flows From Operating Activities	3,183	(1,223)	490

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Community safety programs delivered per permanent fire station ^(a)	no.	257	268	250	250	250
Fires with ignition factor determined	%	75	75	80	80	80
Employees:	FTE	217	221	221	221	221
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				34,610	34,865	35,351
Total expenses include the following:						
Employee related				27,625	27,833	28,765
Other operating expenses				4,507	4,553	4,205
Capital Expenditure				3,674	3,734	3,227

(a) Minor adjustment in 2012-13 due to improved data accuracy from new database management technology.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Fires attended ^{(a) (b)}	no.	28,864	25,041	30,000	25,000	25,000
Hazardous material incidents attended ^(b)	no.	9,540	8,786	9,400	8,600	8,600
Non-fire rescue incidents attended ^(c)	no.	10,738	11,002	n.a.	11,400	11,900
Emergency medical assistance incidents attended ^(b)	no.	1,062	1,167	1,200	1,200	1,200
Employees: ^(d)	FTE	2,680	2,661	2,661	2,692	2,692
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				395,963	399,585	405,074
Total expenses include the following:						
Employee related				316,102	318,999	329,621
Other operating expenses				51,503	52,182	48,172
Capital Expenditure				41,990	42,793	36,982

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

(b) Adjustments to 2012-13 figures are due to improved data accuracy from new database management technology.

(c) Adjustments to 2012-13 figures reflect better alignment to the State Rescue Board definition. Due to this change being made in-year a forecast for 2014-15 was not made.

(d) Adjustments to the 2012-13 figures reflect the impact of new database management technology. This has also impacted the 2014-15 Forecast.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Average age of fire engine pumper fleet	years	9	9	10	10	10
Accredited rescue crews	no.	182	182	182	182	185
Workers compensation claims ^(a)	no.	629	541	510	485	498
Average workers compensation claim costs	\$	12,255	8,681	9,975	14,601	11,244
Employees:	FTE	1,479	1,474	1,474	1,493	1,493
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				234,910	236,033	239,359
Total expenses include the following:						
Employee related				187,534	188,429	194,775
Other operating expenses				30,551	30,826	28,463
Capital Expenditure				24,907	25,273	21,842

(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.

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	531,261	535,261	553,161
Other operating expenses	86,561	87,561	80,840
Depreciation and amortisation	47,661	47,661	45,783
TOTAL EXPENSES EXCLUDING LOSSES	665,483	670,483	679,784
Revenue			
Sales of goods and services	10,695	13,320	12,994
Investment revenue	5,819	5,819	...
Retained taxes, fees and fines	473,739	470,215	478,967
Grants and contributions	164,872	162,539	169,452
Other revenue	11,272	17,441	12,078
Total Revenue	666,397	669,334	673,491
Net Result	914	(1,149)	(6,293)

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	125,399	179,526	181,831
Receivables	13,177	19,138	19,983
Inventories	1,485	1,592	1,592
Other	83	83	67
Total Current Assets	140,144	200,339	203,473
Non Current Assets			
Property, plant and equipment -			
Land and building	414,169	409,131	429,377
Plant and equipment	207,686	211,726	204,889
Intangibles	45,863	50,881	53,740
Total Non Current Assets	667,718	671,738	688,006
Total Assets	807,862	872,077	891,479
Liabilities			
Current Liabilities			
Payables	41,807	41,807	41,607
Provisions	117,612	144,329	161,474
Total Current Liabilities	159,419	186,136	203,081
Non Current Liabilities			
Provisions	54,166	111,662	120,412
Total Non Current Liabilities	54,166	111,662	120,412
Total Liabilities	213,585	297,798	323,493
Net Assets	594,277	574,279	567,986
Equity			
Reserves	292,696	310,992	310,992
Accumulated funds	301,581	263,287	256,994
Total Equity	594,277	574,279	567,986

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	533,798	531,422	551,411
Other	86,241	57,413	54,187
Total Payments	620,039	588,835	605,598
Receipts			
Sale of goods and services	10,375	13,896	11,678
Interest received	5,819	5,668	151
Retained taxes, fees and fines	451,530	442,815	451,967
Grants and contributions	93,190	92,166	97,699
Other	105,163	115,214	110,831
Total Receipts	666,077	669,759	672,326
Net Cash Flows From Operating Activities	46,038	80,924	66,728
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(65,985)	(59,332)	(56,423)
Other	(4,586)	(10,096)	(8,000)
Net Cash Flows From Investing Activities	(70,571)	(69,428)	(64,423)
Cash Flows From Financing Activities			
Proceeds from borrowings and advances	358	358	358
Repayment of borrowings and advances	(358)	(358)	(358)
Net Increase/(Decrease) in Cash	(24,533)	11,496	2,305
Opening Cash and Cash Equivalents	149,932	168,030	179,526
Closing Cash and Cash Equivalents	125,399	179,526	181,831
Cash Flow Reconciliation			
Net result	914	(1,149)	(6,293)
Non cash items added back	47,661	47,661	45,783
Change in operating assets and liabilities	(2,537)	34,412	27,238
Net Cash Flows From Operating Activities	46,038	80,924	66,728

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Penalty infringement notices issued ^(a)	no.	160	108	160	160	160
Casino regulatory approvals and employee licences granted ^(b)	no.	683	960	969	750	750
Number of gaming machine related licences/approvals ^(c)	no.	445	436	450	450	475
Number of liquor related licences ^(d)	no.	2,469	2,535	2,700	2,850	2,850
				2014-15 Budget \$000	2014-15 Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				13,584	11,465	13,900
Total expenses include the following:						
Employee related				10,824	9,025	9,209
Other operating expenses				2,726	2,417	4,666
Capital Expenditure				70	66	70

(a) Penalty infringement notices issued relate to infringement notices issued in casino licensed premises only. The Authority has worked with the casino operator to ensure greater emphasis is placed on vetting and preventing excluded persons from gaining access to the casino.

(b) Casino employee licences granted include both new licences and renewal licences. Future estimates for casino employee licences depend on business growth and staff turnover.

(c) Gaming machine related licences issued include licence approvals for new games on gaming machines, modification to existing software on gaming machines, new technology gaming machine platforms and new technology gaming machine systems.

(d) Liquor licences relate to all new licence approvals issued.

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	10,824	9,025	9,209
Other operating expenses	2,726	2,417	4,666
Depreciation and amortisation	34	23	25
Total Expenses Excluding Losses	13,584	11,465	13,900
Revenue			
Sales of goods and services	1,245	986	1,050
Investment revenue	170	140	...
Retained taxes, fees and fines	8,562	10,059	2,885
Grants and contributions	2,309	...	9,225
Acceptance by Crown Entity of employee benefits and other liabilities	386	559	530
Other revenue	912
Total Revenue	13,584	11,744	13,690
Net Result	...	279	(210)

Balance Sheet

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Assets			
Current Assets			
Cash assets	6,335	6,696	6,556
Receivables	323	530	422
Total Current Assets	6,658	7,226	6,978
Non Current Assets			
Property, plant and equipment - Plant and equipment	57	63	93
Intangibles	32	19	34
Total Non Current Assets	89	82	127
Total Assets	6,747	7,308	7,105
Liabilities			
Current Liabilities			
Payables	1,758	599	599
Provisions	...	1,166	1,178
Other	841	200	200
Total Current Liabilities	2,599	1,965	1,977
Non Current Liabilities			
Provisions	...	21	16
Other	21
Total Non Current Liabilities	21	21	16
Total Liabilities	2,620	1,986	1,993
Net Assets	4,127	5,322	5,112
Equity			
Accumulated funds	4,127	5,322	5,112
Total Equity	4,127	5,322	5,112

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	10,438	8,477	8,672
Other	3,288	3,897	4,832
Total Payments	13,726	12,374	13,504
Receipts			
Sale of goods and services	1,245	1,036	1,050
Interest received	170	110	108
Grants and contributions	2,309	...	9,225
Other	9,640	12,456	3,051
Total Receipts	13,364	13,602	13,434
Net Cash Flows From Operating Activities	(362)	1,228	(70)
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(50)	(46)	(50)
Other	(20)	(20)	(20)
Net Cash Flows From Investing Activities	(70)	(66)	(70)
Net Increase/(Decrease) in Cash	(432)	1,162	(140)
Opening Cash and Cash Equivalents	6,767	5,534	6,696
Closing Cash and Cash Equivalents	6,335	6,696	6,556
Cash Flow Reconciliation			
Net result	...	279	(210)
Non cash items added back	34	23	25
Change in operating assets and liabilities	(396)	926	115
Net Cash Flows From Operating Activities	(362)	1,228	(70)

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Number of GIPA reviews undertaken ^(a)	no.	237	448	450	380	400
Number of GIPA complaints investigated ^(a)	no.	58	40	50	50	50
Number of hits on the Information and Privacy Commission website	thous	257	93	350	80	90
Number of formal privacy matters handled ^(b)	no.	439	235	250	250	250
Employees:	FTE	25	29	29	29	29

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Financial indicators:			
Total Expenses Excluding Losses	5,411	5,889	5,398
Total expenses include the following:			
Employee related	3,782	4,256	3,987
Other operating expenses	1,429	1,421	1,199
Capital Expenditure	483	389	244

(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.

Financial Statements (a)

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	3,782	4,256	3,987
Other operating expenses	1,429	1,421	1,199
Depreciation and amortisation	200	212	212
Total Expenses Excluding Losses	5,411	5,889	5,398
Revenue			
Investment revenue	35	41	1
Grants and contributions	5,576	5,476	4,513
Acceptance by Crown Entity of employee benefits and other liabilities	113	141	116
Other revenue	...	12	12
Total Revenue	5,724	5,670	4,642
Net Result	313	(219)	(756)

- (a) Grant funding from the Department of Justice in 2015-16 to the Information and Privacy Commission is subject to a one-off adjustment as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the Information and Privacy Commission as a funding source in 2015-16. While the change in funding in 2015-16 will impact on the level of net assets at June 2016, it will have no impact on the level of approved expenditure or the agency's capacity to fund its liabilities.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	1,407	1,159	260
Receivables	44	81	81
Total Current Assets	1,451	1,240	341
Non Current Assets			
Property, plant and equipment - Plant and equipment	116	151	130
Intangibles	1,137	1,027	1,080
Total Non Current Assets	1,253	1,178	1,210
Total Assets	2,704	2,418	1,551
Liabilities			
Current Liabilities			
Payables	369	664	556
Provisions	204	204	204
Total Current Liabilities	573	868	760
Non Current Liabilities			
Provisions	89	92	89
Total Non Current Liabilities	89	92	89
Total Liabilities	662	960	849
Net Assets	2,042	1,458	702
Equity			
Accumulated funds	2,042	1,458	702
Total Equity	2,042	1,458	702

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	3,687	4,209	3,874
Other	2,108	1,329	2,279
Total Payments	5,795	5,538	6,153
Receipts			
Sale of goods and services	...	9	...
Interest received	35	16	1
Grants and contributions	5,576	5,476	4,513
Other	679	46	984
Total Receipts	6,290	5,547	5,498
Net Cash Flows From Operating Activities	495	9	(655)
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	...	(28)	...
Other	(483)	(361)	(244)
Net Cash Flows From Investing Activities	(483)	(389)	(244)
Net Increase/(Decrease) in Cash	12	(380)	(899)
Opening Cash and Cash Equivalents	1,395	1,539	1,159
Closing Cash and Cash Equivalents	1,407	1,159	260
Cash Flow Reconciliation			
Net result	313	(219)	(756)
Non cash items added back	200	212	212
Change in operating assets and liabilities	(18)	16	(111)
Net Cash Flows From Operating Activities	495	9	(655)

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Legal representation:						
In-house	no.	9,228	8,194	8,600	8,100	8,300
Assigned	no.	14,666	13,015	13,300	13,100	13,100
Duty appearances:						
In-house	no.	97,356	101,343	103,400	104,700	104,000
Assigned	no.	52,177	47,332	50,000	48,600	48,600
Legal advice and minor assistance ^(a)	no.	34,606	32,654	33,000	32,500	32,500
General information services	no.	296,655	317,938	300,000	284,400	290,000
Employees:	FTE	427	422	422	413	420

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000

Financial indicators:

Total Expenses Excluding Losses	128,150	118,892	127,778
Total expenses include the following:			
Employee related	46,574	47,081	51,413
Other operating expenses	9,350	10,068	10,399
Grants and subsidies	17	478	7
Other expenses	70,226	58,747	63,660

Capital Expenditure	1,916	2,126	2,000
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(a) Legal advice is provided by legal practitioners. Where minor assistance is provided, it is usually associated with an advice service.

Civil Law Services

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Legal representation:						
In-house	no.	790	725	800	710	720
Assigned	no.	588	518	600	610	610
Duty appearances:						
In-house	no.	2,743	2,693	3,000	2,400	2,500
Assigned	no.	10,693	11,033	11,200	13,400	13,400
Legal advice and minor assistance ^(a)						
	no.	49,214	61,015	57,400	69,400	69,400
General information services						
	no.	190,829	195,206	179,000	188,400	190,000
Employees:						
	FTE	190	208	196	213	210
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				34,659	32,540	32,363
Total expenses include the following:						
Employee related				21,066	20,703	20,600
Other operating expenses				4,550	4,722	5,125
Grants and subsidies				454	479	409
Other expenses				7,656	5,546	5,171
Capital Expenditure				903	921	920

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

Family Law Services

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Legal representation:						
In-house	no.	2,594	2,219	2,400	2,900	2,600
Assigned	no.	10,134	11,101	11,500	10,600	10,600
Duty appearances:						
In-house	no.	7,253	7,096	7,600	7,000	7,000
Assigned	no.	1,966	2,268	2,700	2,900	2,900
Legal advice and minor assistance ^(a)	no.	44,899	47,060	47,000	50,500	50,500
General information services	no.	146,259	141,814	136,000	136,400	136,400
Employees:	FTE	255	252	256	267	265
				-----2014-15----- Budget Revised \$000 \$000		2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				77,626	70,032	76,083
Total expenses include the following:						
Employee related				33,110	28,963	29,784
Other operating expenses				6,758	6,152	7,113
Grants and subsidies				660	223	139
Other expenses				35,604	33,272	37,516
Capital Expenditure				1,444	1,200	1,332

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

Community Partnerships

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Local Courts served by Women's Domestic Violence Court Advocacy Program	no.	108	114	114	114	114
Community Legal Centre cases opened	no.	9,461	9,238	9,200	9,300	9,300
Community Legal Centre advice services	no.	64,902	69,623	62,000	65,000	66,000
Employees:	FTE	9	7	10	10	11
				———2014-15———		2015-16
				Budget \$000	Revised \$000	Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				30,651	30,834	31,816
Total expenses include the following:						
Employee related				2,176	2,106	2,164
Other operating expenses				914	863	766
Grants and subsidies				27,310	27,585	28,627
Other expenses				161	158	147
Capital Expenditure				87	103	98

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	102,926	98,853	103,961
Other operating expenses	21,572	21,805	23,403
Depreciation and amortisation	4,500	5,152	5,000
Grants and subsidies	28,441	28,765	29,182
Other expenses	113,647	97,723	106,494
TOTAL EXPENSES EXCLUDING LOSSES	271,086	252,298	268,040
Revenue			
Sales of goods and services	4,160	5,151	5,000
Investment revenue	3,400	3,368	326
Grants and contributions	259,837	243,850	261,219
Other revenue	324	450	260
Total Revenue	267,721	252,819	266,805
Gain/(loss) on disposal of non current assets	35	(107)	35
Other gains/(losses)	(200)	(278)	(200)
Net Result	(3,530)	136	(1,400)

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	81,795	86,937	83,820
Receivables	3,824	3,664	3,664
Total Current Assets	85,619	90,601	87,484
Non Current Assets			
Receivables	1,867	2,290	2,290
Property, plant and equipment –			
Land and building	5,838	6,654	6,331
Plant and equipment	3,482	3,174	2,369
Intangibles	3,247	3,535	4,013
Total Non Current Assets	14,434	15,653	15,003
Total Assets	100,053	106,254	102,487
Liabilities			
Current Liabilities			
Payables	14,244	14,246	11,879
Provisions	52,777	54,659	54,659
Total Current Liabilities	67,021	68,905	66,538
Non Current Liabilities			
Provisions	3,555	4,947	4,947
Other	274	268	268
Total Non Current Liabilities	3,829	5,215	5,215
Total Liabilities	70,850	74,120	71,753
Net Assets	29,203	32,134	30,734
Equity			
Accumulated funds	29,203	32,134	30,734
Total Equity	29,203	32,134	30,734

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	103,101	99,047	106,297
Grants and subsidies	28,441	28,765	29,182
Other	149,995	135,168	144,704
Total Payments	281,537	262,980	280,183
Receipts			
Sale of goods and services	3,960	4,877	4,800
Interest received	3,400	3,368	326
Grants and contributions	228,566	212,579	229,949
Other	46,371	47,361	46,306
Total Receipts	282,297	268,185	281,381
Net Cash Flows From Operating Activities	760	5,205	1,198
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	35	...	35
Purchases of property, plant and equipment	(2,600)	(2,423)	(2,750)
Other	(1,750)	(1,927)	(1,600)
Net Cash Flows From Investing Activities	(4,315)	(4,350)	(4,315)
Net Increase/(Decrease) in Cash	(3,555)	855	(3,117)
Opening Cash and Cash Equivalents	85,350	86,082	86,937
Closing Cash and Cash Equivalents	81,795	86,937	83,820
Cash Flow Reconciliation			
Net result	(3,530)	136	(1,400)
Non cash items added back	4,500	5,156	5,000
Change in operating assets and liabilities	(210)	(87)	(2,402)
Net Cash Flows From Operating Activities	760	5,205	1,198

Ministry for Police and Emergency Services

Service Group Statements

Policy and Finance ^(a)

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Cabinet minutes developed	no.	27	32	30	20	N/A
Replies to Parliamentary questions	no.	433	309	300	250	N/A
Replies to letters	no.	4,110	8,374	3,000	8,000	N/A
Letters responded to within the required time frame	%	95	95	95	95	N/A
Employees:	FTE	38	39	36	37	N/A
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				20,318	19,910	N/A
Total expenses include the following:						
Employee related				5,084	5,172	N/A
Other operating expenses				2,580	2,432	N/A
Grants and subsidies				12,162	11,814	N/A
Capital Expenditure				3,174	3,174	N/A

(a) From 1 July 2015, the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015* abolishes the Ministry for Police and Emergency Services and transfers its functions and employees to the Department of Justice.

Counter Terrorism and Disaster Resilience ^(a)

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast ^(a)
Service measures:						
Disaster resilience grants schemes administered	no.	8	8	8	8	N/A
SEMC and SRB meetings supported	no.	8	8	8	8	N/A
Support to emergency management operations	no.	223	97	163	99	N/A
Training courses, workshops and exercises delivered	no.	111	117	100	97	N/A
Employees:	FTE	42	42	39	45	N/A
				———2014-15———		2015-16
				Budget \$000	Revised \$000	Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				35,805	29,826	N/A
Total expenses include the following:						
Employee related				6,127	6,636	N/A
Other operating expenses				8,106	4,893	N/A
Grants and subsidies				21,572	18,297	N/A

(a) From 1 July 2015, the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015* abolishes the Ministry for Police and Emergency Services and transfers its functions and employees to the Department of Justice.

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	11,211	11,808	...
Other operating expenses	10,686	7,325	...
Depreciation and amortisation	492	492	...
Grants and subsidies	33,734	30,111	...
TOTAL EXPENSES EXCLUDING LOSSES	56,123	49,736	...
Revenue			
Investment revenue	116	524	...
Grants and contributions	53,373	55,942	...
Acceptance by Crown Entity of employee benefits and other liabilities	521	586	...
Other revenue	414	857	...
Total Revenue	54,424	57,909	...
Gain/(loss) on disposal of non current assets	...	(59)	...
Net Result	(1,699)	8,114	...

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	8,916	20,925	...
Receivables	571	573	...
Total Current Assets	9,487	21,498	...
Non Current Assets			
Receivables	...	1,082	...
Property, plant and equipment –			
Land and building	2,701	1,828	...
Plant and equipment	133	1,124	...
Intangibles	28	14	...
Total Non Current Assets	2,862	4,048	...
Total Assets	12,349	25,546	...
Liabilities			
Current Liabilities			
Payables	1,072	1,084	...
Provisions	1,462	1,730	...
Total Current Liabilities	2,534	2,814	...
Non Current Liabilities			
Provisions	14	14	...
Other	182	1,692	...
Total Non Current Liabilities	196	1,706	...
Total Liabilities	2,730	4,520	...
Net Assets	9,619	21,026	...
Equity			
Accumulated funds	9,619	21,026	...
Total Equity	9,619	21,026	...

Cash Flow Statement

	2014-15		2015-16 Budget \$000
	Budget \$000	Revised \$000	
Cash Flows From Operating Activities			
Payments			
Employee related	10,761	11,526	...
Grants and subsidies	33,734	30,111	...
Other	10,686	7,436	...
Total Payments	55,181	49,073	...
Receipts			
Interest received	116	515	...
Grants and contributions	53,373	55,942	...
Other	413	1,740	...
Total Receipts	53,902	58,197	...
Net Cash Flows From Operating Activities	(1,279)	9,124	...
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(3,174)	(3,174)	...
Other
Net Cash Flows From Investing Activities	(3,174)	(3,174)	...
Net Increase/(Decrease) in Cash	(4,453)	5,950	...
Opening Cash and Cash Equivalents	13,369	14,975	...
Closing Cash and Cash Equivalents	8,916	20,925	...
Cash Flow Reconciliation			
Net result	(1,699)	8,114	...
Non cash items added back	492	492	...
Change in operating assets and liabilities	(72)	518	...
Net Cash Flows From Operating Activities	(1,279)	9,124	...

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Charges ^(a)	no.	684	684	750	450	200
Restraining orders	no.	61	60	85	65	70
Asset forfeiture orders	no.	36	40	50	42	45
Proceeds assessment orders	no.	36	24	50	40	45
Unexplained wealth orders	no.	3	1	5	5	5
Employees:	FTE	145	128	126	134	136
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				24,085	23,829	24,107
Total expenses include the following:						
Employee related				17,004	16,985	17,090
Other operating expenses				5,801	5,564	5,737
Capital Expenditure				1,782	1,562	1,890

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

Financial Statements (a)**Operating Statement**

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	17,004	16,985	17,090
Other operating expenses	5,801	5,564	5,737
Depreciation and amortisation	1,280	1,280	1,280
TOTAL EXPENSES EXCLUDING LOSSES	24,085	23,829	24,107
Revenue			
Sales of goods and services	51	29	52
Investment revenue	50	57	...
Grants and contributions	23,547	23,322	21,635
Acceptance by Crown Entity of employee benefits and other liabilities	387	667	641
Other revenue	...	25	...
Total Revenue	24,035	24,100	22,328
Net Result	(50)	271	(1,779)

(a) Grant funding from the Department of Justice in 2015-16 to the New South Wales Crime Commission is subject to a one-off adjustment as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the New South Wales Crime Commission as a funding source in 2015-16. While the change in funding in 2015-16 will impact on the level of net assets at June 2016, it will have no impact on the level of approved expenditure or the agency's capacity to fund its liabilities.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	1,675	2,589	602
Receivables	874	930	556
Other	5
Total Current Assets	2,554	3,519	1,158
Non Current Assets			
Receivables	500	146	134
Property, plant and equipment -			
Land and building	110	111	111
Plant and equipment	5,244	2,153	2,403
Intangibles	1,225	4,256	4,616
Total Non Current Assets	7,079	6,666	7,264
Total Assets	9,633	10,185	8,422
Liabilities			
Current Liabilities			
Payables	1,119	883	852
Borrowings at amortised cost	177	55	12
Provisions	1,982	1,828	1,930
Total Current Liabilities	3,278	2,766	2,794
Non Current Liabilities			
Borrowings at amortised cost	316	12	...
Provisions	22	25	25
Total Non Current Liabilities	338	37	25
Total Liabilities	3,616	2,803	2,819
Net Assets	6,017	7,382	5,603
Equity			
Accumulated funds	6,017	7,382	5,603
Total Equity	6,017	7,382	5,603

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	16,383	16,225	16,787
Other	5,886	5,956	5,370
Total Payments	22,269	22,181	22,157
Receipts			
Sale of goods and services	7	(84)	117
Interest received	50	85	18
Grants and contributions	23,547	23,322	21,635
Other	204	580	345
Total Receipts	23,808	23,903	22,115
Net Cash Flows From Operating Activities	1,539	1,722	(42)
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	...	5	...
Purchases of property, plant and equipment	(892)	(499)	(890)
Other	(890)	(1,063)	(1,000)
Net Cash Flows From Investing Activities	(1,782)	(1,557)	(1,890)
Cash Flows From Financing Activities			
Repayment of borrowings and advances	...	(210)	(55)
Net Cash Flows From Financing Activities	...	(210)	(55)
Net Increase/(Decrease) in Cash	(243)	(45)	(1,987)
Opening Cash and Cash Equivalents	1,918	2,634	2,589
Closing Cash and Cash Equivalents	1,675	2,589	602
Cash Flow Reconciliation			
Net result	(50)	271	(1,779)
Non cash items added back	1,280	1,280	1,280
Change in operating assets and liabilities	309	171	457
Net Cash Flows From Operating Activities	1,539	1,722	(42)

NSW Police Force

Service Group Statements

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Average Staffing across all Service Groups:						
Total NSW Police (sworn and civilian)	FTE	19,609	19,714	19,812	19,923	20,009
Total actual police positions at Operational Commands	%	98	98	98	98	98

Community Support

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Urgent calls responded to within target time ^(a)	%	78	80	80	80	80
People feel safe walking/jogging by themselves in their neighbourhood at night ^(b)	%	58	61	61	61	61
				2014-15 Budget \$000	2014-15 Revised \$000	2015-16 Budget \$000

Financial indicators:

Total Expenses Excluding Losses ^(c)			1,751,027	1,743,726	1,684,201
Total expenses include the following:					
Employee related			1,352,488	1,343,674	1,364,947
Other operating expenses			224,082	237,037	228,858
Grants and subsidies			87,072	87,639	2,886
Other expenses			1,396	1,381	1,415
Capital Expenditure			91,493	73,698	90,975

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

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

(c) 2014-15 aggregates include approximately \$82 million in workers' compensation hindsight expenses which no longer apply due to the positive impact of the reformed Death and Disability arrangements.

Criminal Investigation

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Legal actions excluding infringement notices ^(a)	thous	154	154	157	159	159
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses ^(b)				1,072,089	1,072,377	1,035,727
Total expenses include the following:						
Employee related				828,081	826,351	839,431
Other operating expenses				137,196	145,773	140,703
Grants and subsidies				53,310	53,897	1,776
Other expenses				855	849	870
Capital Expenditure				56,020	45,325	55,907

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

(b) 2014-15 aggregates include approximately \$50 million in workers' compensation hindsight expenses which no longer apply due to the positive impact of the reformed Death and Disability arrangements.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Random breath tests undertaken	mill	4.9	4.4	5.4	5.8	5.8
Charges for prescribed concentration of alcohol	thous	20	20	20	19	20
Traffic infringement notices	thous	594	600	614	610	610
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses ^(a)				360,358	396,895	390,474
Total expenses include the following:						
Employee related				282,862	309,915	321,410
Other operating expenses				43,574	51,536	49,410
Grants and subsidies				16,931	19,055	628
Other expenses				271	300	308
Capital Expenditure				17,791	16,024	19,423

(a) 2014-15 aggregates include approximately \$18 million in workers' compensation hindsight expenses which no longer apply due to the positive impact of the reformed Death and Disability arrangements.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Juvenile diversions as a proportion of juvenile offenders to court	%	59	58	58	59	59
Legal actions where alleged offenders are proceeded against to court ^(a)	thous	128	129	131	133	133
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses ^(b)				234,467	226,524	218,847
Total expenses include the following:						
Employee related				181,104	174,551	177,314
Other operating expenses				30,003	30,796	29,790
Grants and subsidies				11,659	11,385	375
Other expenses				187	179	184
Capital Expenditure				12,252	9,575	11,881

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

(b) 2014-15 aggregates include approximately \$10 million in workers' compensation hindsight expenses which no longer apply due to the positive impact of the reformed Death and Disability arrangements.

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	2,644,535	2,654,491	2,703,102
Other operating expenses	434,855	465,142	448,761
Depreciation and amortisation	156,169	134,489	158,243
Grants and subsidies	168,972	171,976	5,665
Finance costs	10,701	10,715	10,701
Other expenses	2,709	2,709	2,777
TOTAL EXPENSES EXCLUDING LOSSES (a)	3,417,941	3,439,522	3,329,249
Revenue			
Sales of goods and services	34,094	45,340	34,946
Investment revenue	2,835	3,835	...
Grants and contributions	3,174,937	3,146,626	3,116,323
Acceptance by Crown Entity of employee benefits and other liabilities	167,387	167,387	168,571
Other revenue	31,783	28,200	31,260
Total Revenue	3,411,036	3,391,388	3,351,100
Gain/(loss) on disposal of non current assets	(918)	(47)	(918)
Other gains/(losses)	(10)	(594)	(10)
Net Result	(7,833)	(48,775)	20,923

(a) 2014-15 aggregates include approximately \$160 million in workers' compensation hindsight expenses which no longer apply due to the positive impact of the reformed Death and Disability arrangements, shown in the Grants and subsidies line.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	73,920	110,999	75,860
Receivables	75,462	66,625	60,861
Total Current Assets	149,382	177,624	136,721
Non Current Assets			
Receivables	24,600	300	300
Property, plant and equipment –			
Land and building	1,296,851	1,398,243	1,432,529
Plant and equipment	273,601	204,590	194,709
Intangibles	112,936	83,765	79,672
Total Non Current Assets	1,707,988	1,686,898	1,707,210
Total Assets	1,857,370	1,864,522	1,843,931
Liabilities			
Current Liabilities			
Payables	125,715	107,146	65,896
Borrowings at amortised cost	10,245	10,245	11,661
Provisions	359,327	424,249	438,207
Other	149	149	149
Total Current Liabilities	495,436	541,789	515,913
Non Current Liabilities			
Borrowings at amortised cost	135,812	135,812	124,151
Provisions	79,898	59,599	52,693
Other	213	213	142
Total Non Current Liabilities	215,923	195,624	176,986
Total Liabilities	711,359	737,413	692,899
Net Assets	1,146,011	1,127,109	1,151,032
Equity			
Reserves	477,775	481,639	484,639
Accumulated funds	668,236	645,470	666,393
Total Equity	1,146,011	1,127,109	1,151,032

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	2,462,983	2,460,368	2,574,355
Grants and subsidies	168,972	171,976	5,665
Finance costs	10,701	10,715	10,701
Other	500,698	521,955	508,706
Total Payments	3,143,354	3,165,014	3,099,427
Receipts			
Sale of goods and services	47,594	48,168	34,946
Interest received	2,888	4,050	1,364
Grants and contributions	3,174,545	3,146,434	3,115,922
Cash transfers to the Crown Entity	...	(199)	...
Other	88,258	106,254	98,774
Total Receipts	3,313,285	3,304,707	3,251,006
Net Cash Flows From Operating Activities	169,931	139,693	151,579
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	4,471	3,312	1,713
Purchases of property, plant and equipment	(159,778)	(145,935)	(159,813)
Other	(17,778)	(2,022)	(18,373)
Net Cash Flows From Investing Activities	(173,085)	(144,645)	(176,473)
Cash Flows From Financing Activities			
Repayment of borrowings and advances	(8,989)	(8,989)	(10,245)
Net Increase/(Decrease) in Cash	(12,143)	(13,941)	(35,139)
Opening Cash and Cash Equivalents	86,063	124,940	110,999
Closing Cash and Cash Equivalents	73,920	110,999	75,860
Cash Flow Reconciliation			
Net result	(7,833)	(48,775)	20,923
Non cash items added back	156,169	134,489	158,243
Change in operating assets and liabilities	21,595	53,979	(27,587)
Net Cash Flows From Operating Activities	169,931	139,693	151,579

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Community education programs – properties protected	no.	60,084	47,903	55,500	55,500	55,500
Development control assessments – properties protected ^(a)	no.	40,673	46,834	35,000	45,000	45,000
Employees:	FTE	47	48	50	48	48
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				24,947	20,860	33,573
Total expenses include the following:						
Employee related				3,948	6,722	6,844
Other operating expenses				5,650	4,876	4,877
Grants and subsidies				15,330	9,230	21,813
Capital Expenditure				3,125

(a) The forecast reduction in the number of assessment referrals from local government did not emerge in 2014-15 following an increase in building industry activity. As a result, a higher number of properties have been protected by Development Control assessments in that year than originally forecast.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Operation plans approved by Bushfire Coordinating Committee	%	100	100	100	100	100
Volunteer Competency Index – for three principal qualifications ^(a)	%	85	85	90	82	85
Employees: ^(b)	FTE	703	629	714	677	687

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Financial indicators:			
Total Expenses Excluding Losses	260,434	254,733	263,818
Total expenses include the following:			
Employee related	77,162	72,651	75,094
Other operating expenses	40,187	26,326	30,447
Grants and subsidies	133,715	146,753	137,769
Other expenses	5,988	5,165	15,937
Capital Expenditure	9,863	11,683	10,213

(a) The NSW Rural Fire Service has had an influx of over 6,000 new members since the October 2013 bushfires. The training and qualification of these new members takes some time which has led to a reduction in the index for 2014-15. It is expected that the index will return to normal trend in the 2015-16 period.

(b) An increase of 10 FTEs in 2015-16 is due to new enhancement funding relating to improving the fire trail network across the State to enable firefighters to reach more fires quickly and to facilitate hazard reduction activities.

Operational and Administrative Support

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
District community education strategies submitted by due date	%	100	100	100	100	100
Fire code development application approvals for buildings completed in 14 days ^(a)	%	74	57	70	35	70
Employees:	FTE	139	146	141	137	137
				-----2014-15----- Budget Revised \$000 \$000		2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				47,500	53,540	64,210
Total expenses include the following:						
Employee related				19,705	21,442	22,258
Other operating expenses				25,032	27,459	36,826
Grants and subsidies				1,573	1,573	1,573
Capital Expenditure				...	1,117	...

(a) An increase in the number of development assessments being received over the period has led to an increase in the number of days taken to complete development assessment approvals. The NSW Rural Fire Service is currently working with councils to align the timeframe for assessments to the statutory requirement of 21 days.

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	100,815	100,815	104,196
Other operating expenses	70,869	58,661	72,150
Depreciation and amortisation	4,591	6,936	8,163
Grants and subsidies	150,618	157,556	161,155
Other expenses	5,988	5,165	15,937
TOTAL EXPENSES EXCLUDING LOSSES	332,881	329,133	361,601
Revenue			
Sales of goods and services	437	5,168	3,337
Investment revenue	720	1,594	...
Retained taxes, fees and fines	210,371	210,371	231,867
Grants and contributions	76,879	115,064	84,599
Acceptance by Crown Entity of employee benefits and other liabilities	671	671	688
Other revenue	7,961	3,979	5,256
Total Revenue	297,039	336,847	325,747
Net Result	(35,842)	7,714	(35,854)

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	5,053	66,896	30,772
Receivables	3,872	4,201	4,201
Total Current Assets	8,925	71,097	34,973
Non Current Assets			
Property, plant and equipment -			
Land and building	...	233	233
Plant and equipment	23,835	27,184	25,363
Infrastructure systems	1,647
Intangibles	844	2,226	4,242
Total Non Current Assets	26,326	29,643	29,838
Total Assets	35,251	100,740	64,811
Liabilities			
Current Liabilities			
Payables	29,316	18,414	18,414
Provisions	24,955	31,500	31,500
Other	75	75	75
Total Current Liabilities	54,346	49,989	49,989
Non Current Liabilities			
Provisions	17,881	900	900
Other	431	335	260
Total Non Current Liabilities	18,312	1,235	1,160
Total Liabilities	72,658	51,224	51,149
Net Assets	(37,407)	49,516	13,662
Equity			
Accumulated funds	(37,407)	49,516	13,662
Total Equity	(37,407)	49,516	13,662

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	100,144	97,571	103,508
Grants and subsidies	115,546	127,776	119,106
Other	107,880	112,094	136,686
Total Payments	323,570	337,441	359,300
Receipts			
Sale of goods and services	437	6,441	3,337
Interest received	720	1,594	...
Retained taxes, fees and fines	210,371	210,371	231,867
Grants and contributions	43,454	81,567	47,761
Other	47,861	52,794	48,569
Total Receipts	302,843	352,767	331,534
Net Cash Flows From Operating Activities	(20,727)	15,326	(27,766)
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	4,980	4,980	4,980
Purchases of property, plant and equipment	(9,863)	(11,683)	(10,213)
Other	...	(1,117)	(3,125)
Net Cash Flows From Investing Activities	(4,883)	(7,820)	(8,358)
Net Increase/(Decrease) in Cash	(25,610)	7,506	(36,124)
Opening Cash and Cash Equivalents	30,663	59,390	66,896
Closing Cash and Cash Equivalents	5,053	66,896	30,772
Cash Flow Reconciliation			
Net result	(35,842)	7,714	(35,854)
Non cash items added back	4,591	6,936	8,163
Change in operating assets and liabilities	10,524	676	(75)
Net Cash Flows From Operating Activities	(20,727)	15,326	(27,766)

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Number of cadets trained	no.	449	470	500	420	600
Number of FloodSafe brochures distributed	no.	43,000	46,000	30,000	30,000	35,000
Percentage of volunteers with fully qualified Storm Water Damage training	%	42.7	41.0	45.0	45.0	50.0
Employees:	FTE	99	114	99	99	100
				2014-15 Budget \$000	2014-15 Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				17,908	18,780	19,630
Total expenses include the following:						
Employee related				8,640	8,639	9,394
Other operating expenses				8,285	9,127	9,128
Grants and subsidies				983	1,014	1,108
Capital Expenditure				1,817

Emergency Management

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Emergency Rescue calls answered within 20 seconds	%	100	100	100	99	100
Flood response tasks ^(a)	no.	1,231	1,113	n.a.	2,369 ^(b)	n.a.
Storm response tasks ^(a)	no.	22,069	18,841	n.a.	41,138 ^(b)	n.a.
Employees:	FTE	184	184	184	184	189

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Financial indicators:			

Total Expenses Excluding Losses	68,751	70,880	76,756
Total expenses include the following:			
Employee related	25,909	25,910	28,176
Other operating expenses	28,661	31,192	31,276
Grants and subsidies	7,947	9,542	8,322

Capital Expenditure	14,081	6,484	24,521
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(a) These figures cannot be forecast because the frequency and severity of weather events are unpredictable.

(b) As at May 2015.

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	34,549	34,549	37,570
Other operating expenses	36,946	40,319	40,404
Depreciation and amortisation	6,234	4,236	8,982
Grants and subsidies	8,930	10,556	9,430
TOTAL EXPENSES EXCLUDING LOSSES	86,659	89,660	96,386
Revenue			
Sales of goods and services	37	366	38
Investment revenue	409	409	...
Retained taxes, fees and fines	66,657	66,657	77,947
Grants and contributions	23,460	27,098	27,435
Acceptance by Crown Entity of employee benefits and other liabilities	136	335	139
Other revenue	307	1,476	315
Total Revenue	91,006	96,341	105,874
Gain/(loss) on disposal of non current assets	(149)	(16)	(149)
Net Result	4,198	6,665	9,339

Balance Sheet

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Assets			
Current Assets			
Cash assets	16,636	22,511	14,714
Receivables	3,083	2,556	2,556
Inventories	4,553	6,001	6,001
Other	3	3	3
Total Current Assets	24,275	31,071	23,274
Non Current Assets			
Property, plant and equipment -			
Land and building	...	9	7,678
Plant and equipment	27,478	25,445	34,912
Total Non Current Assets	27,478	25,454	42,590
Total Assets	51,753	56,525	65,864
Liabilities			
Current Liabilities			
Payables	9,979	10,046	10,046
Provisions	3,000	4,018	4,018
Total Current Liabilities	12,979	14,064	14,064
Non Current Liabilities			
Provisions	32	40	40
Total Non Current Liabilities	32	40	40
Total Liabilities	13,011	14,104	14,104
Net Assets	38,742	42,421	51,760
Equity			
Accumulated funds	38,742	42,421	51,760
Total Equity	38,742	42,421	51,760

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	34,572	34,499	37,431
Grants and subsidies	8,930	10,556	9,430
Other	36,704	41,493	41,704
Total Payments	80,206	86,548	88,565
Receipts			
Sale of goods and services	37	366	38
Interest received	409	409	...
Retained taxes, fees and fines	66,657	66,657	77,947
Grants and contributions	12,878	14,778	15,061
Other	12,189	13,367	13,989
Total Receipts	92,170	95,577	107,035
Net Cash Flows From Operating Activities	11,964	9,029	18,470
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	71	204	71
Purchases of property, plant and equipment	(14,081)	(6,484)	(26,338)
Net Cash Flows From Investing Activities	(14,010)	(6,280)	(26,267)
Net Increase/(Decrease) in Cash	(2,046)	2,749	(7,797)
Opening Cash and Cash Equivalents	18,682	19,762	22,511
Closing Cash and Cash Equivalents	16,636	22,511	14,714
Cash Flow Reconciliation			
Net result	4,198	6,665	9,339
Non cash items added back	6,234	2,517	8,982
Change in operating assets and liabilities	1,532	(153)	149
Net Cash Flows From Operating Activities	11,964	9,029	18,470

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	21,375	21,125	21,722
Other operating expenses	19,785	21,258	18,411
Depreciation and amortisation	5,300	5,333	5,352
TOTAL EXPENSES EXCLUDING LOSSES	46,460	47,716	45,485
Revenue			
Sales of goods and services	10,538	9,838	10,538
Investment revenue	2,550	2,086	2,500
Grants and contributions	43,884	49,107	47,551
Acceptance by Crown Entity of employee benefits and other liabilities	667	667	685
Other revenue	126	193	895
Total Revenue	57,765	61,891	62,169
Gain/(loss) on disposal of non current assets	...	10	...
Net Result	11,305	14,185	16,684

Balance Sheet

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Assets			
Current Assets			
Cash assets	15,826	17,208	17,484
Receivables	5,390	2,883	2,883
Inventories	1,196	1,196	1,196
Total Current Assets	22,412	21,287	21,563
Non Current Assets			
Other financial assets	22,473	24,473	26,073
Property, plant and equipment -			
Land and building	206,321	210,119	220,913
Plant and equipment	1,131,322	1,142,479	1,146,493
Intangibles	44	44	44
Total Non Current Assets	1,360,160	1,377,115	1,393,523
Total Assets	1,382,572	1,398,402	1,415,086
Liabilities			
Current Liabilities			
Payables	6,440	3,508	3,508
Provisions	...	2,932	2,932
Other	...	648	648
Total Current Liabilities	6,440	7,088	7,088
Non Current Liabilities			
Provisions	...	22	22
Other	22
Total Non Current Liabilities	22	22	22
Total Liabilities	6,462	7,110	7,110
Net Assets	1,376,110	1,391,292	1,407,976
Equity			
Reserves	575,879	586,112	586,112
Accumulated funds	800,231	805,180	821,864
Total Equity	1,376,110	1,391,292	1,407,976

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	20,708	20,322	21,037
Other	21,140	28,656	20,471
Total Payments	41,848	48,978	41,508
Receipts			
Sale of goods and services	10,538	8,331	10,538
Interest received	1,750	1,835	1,700
Grants and contributions	35,717	31,817	40,551
Other	7,656	17,494	7,955
Total Receipts	55,661	59,477	60,744
Net Cash Flows From Operating Activities	13,813	10,499	19,236
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	...	10	...
Purchases of property, plant and equipment	(16,041)	(12,141)	(18,160)
Purchases of investments	(800)	(2,800)	(800)
Net Cash Flows From Investing Activities	(16,841)	(14,931)	(18,960)
Net Increase/(Decrease) in Cash	(3,028)	(4,432)	276
Opening Cash and Cash Equivalents	18,854	21,640	17,208
Closing Cash and Cash Equivalents	15,826	17,208	17,484
Cash Flow Reconciliation			
Net result	11,305	14,185	16,684
Non cash items added back	2,500	2,557	2,552
Change in operating assets and liabilities	8	(6,243)	...
Net Cash Flows From Operating Activities	13,813	10,499	19,236

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	25,597	24,913	25,232
Other operating expenses	12,275	11,773	11,363
Depreciation and amortisation	5,045	5,672	4,850
Grants and subsidies	87	143	87
TOTAL EXPENSES EXCLUDING LOSSES	43,004	42,501	41,532
Revenue			
Sales of goods and services	10,165	9,318	8,486
Investment revenue	270	411	...
Grants and contributions	31,456	31,878	33,581
Acceptance by Crown Entity of employee benefits and other liabilities	1,395	1,301	1,250
Other revenue	14	602	14
Total Revenue	43,300	43,510	43,331
Gain/(loss) on disposal of non current assets	...	(292)	...
Other gains/(losses)	...	(28)	...
Net Result	296	689	1,799

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	8,406	11,835	12,143
Receivables	1,509	1,367	1,387
Inventories	299	160	160
Total Current Assets	10,214	13,362	13,690
Non Current Assets			
Receivables	443
Property, plant and equipment -			
Land and building	227,780	228,141	230,235
Plant and equipment	522,497	525,587	524,764
Infrastructure systems	2,679
Intangibles	149	220	140
Total Non Current Assets	753,548	753,948	755,139
Total Assets	763,762	767,310	768,829
Liabilities			
Current Liabilities			
Payables	1,543	2,013	1,833
Provisions	2,918	3,368	3,268
Other	170	1,000	1,000
Total Current Liabilities	4,631	6,381	6,101
Non Current Liabilities			
Borrowings at amortised cost	443
Total Non Current Liabilities	443
Total Liabilities	5,074	6,381	6,101
Net Assets	758,688	760,929	762,728
Equity			
Reserves	214,451	214,451	214,451
Accumulated funds	544,237	546,478	548,277
Total Equity	758,688	760,929	762,728

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	25,117	23,416	24,082
Grants and subsidies	87	143	87
Other	15,360	15,540	15,563
Total Payments	40,564	39,099	39,732
Receipts			
Sale of goods and services	10,165	9,290	8,486
Interest received	270	411	...
Grants and contributions	29,394	29,815	30,456
Other	6,076	7,147	7,139
Total Receipts	45,905	46,663	46,081
Net Cash Flows From Operating Activities	5,341	7,564	6,349
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	...	33	...
Purchases of property, plant and equipment	(5,341)	(6,830)	(6,041)
Other	...	(9)	...
Net Cash Flows From Investing Activities	(5,341)	(6,806)	(6,041)
Cash Flows From Financing Activities			
Repayment of borrowings and advances	...	(499)	...
Net Cash Flows From Financing Activities	...	(499)	...
Net Increase/(Decrease) in Cash	...	259	308
Opening Cash and Cash Equivalents	8,406	11,576	11,835
Closing Cash and Cash Equivalents	8,406	11,835	12,143
Cash Flow Reconciliation			
Net result	296	689	1,799
Non cash items added back	5,045	5,700	4,850
Change in operating assets and liabilities	...	1,175	(300)
Net Cash Flows From Operating Activities	5,341	7,564	6,349

Museum of Applied Arts and Sciences

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	24,544	22,675	24,999
Other operating expenses	14,381	18,106	13,944
Depreciation and amortisation	5,479	4,532	5,710
TOTAL EXPENSES EXCLUDING LOSSES	44,404	45,313	44,653
Revenue			
Sales of goods and services	5,840	4,935	5,115
Investment revenue	490	940	265
Grants and contributions	55,070	45,977	61,588
Acceptance by Crown Entity of employee benefits and other liabilities	872	1,060	901
Other revenue	393	275	250
Total Revenue	62,665	53,187	68,119
Gain/(loss) on disposal of non current assets	8	3	...
Net Result	18,269	7,877	23,466

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	4,556	4,686	2,111
Receivables	1,464	949	864
Total Current Assets	6,020	5,635	2,975
Non Current Assets			
Other financial assets	2,349	2,468	2,493
Property, plant and equipment –			
Land and building	183,413	181,756	205,243
Plant and equipment	405,398	417,127	419,061
Total Non Current Assets	591,160	601,351	626,797
Total Assets	597,180	606,986	629,772
Liabilities			
Current Liabilities			
Payables	3,751	3,662	2,982
Provisions	7,876	2,110	2,110
Other	...	626	626
Total Current Liabilities	11,627	6,398	5,718
Non Current Liabilities			
Provisions	...	50	50
Total Non Current Liabilities	...	50	50
Total Liabilities	11,627	6,448	5,768
Net Assets	585,553	600,538	624,004
Equity			
Reserves	159,154	186,474	186,474
Accumulated funds	426,399	414,064	437,530
Total Equity	585,553	600,538	624,004

Cash Flow Statement

	2014-15		2015-16 Budget \$000
	Budget \$000	Revised \$000	
Cash Flows From Operating Activities			
Payments			
Employee related	24,212	29,621	24,778
Other	12,818	16,767	12,259
Total Payments	37,030	46,388	37,037
Receipts			
Sale of goods and services	5,842	4,938	5,115
Interest received	240	434	140
Grants and contributions	51,291	40,899	57,788
Other	1,672	3,608	1,550
Total Receipts	59,045	49,879	64,593
Net Cash Flows From Operating Activities	22,015	3,491	27,556
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	68	68	...
Purchases of property, plant and equipment	(32,463)	(13,179)	(30,231)
Net Cash Flows From Investing Activities	(32,395)	(13,111)	(30,231)
Net Increase/(Decrease) in Cash	(10,380)	(9,620)	(2,675)
Opening Cash and Cash Equivalents	14,436	12,138	4,686
Reclassification of Cash Equivalents	500	2,168	100
Closing Cash and Cash Equivalents	4,556	4,686	2,111
Cash Flow Reconciliation			
Net result	18,269	7,877	23,466
Non cash items added back	4,329	2,354	4,685
Change in operating assets and liabilities	(583)	(6,740)	(595)
Net Cash Flows From Operating Activities	22,015	3,491	27,556

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Other operating expenses	83,823	82,303	87,976
Depreciation and amortisation	5,671	3,792	5,558
Grants and subsidies	...	199	...
TOTAL EXPENSES EXCLUDING LOSSES	89,494	86,294	93,534
Revenue			
Sales of goods and services	55,537	61,050	59,257
Investment revenue	7,735	9,140	5,119
Grants and contributions	13,231	14,631	13,434
Other revenue	11,264	8,424	10,846
Total Revenue	87,767	93,245	88,656
Gain/(loss) on disposal of non current assets	...	(6)	...
Other gains/(losses)	...	(19)	...
Net Result	(1,727)	6,926	(4,878)

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	15,227	28,295	3,909
Receivables	24,812	22,046	22,046
Total Current Assets	40,039	50,341	25,955
Non Current Assets			
Other financial assets	44,956	53,634	52,073
Property, plant and equipment –			
Land and building	19,398	23,676	23,064
Plant and equipment	17,012	14,527	22,057
Intangibles	10,982	4,406	18,557
Total Non Current Assets	92,348	96,243	115,751
Total Assets	132,387	146,584	141,706
Liabilities			
Current Liabilities			
Payables	8,403	5,963	5,963
Provisions	22,690	24,500	24,500
Total Current Liabilities	31,093	30,463	30,463
Non Current Liabilities			
Other	51,614	69,872	69,872
Total Non Current Liabilities	51,614	69,872	69,872
Total Liabilities	82,707	100,335	100,335
Net Assets	49,680	46,249	41,371
Equity			
Reserves	1,258	5,641	5,641
Accumulated funds	48,422	40,608	35,730
Total Equity	49,680	46,249	41,371

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Grants and subsidies	...	199	...
Other	89,264	86,537	93,417
Total Payments	89,264	86,736	93,417
Receipts			
Sale of goods and services	55,537	61,184	59,257
Interest received	2,782	2,333	2,119
Grants and contributions	13,231	14,631	13,434
Other	16,705	13,961	16,287
Total Receipts	88,255	92,109	91,097
Net Cash Flows From Operating Activities	(1,009)	5,373	(2,320)
Cash Flows From Investing Activities			
Proceeds from sale of investments	6,386	...	6,056
Purchases of property, plant and equipment	(7,850)	(5,534)	(11,316)
Purchases of investments	(1,433)	(1,433)	(1,495)
Other	(9,390)	(1,378)	(15,311)
Net Cash Flows From Investing Activities	(12,287)	(8,345)	(22,066)
Net Increase/(Decrease) in Cash	(13,296)	(2,972)	(24,386)
Opening Cash and Cash Equivalents	28,523	31,267	28,295
Closing Cash and Cash Equivalents	15,227	28,295	3,909
Cash Flow Reconciliation			
Net result	(1,727)	6,926	(4,878)
Non cash items added back	718	(3,015)	2,558
Change in operating assets and liabilities	...	1,462	...
Net Cash Flows From Operating Activities	(1,009)	5,373	(2,320)

Financial Statements (a)

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	29,546	28,346	30,710
Other operating expenses	17,336	18,784	16,323
Depreciation and amortisation	17,503	16,303	16,336
Grants and subsidies	27,518	27,518	27,518
TOTAL EXPENSES EXCLUDING LOSSES	91,903	90,951	90,887
Revenue			
Sales of goods and services	1,849	2,049	1,895
Investment revenue	2,050	1,866	1,300
Grants and contributions	87,588	90,063	85,249
Acceptance by Crown Entity of employee benefits and other liabilities	2,147	2,147	2,252
Other revenue	10	376	10
Total Revenue	93,644	96,501	90,706
Gain/(loss) on disposal of non current assets	...	(939)	...
Other gains/(losses)	(22)	(22)	(22)
Net Result	1,719	4,589	(203)

(a) Grant funding from the Department of Justice in 2015-16 to the State Library of New South Wales is subject to a one-off adjustment as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the State Library of New South Wales as a funding source in 2015-16. While the change in funding in 2015-16 will impact on the level of net assets at June 2016, it will have no impact on the level of approved expenditure or the agency's capacity to fund its liabilities.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	7,674	8,806	2,225
Receivables	2,903	4,478	4,838
Other financial assets	1,091	1,541	1,541
Inventories	170	170	170
Total Current Assets	11,838	14,995	8,774
Non Current Assets			
Other financial assets	22,041	22,982	23,262
Property, plant and equipment - Land and building	237,780	238,980	237,997
Plant and equipment	2,201,727	3,147,601	3,155,675
Intangibles	...	21,473	21,473
Total Non Current Assets	2,461,548	3,431,036	3,438,407
Total Assets	2,473,386	3,446,031	3,447,181
Liabilities			
Current Liabilities			
Payables	9,051	11,676	13,030
Provisions	4,603	4,775	4,774
Other	75	75	75
Total Current Liabilities	13,729	16,526	17,879
Non Current Liabilities			
Provisions	...	450	450
Other	47
Total Non Current Liabilities	47	450	450
Total Liabilities	13,776	16,976	18,329
Net Assets	2,459,610	3,429,055	3,428,852
Equity			
Reserves	822,209	1,792,316	1,792,316
Accumulated funds	1,637,401	1,636,739	1,636,536
Total Equity	2,459,610	3,429,055	3,428,852

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	27,399	26,305	28,459
Grants and subsidies	27,518	27,518	27,518
Other	22,212	20,279	20,199
Total Payments	77,129	74,102	76,176
Receipts			
Sale of goods and services	1,827	1,665	1,831
Interest received	1,750	1,600	1,000
Grants and contributions	84,388	87,245	82,021
Other	9,200	8,851	8,150
Total Receipts	97,165	99,361	93,002
Net Cash Flows From Operating Activities	20,036	25,259	16,826
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	...	2	...
Proceeds from sale of investments	720	720	720
Purchases of property, plant and equipment	(20,876)	(20,500)	(23,427)
Purchases of investments	(700)	(700)	(700)
Net Cash Flows From Investing Activities	(20,856)	(20,478)	(23,407)
Net Increase/(Decrease) in Cash	(820)	4,781	(6,581)
Opening Cash and Cash Equivalents	8,494	4,025	8,806
Closing Cash and Cash Equivalents	7,674	8,806	2,225
Cash Flow Reconciliation			
Net result	1,719	4,589	(203)
Non cash items added back	17,203	16,037	16,036
Change in operating assets and liabilities	1,114	4,633	993
Net Cash Flows From Operating Activities	20,036	25,259	16,826

Introduction

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.

2015–16 Budget Highlights

In 2015-16, the Commission's key initiatives include:

- \$150,000 for an ongoing review and update of the suggested directions to juries in the Criminal Trial Court Bench Book to ensure jurors can easily understand them, with an emphasis on directions given for difficult areas of the law
- \$150,000 to review and update the Civil Trials Bench Book to reflect the current changes to case law and amendments to legislation
- \$200,000 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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Judicial education days	no.	1,232	1,168	1,400	1,400	1,400
Average number of training days per judicial officer	no.	5.0	4.6	5.0	5.0	5.0
Judicial Information Research Service—page hits per month	no.	113,666	123,338	100,000	110,000	110,000
Sentencing monographs, sentencing trend papers, bench book updates and other publications	no.	25	35	25	25	25
Complaints finalised within six months	%	78	87	90	90	90
Employees:	FTE	34	35	34	34	34
				=====2014-15=====		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				6,115	6,261	6,489
Total expenses include the following:						
Employee related				4,374	4,349	4,569
Other operating expenses				1,637	1,821	1,722
Grants and subsidies				...	6	6
Capital Expenditure				150	50	1,900

Financial Statements (a)**Operating Statement**

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	4,374	4,349	4,569
Other operating expenses	1,637	1,821	1,722
Depreciation and amortisation	104	85	192
Grants and subsidies	...	6	6
Total Expenses Excluding Losses	6,115	6,261	6,489
Revenue			
Recurrent appropriation	4,914	5,164	4,046
Capital appropriation	150	50	1,900
Sales of goods and services	682	743	817
Investment revenue	46	40	1
Acceptance by Crown Entity of employee benefits and other liabilities	212	158	220
Other revenue	148	110	38
Total Revenue	6,152	6,265	7,022
Net Result	37	4	533

(a) The Judicial Commission of New South Wales 2015-16 Appropriation has been reduced as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the Judicial Commission of New South Wales as a funding source in 2015-16. This reduction does not impact on the level of approved expenditure for the Commission.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	1,474	1,516	230
Receivables	49	49	40
Total Current Assets	1,523	1,565	270
Non Current Assets			
Property, plant and equipment - Plant and equipment	317	242	1,950
Total Non Current Assets	317	242	1,950
Total Assets	1,840	1,807	2,220
Liabilities			
Current Liabilities			
Payables	270	270	150
Provisions	389	389	389
Total Current Liabilities	659	659	539
Total Liabilities	659	659	539
Net Assets	1,181	1,148	1,681
Equity			
Accumulated funds	1,181	1,148	1,681
Total Equity	1,181	1,148	1,681

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	4,162	4,326	4,469
Grants and subsidies	...	6	6
Other	1,816	1,953	1,901
Total Payments	5,978	6,285	6,376
Receipts			
Recurrent appropriation	4,914	5,164	4,046
Capital appropriation	150	50	1,900
Sale of goods and services	682	727	817
Interest received	46	37	10
Other	327	289	217
Total Receipts	6,119	6,267	6,990
Net Cash Flows From Operating Activities	141	(18)	614
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(150)	(50)	(1,900)
Net Cash Flows From Investing Activities	(150)	(50)	(1,900)
Net Increase/(Decrease) in Cash	(9)	(68)	(1,286)
Opening Cash and Cash Equivalents	1,483	1,584	1,516
Closing Cash and Cash Equivalents	1,474	1,516	230
Cash Flow Reconciliation			
Net result	37	4	533
Non cash items added back	104	85	192
Change in operating assets and liabilities	...	(107)	(111)
Net Cash Flows From Operating Activities	141	(18)	614

Introduction

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

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

Services

The ODPP's key services involve:

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

2015–16 Budget Highlights

In 2015-16, ODPP's total expenditure will be \$127.2 million. This covers:

- \$119.8 million on prosecution services
- \$7.4 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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Committals completed	no.	5,947	6,284	6,208	6,403	6,441
Cases summarily disposed of in Local Court	no.	2,433	2,627	2,580	2,677	2,693
Cases committed for trial	no.	1,875	1,858	1,877	1,893	1,905
Cases committed for sentence in higher courts	no.	1,639	1,799	1,751	1,833	1,844
Trial matters concluded	no.	1,685	1,827	1,763	1,656	1,671
Employees:	FTE	580	579	579	584	625
				2014-15 Budget \$000	2014-15 Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				109,883	110,629	119,828
Total expenses include the following:						
Employee related				92,278	88,397	100,053
Other operating expenses				14,524	18,905	16,595
Grants and subsidies				...	248	103
Capital Expenditure				1,300	1,323	2,943

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Victims and witnesses assisted by the Witness Assistance Service	no.	4,940	5,549	6,200	5,800	5,950
Employees:	FTE	29	29	29	29	30
				-----2014-15-----		2015-16
				Budget \$000	Revised \$000	Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				7,977	7,343	7,411
Total expenses include the following:						
Employee related				3,364	3,314	3,304
Other operating expenses				549	576	598
Grants and subsidies				...	9	4
Other expenses				3,905	3,283	3,342
Capital Expenditure				68	45	125

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	95,642	91,711	103,357
Other operating expenses	15,073	19,481	17,193
Depreciation and amortisation	3,240	3,240	3,240
Grants and subsidies	...	257	107
Other expenses	3,905	3,283	3,342
TOTAL EXPENSES EXCLUDING LOSSES	117,860	117,972	127,239
Revenue			
Recurrent appropriation	106,688	103,523	115,790
Capital appropriation	1,368	1,368	3,068
Sales of goods and services	74	29	80
Investment revenue	199	199	...
Grants and contributions	...	280	...
Acceptance by Crown Entity of employee benefits and other liabilities	8,175	7,081	8,380
Other revenue	32	478	34
Total Revenue	116,536	112,958	127,352
Gain/(loss) on disposal of non current assets	5	(3)	5
Other gains/(losses)	...	(1,466)	...
Net Result	(1,319)	(6,483)	118

Balance Sheet

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Assets			
Current Assets			
Cash assets	5,838	2,783	2,824
Receivables	3,332	2,608	1,550
Total Current Assets	9,170	5,391	4,374
Non Current Assets			
Property, plant and equipment - Plant and equipment	8,753	9,275	8,928
Intangibles	1,537	1,208	1,383
Total Non Current Assets	10,290	10,483	10,311
Total Assets	19,460	15,874	14,685
Liabilities			
Current Liabilities			
Payables	4,198	3,945	2,695
Provisions	10,537	10,537	10,787
Other	...	336	275
Total Current Liabilities	14,735	14,818	13,757
Non Current Liabilities			
Provisions	3,440	3,160	2,914
Total Non Current Liabilities	3,440	3,160	2,914
Total Liabilities	18,175	17,978	16,671
Net Assets	1,285	(2,104)	(1,986)
Equity			
Accumulated funds	1,285	(2,104)	(1,986)
Total Equity	1,285	(2,104)	(1,986)

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	86,697	84,555	96,027
Grants and subsidies	...	257	107
Other	20,636	24,822	22,226
Total Payments	107,333	109,634	118,360
Receipts			
Recurrent appropriation	106,688	103,523	115,790
Capital appropriation	1,368	1,368	3,068
Sale of goods and services	74	29	80
Interest received	199	197	112
Grants and contributions	...	280	...
Cash transfers to the Crown Entity	...	(1,600)	...
Other	2,387	3,061	2,414
Total Receipts	110,716	106,858	121,464
Net Cash Flows From Operating Activities	3,383	(2,776)	3,104
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	5	5	5
Purchases of property, plant and equipment	(868)	(868)	(2,568)
Other	(500)	(500)	(500)
Net Cash Flows From Investing Activities	(1,363)	(1,363)	(3,063)
Net Increase/(Decrease) in Cash	2,020	(4,139)	41
Opening Cash and Cash Equivalents	3,818	6,922	2,783
Closing Cash and Cash Equivalents	5,838	2,783	2,824
Cash Flow Reconciliation			
Net result	(1,319)	(6,483)	118
Non cash items added back	3,240	4,706	3,240
Change in operating assets and liabilities	1,462	(999)	(254)
Net Cash Flows From Operating Activities	3,383	(2,776)	3,104

Introduction

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

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

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.

2015–16 Budget Highlights

In 2015-16, the Commission will spend \$20 million on detecting and investigating misconduct within the NSW Police Force and the New South Wales Crime Commission.

Service Group Statements

Investigations, Research and Complaint Management

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Active full investigations	no.	37	36	35	39	42
Research projects and reports including reform recommendations	no.	1	2	2	1	2
Complaints assessed	no.	1,319	1,307	1,300	1,370	1,332
Employees:						
	FTE	98	96	96	96	96
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				20,230	19,138	20,084
Total expenses include the following:						
Employee related				14,300	13,597	14,710
Other operating expenses				4,780	4,388	4,204
Grants and subsidies				...	3	...
Capital Expenditure				1,200	1,200	1,200

Financial Statements (a)

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	14,300	13,597	14,710
Other operating expenses	4,780	4,388	4,204
Depreciation and amortisation	1,150	1,150	1,170
Grants and subsidies	...	3	...
TOTAL EXPENSES EXCLUDING LOSSES	20,230	19,138	20,084
Revenue			
Recurrent appropriation	18,075	17,401	17,176
Capital appropriation	1,200	1,200	1,200
Investment revenue	72	46	...
Acceptance by Crown Entity of employee benefits and other liabilities	733	723	751
Other revenue	...	22	...
Total Revenue	20,080	19,392	19,127
Gain/(loss) on disposal of non current assets	...	70	...
Net Result	(150)	324	(957)

(a) The Police Integrity Commission 2015-16 Appropriation has been reduced as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the Police Integrity Commission as a funding source in 2015-16. This reduction does not impact on the level of approved expenditure for the Commission.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	1,571	1,962	599
Receivables	374	405	414
Total Current Assets	1,945	2,367	1,013
Non Current Assets			
Property, plant and equipment - Land and building	290	411	261
Plant and equipment	2,309	2,075	2,275
Intangibles	259	216	196
Total Non Current Assets	2,858	2,702	2,732
Total Assets	4,803	5,069	3,745
Liabilities			
Current Liabilities			
Payables	475	573	198
Provisions	1,145	1,187	1,195
Total Current Liabilities	1,620	1,760	1,393
Non Current Liabilities			
Provisions	469	480	480
Total Non Current Liabilities	469	480	480
Total Liabilities	2,089	2,240	1,873
Net Assets	2,714	2,829	1,872
Equity			
Reserves	416	416	416
Accumulated funds	2,298	2,413	1,456
Total Equity	2,714	2,829	1,872

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	13,567	13,229	14,281
Grants and subsidies	...	3	...
Other	5,336	4,778	4,866
Total Payments	18,903	18,010	19,147
Receipts			
Recurrent appropriation	18,075	17,401	17,176
Capital appropriation	1,200	1,200	1,200
Interest received	72	50	25
Cash transfers to the Crown Entity	...	(153)	...
Other	588	631	583
Total Receipts	19,935	19,129	18,984
Net Cash Flows From Operating Activities	1,032	1,119	(163)
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	...	70	...
Purchases of property, plant and equipment	(1,000)	(1,000)	(1,100)
Other	(200)	(200)	(100)
Net Cash Flows From Investing Activities	(1,200)	(1,130)	(1,200)
Net Increase/(Decrease) in Cash	(168)	(11)	(1,363)
Opening Cash and Cash Equivalents	1,739	1,973	1,962
Closing Cash and Cash Equivalents	1,571	1,962	599
Cash Flow Reconciliation			
Net result	(150)	324	(957)
Non cash items added back	1,150	1,148	1,170
Change in operating assets and liabilities	32	(353)	(376)
Net Cash Flows From Operating Activities	1,032	1,119	(163)

8. Planning and Environment Cluster ^(a)

Agency	Expenses			Capital Expenditure		
	2014-15 Revised \$m	2015-16 Budget \$m	Var. %	2014-15 Revised \$m	2015-16 Budget \$m	Var. %
Department of Planning and Environment						
Service Group						
Growth Design and Programs	173.1	227.3	31.3	0.3	0.3	...
Policy and Strategy	38.8	44.4	14.4	0.3	3.3	1,111.1
Planning Services	65.2	83.9	28.6	13.8	20.1	46.1
Personnel Services ^(b)	29.4	4.6	(84.3)
Cluster Grant Funding ^(b)	979.3	957.7	(2.2)
Total	1,285.9	1,317.9	2.5	14.3	23.7	65.4
Environment Protection Authority						
Service Group						
Environment Protection Authority	136.1	158.1	16.2	2.3	4.3	86.6
Total	136.1	158.1	16.2	2.3	4.3	86.6
Environmental Trust						
Service Group						
Competitive Grants	47.2	67.5	42.9
Major Programs	37.4	39.0	4.5
Total	84.6	106.5	26.0
Office of Environment and Heritage						
Service Group						
National Parks and Wildlife Services	490.1	468.4	(4.4)	36.8	35.6	(3.3)
Regional Operations and Heritage	495.1	502.0	1.4	5.1	10.6	107.8
Policy and Science	63.4	64.0	1.0	6.6	7.1	7.7
Personnel Services	103.8	110.7	6.6
Total	1,152.3	1,145.2	(0.6)	48.5	53.3	9.8
Office of Local Government						
Service Group						
Capacity Building, Oversight and Provision of Advice for Local Government	38.7	39.3	1.5	0.1	0.1	...
Personnel Services	3.3	3.3
Pensioner Rebate Scheme	78.7	78.5	(0.3)
Responsible Pet Ownership Program	8.1	7.7	(4.3)
Total	128.8	128.8	...	0.1	0.1	...

Agency	Expenses			Capital Expenditure		
	2014–15 Revised \$m	2015–16 Budget \$m	Var. %	2014–15 Revised \$m	2015–16 Budget \$m	Var. %
Royal Botanic Gardens and Domain Trust						
Service Group						
Science and Public Programs	10.0	9.6	(4.0)	0.5	3.8	600.5
Botanic Gardens and Parks	39.0	37.9	(2.9)	6.4	19.1	198.1
Total	49.0	47.5	(3.1)	6.9	22.9	229.9
Centennial Park and Moore Park Trust						
Total	26.7	26.5	(0.6)	9.4	12.8	37.1
Historic Houses Trust of New South Wales						
Total	25.5	26.9	5.5	2.3	4.9	112.4
Hunter Development Corporation						
Total	103.8	109.2	5.2
Minister Administering the Environmental Planning and Assessment Act						
Total	82.7	102.5	23.8	25.0	25.0	...
UrbanGrowth NSW Development Corporation						
Total	27.9	39.0	40.1	2.9	5.6	94.3
Western Sydney Parklands Trust						
Total	9.8	9.6	(1.9)	12.5	34.8	178.5

(a) From 1 July 2015: the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015* transfers employees of the Sydney Harbour Foreshore Authority to the Finance, Services and Innovation cluster; the *Administrative Arrangements (Administration of Acts—General) Order 2015* transfers responsibility for the Sydney Harbour Foreshore Authority from the Minister for Planning to the Minister for Finance, Services and Property; and the *Administrative Arrangements (Administration of Acts—Amendment No 1) Order 2015* transfers responsibility for the Luna Park Reserve Trust to the Finance, Services and Innovation cluster.

(b) Service group variances are impacted by the movement of functions to the Finance, Services and Innovation cluster.

Introduction

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

The Planning and Environment cluster is impacted by the following machinery of government changes which take effect from 1 July 2015:

- the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015* transfers employees of the Sydney Harbour Foreshore Authority to the Finance, Services and Innovation cluster
- the *Administrative Arrangements (Administration of Acts—General) Order 2015* transfers responsibility for the Sydney Harbour Foreshore Authority from the Minister for Planning to the Minister for Finance, Services and Property
- the *Administrative Arrangements (Administration of Acts—Amendment No 1) Order 2015* transfers responsibility for the Luna Park Reserve Trust to the Finance, Services and Innovation cluster.

The Planning and Environment cluster is responsible for:

- integrated land use and infrastructure planning and approvals
- planning for the supply of well-located housing and employment land
- working with councils to identify metropolitan areas for urban renewal
- protecting, celebrating and sharing the State's heritage (both Aboriginal and historic)
- effective environmental protection, management and regulation throughout the State
- overseeing improvements in the practice, processes and outcomes of the \$11.25 billion local government sector, which employs 45,000 people and manages \$139 billion worth of assets.

The cluster ensures balanced growth by:

- taking an evidence-based approach to planning for the future housing, infrastructure and services needs of our growing communities
- developing and applying land use strategies and plans
- assessing and determining State Significant Development and Infrastructure in line with Government policy and broad community values
- 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 New South Wales' Aboriginal and historic heritage
- 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 strategic capacity of local councils.

Services

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

Delivering Sustainable Growth

- supporting sustainable development, coordinating major urban renewal initiatives, developing and reviewing policies and laws, partnering with councils to implement statutory development proposals and continuously improving the planning system
- facilitating private sector investment in projects that contribute to economic growth, employment and residential, commercial and industrial opportunities in the Hunter and Central Coast regions
- setting strategies for housing development, investment and land release, and coordinating planning for infrastructure
- strengthening local government to enhance its capacity to make planning and development decisions that deliver sustainable growth
- 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 New South Wales' historic heritage
- conserving and caring for national parks and reserves, biodiversity and threatened species
- supporting economic development through the promotion of environmentally sustainable industries, tourism in protected areas, access to natural resources without devaluing the environment, and building resilience to environmental hazards and risks
- strengthening local government to enhance its capacity to ensure compliance with environment protection laws
- 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

- delivering stronger local government for local communities through the Government's Fit for the Future initiative to provide greater financial sustainability, better services and infrastructure, effective leadership, good governance and strong and effective collaboration with the State Government to support the achievement of the State's objectives
- supporting councils to invest in local infrastructure by providing an interest subsidy under the Local Infrastructure Renewal Scheme through the NSW Treasury Corporation 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 re-homing of cats and dogs
- improving safety of young children around swimming pools to reduce the risk of drowning and near drowning.

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

2015–16 Budget Highlights

In 2015-16, the Department of Planning and Environment will spend over \$1.3 billion (\$1.3 billion recurrent and \$23.7 million capital), an increase of 3.2 per cent on 2014-15 revised expenditure, including:

- \$54.9 million in increased grants to local councils under the Local Infrastructure Growth Scheme and for nominated Priority Precincts
- an additional \$11.9 million to continue developing the ePlanning system through Stage 2 of the project
- an additional \$11.5 million to provide high quality accelerated planning and assessment, including \$6.8 million for a new Priority Projects Branch, to support the unprecedented level of investment in New South Wales.

The Planning and Environment cluster will spend \$2.4 billion (\$2.3 billion recurrent and \$187.4 million capital) on planning for and building stronger, better connected communities, protecting and enhancing the State's heritage and environmental assets, and improving the efficiency of the local government sector.

In 2015-16, the cluster's key initiatives include:

Delivering Sustainable Growth

- \$7 million for the Greater Sydney Commission: in partnership with councils, the community and stakeholders, the Commission will oversee the implementation of *A Plan for Growing Sydney*.
- \$77.6 million allocated to local councils to deliver essential infrastructure to support new housing development under the Local Infrastructure Growth Scheme

- \$46 million of grants to local authorities to upgrade local infrastructure and create high-quality urban environments within nominated Priority Precincts
- \$16.9 million to halve the time it takes to assess State significant projects, expand community consultation opportunities and ensure there is adequate capacity to assess environmental and social impacts to support the unprecedented level of investment in New South Wales
- \$13.6 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
- \$12.5 million from the Hunter Infrastructure and Investment Fund to support the development of the University of Newcastle's city campus and the New Space project in Newcastle's CBD

Protecting our Environment and Heritage

- \$236 million for renewable energy and energy efficiency programs, comprising \$202 million towards the cost of the Solar Bonus Scheme and \$34 million towards improving the energy productivity and competitiveness of the NSW economy
- \$158 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
- \$107 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, sport, recreation, leisure and cultural experiences
- \$47 million to conserve, celebrate and enjoy New South Wales' unique Aboriginal and historic heritage
- \$40 million for managing fire risk in national parks and reserves
- \$27 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
- \$7.6 million to support the Environment Protection Authority to implement the NSW Gas Plan, address contaminated sites, regulate native forestry and improve stakeholder engagement
- \$3.2 million to support the Environment Protection Authority in delivering priority air programs
- \$2.5 million to address lead contamination and elevated blood lead levels in children in Broken Hill
- \$2.5 million to implement a cost effective container deposit scheme for New South Wales.

Strengthening Local Government

- \$78.5 million to help pensioners pay for essential local services and infrastructure, and assist with the cost of living
- \$16.2 million to support councils to keep up with maintenance and renewal of their assets to a level that is satisfactory to their community through the Local Infrastructure Renewal Scheme
- \$11.8 million to support councils in becoming Fit for the Future, make the structural changes necessary to deliver the jobs, housing and transport communities need, develop new ways for State and Local Government to work together in regional New South Wales, and provide grants for small rural councils to develop innovative ways of working
- \$1.5 million for the operations of the Lord Howe Island Board.

Cluster Capital Expenditure

The cluster's capital expenditure in 2015-16 will include:

- \$29.7 million across national parks and reserves
- \$19.9 million to continue developing the ePlanning system in support of a streamlined and more efficient planning system
- \$13.1 million for developing the Sydney Tropical Centre refurbishment in the Royal Botanic Gardens
- \$8.3 million to improve the Paddocks, the Gardens and the Crescent precincts in Parramatta Park, with a further \$1.8 million for the redevelopment of Dairy Precinct, one of the oldest historical buildings in Australia
- \$4.1 million to sustain the commercial revenue stream at the Australian Technology Park in Eveleigh, to be directly funded from revenue
- \$3.5 million to enhance public safety, amenities and other infrastructure located across significant museums and historic houses managed by Sydney Living Museums (Historic Houses Trust)
- \$3.2 million towards the upgrade of amenities, entry and safety at Blue Mountains Botanic Garden (Mount Tomah)
- \$2.9 million for works at E.S. Marks Athletics Field to improve access, parking and disabled access
- \$2.5 million towards the development of the Taronga Institute of Science and Learning at Taronga Zoo to improve student learning outcomes in New South Wales and to provide a platform for regional and global leadership in conservation science and learning
- \$2.2 million for upgrading the Environment Protection Authority information technology systems, including enhancing online licensing and mobile workforce capability
- \$1.8 million for the management of the Australian Technology Park sale process, which will generate capital to fund the Central to Eveleigh urban transformation program.

Department of Planning and Environment

Service Group Statements

Growth Design and Programs

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. It prepares, monitors and updates the Metropolitan Plan, subregional and regional strategies to ensure housing and employment targets are met. This service group also conducts research and prepares demographic and population projections across the state.

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Regional and sub-regional strategies completed	no.	0	0	3	2	14
Priority Precincts ^(a)	no.	n.a.	0	6	3	5
Land Release Precincts completed	no.	n.a.	0	7	3	5
Employees:	FTE	154	161	169	133	149
				<hr/> 2014-15 Budget Revised \$000 \$000		2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				129,095	173,068	227,256
Total expenses include the following:						
Employee related				26,226	24,371	23,692
Other operating expenses				11,849	19,785	25,005
Grants and subsidies				90,425	128,204	176,799
Capital Expenditure				271	271	271

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

Policy and Strategy

Service description: This service group is responsible for identifying and setting strategic planning policies. This includes setting of industry, resource, affordable housing and state-wide planning policies. It involves regulating and managing development and building controls to ensure ongoing reform and best practice.

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Complaints investigations against private certifiers	no.	103	65	160	120	100
Accreditations for private certifiers	no.	303	173	250	250	275
Renewals for private certifiers	no.	1,190	1,263	1,390	1,390	1,450
Increase in Exempt and Complying Code take up to streamline development	%	N/A	N/A	3	3	3
Employees:	FTE	171	171	209	148	173
				-----2014-15-----		
				Budget	Revised	2015-16
				\$000	\$000	Budget
						\$000
Financial indicators:						
Total Expenses Excluding Losses				71,428	38,846	44,439
Total expenses include the following:						
Employee related				23,237	20,670	20,567
Other operating expenses				10,865	12,206	14,617
Grants and subsidies				37,157	5,380	8,084
Capital Expenditure				270	270	3,270

Planning Services

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Applications lodged	no.	407	390	400	400	400
Development and infrastructure applications determined ^(a)	no.	430	320	320	320	315
Determination of development and infrastructure applications within 4 months ^(b)	%	92	95	85	80	85
Local councils preparing new comprehensive LEPs: ^(c)						
Commenced	no.	5	0	0	0	n.a.
On Exhibition	no.	28	3	0	1	n.a.
Gazetted	no.	48	36	6	9	n.a.
Planning proposals (rezoning):						
Gateway determinations						
Issued	no.	321	355	360	400	400
Gazetted	no.	186	336	300	300	330
Regional development applications determined	no.	0	241	276	276	315
Employees:	FTE	245	245	241	273	300

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000

Financial indicators:

Total Expenses Excluding Losses	54,986	65,228	83,867
Total expenses include the following:			
Employee related	35,652	39,471	46,762
Other operating expenses	14,644	19,227	24,094
Grants and subsidies	3,300	5,651	11,104

Capital Expenditure	21,774	13,774	20,129
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(a) Lodgement and determination data includes State Significant Development (SSD), State Significant Infrastructure (SSI), Part 3A, Part 4 projects and modifications thereof.

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

(c) The program of draft comprehensive Local Environment Plans was finished during 2014-15.

Personnel Services

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Employees:						
Hunter Development Corporation	FTE	19	19	19	15	19
Central Coast Regional Development Corporation	FTE	10	12	8	8	8
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				32,785	29,436	4,621
Total expenses include the following:						
Employee related ^(a)				32,785	29,436	4,621

(a) From 1 July 2015, the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015* transfers employees of the Sydney Harbour Foreshore Authority to the Department of Finance, Services and Innovation.

Cluster Grant Funding

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

	-----2014-15-----		2015-16
	Budget \$000	Revised \$000	Budget \$000
Financial indicators:			
Total Expenses Excluding Losses	1,019,866	979,274	957,744
Grants and subsidies	1,019,866	979,274	957,744
Centennial Park and Moore Park Trust	5,896	5,896	7,787
Environment Protection Authority	115,061	108,412	125,371
Environmental Trust	100,288	80,964	93,943
Historic Houses Trust of New South Wales	20,039	19,039	22,198
Hunter Development Corporation	67,297	89,337	26,269
Minister Administering the Environmental Planning and Assessment Act ^(a)	5,034
Office of Environment and Heritage	494,398	475,868	515,838
Office of Local Government	116,582	116,822	119,502
Royal Botanical Gardens and Domain Trust	34,411	26,776	38,040
Sydney Harbour Foreshore Authority ^(b)	43,245	43,245	N/A
UrbanGrowth NSW ^(c)	4,200	4,200	...
UrbanGrowth NSW Development Corporation	9,271	4,571	4,700
Western Sydney Parkland Trust	4,144	4,144	4,096

- (a) The Minister Administering the Environmental Planning and Assessment Act is not receiving any grant funding from the Department of Planning and Environment in 2014-15 and 2015-16. All funding for the agency in these years is sourced from its own operations.
- (b) From 1 July 2015 the Sydney Harbour Foreshore Authority transfers to the Finance, Services and Innovation cluster.
- (c) UrbanGrowth NSW is not receiving any grant funding from the Department of Planning and Environment in 2015-16. All funding for the agency in 2015-16 is sourced from its own operations.

Financial Statements (a) (b)**Operating Statement**

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	117,900	113,948	95,642
Other operating expenses	37,358	51,218	63,716
Depreciation and amortisation	1,668	1,278	4,168
Grants and subsidies	1,150,748	1,118,509	1,153,731
Finance costs	486	899	670
TOTAL EXPENSES EXCLUDING LOSSES	1,308,160	1,285,852	1,317,927
Revenue			
Recurrent appropriation	1,153,403	1,208,375	1,162,858
Capital appropriation	21,667	13,667	23,022
Sales of goods and services	73,997	70,015	47,311
Investment revenue	723	1,121	801
Grants and contributions	44,988	98,241	76,424
Acceptance by Crown Entity of employee benefits & other liabilities	3,912	3,464	4,010
Other revenue	9,511	10,037	8,254
Total Revenue	1,308,201	1,404,920	1,322,680
Other gains/(losses)	...	(2,641)	...
Net Result	41	116,427	4,753

(a) The Department of Planning and Environment 2015-16 Appropriation has been reduced as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the Department of Planning and Environment as a funding source in 2015-16. This reduction does not impact on the level of approved expenditure for cluster agencies.

(b) In 2015-16 there has been a one-off adjustment to grants paid to a number of government agencies within the cluster holding surplus cash balances. This funding adjustment will not impact on the level of approved expenditure by these agencies and is part of a whole-of-government initiative to improve cash management.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	20,977	113,059	93,346
Receivables	39,371	34,962	21,967
Total Current Assets	60,348	148,021	115,313
Non Current Assets			
Property, plant and equipment -			
Land and building	8,542	5,828	8,828
Plant and equipment	1,942	1,420	1,887
Intangibles	32,307	26,963	42,998
Total Non Current Assets	42,791	34,211	53,713
Total Assets	103,139	182,232	169,026
Liabilities			
Current Liabilities			
Payables	12,363	17,028	13,864
Provisions	28,714	15,367	9,603
Other	...	4,566	4,566
Total Current Liabilities	41,077	36,961	28,033
Non Current Liabilities			
Borrowings at amortised cost	9,823	20,391	20,391
Provisions	10,690	9,722	691
Total Non Current Liabilities	20,513	30,113	21,082
Total Liabilities	61,590	67,074	49,115
Net Assets	41,549	115,158	119,911
Equity			
Reserves	73
Accumulated funds	41,476	115,158	119,911
Total Equity	41,549	115,158	119,911

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	114,487	109,280	94,796
Grants and subsidies	1,123,148	1,071,129	1,114,341
Finance costs	486	899	670
Other	41,107	81,210	64,222
Total Payments	1,279,228	1,262,518	1,274,029
Receipts			
Recurrent appropriation	1,153,403	1,208,375	1,162,858
Capital appropriation	21,667	13,667	23,022
Sale of goods and services	73,968	70,014	45,147
Interest received	723	1,121	801
Grants and contributions	6,133	3,925	4,792
Cash transfers to the Crown Entity	...	(56,920)	...
Other	21,200	55,327	41,366
Total Receipts	1,277,094	1,295,509	1,277,986
Net Cash Flows From Operating Activities	(2,134)	32,991	3,957
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(812)	(812)	(3,812)
Other	(21,503)	(13,503)	(19,858)
Net Cash Flows From Investing Activities	(22,315)	(14,315)	(23,670)
Cash Flows From Financing Activities			
Repayment of borrowings and advances	(1,589)
Net Cash Flows From Financing Activities	(1,589)
Net Increase/(Decrease) in Cash	(26,038)	18,676	(19,713)
Opening Cash and Cash Equivalents	47,015	94,383	113,059
Closing Cash and Cash Equivalents	20,977	113,059	93,346
Cash Flow Reconciliation			
Net result	41	116,427	4,753
Non cash items added back	1,668	2,919	4,168
Change in operating assets and liabilities	(3,843)	(86,355)	(4,964)
Net Cash Flows From Operating Activities	(2,134)	32,991	3,957

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Contaminated sites remediated (cumulative)	no.	116	123	135	133	145
Management programs issued to licensees (number per year) ^(a)	no.	332	195	298	285	285
Waste tonnages disposed to landfill within the greater metropolitan levy area and regional levy area (annual)	tonnes	5,363,000	5,231,000	5,040,000	5,021,500	4,996,000
Visitor sessions on the Environment Protection Authority website (annual) ^(b)	no.	546,000	720,000	800,000	1,045,000	1,306,000
Employees:	FTE	399	436	450	451	488
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				141,571	136,092	158,140
Total expenses include the following:						
Employee related				58,677	59,278	66,965
Other operating expenses				52,626	41,522	52,956
Grants and subsidies				29,220	34,747	36,963
Capital Expenditure				3,840	2,278	4,250

(a) Formerly reported as number of pollution reduction programs per year. From 2013-14, the measure now includes alternative actions taken under the Environment Protection Authority's Compliance Policy including Environmental Improvement Programs and pollution studies.

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

Financial Statements

Operating Statement

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	58,677	59,278	66,965
Other operating expenses	52,626	41,522	52,956
Depreciation and amortisation	1,048	545	1,256
Grants and subsidies	29,220	34,747	36,963
TOTAL EXPENSES EXCLUDING LOSSES	141,571	136,092	158,140
Revenue			
Sales of goods and services	255	356	2,472
Investment revenue	700	600	118
Retained taxes, fees and fines	18,160	18,200	18,662
Grants and contributions	119,934	120,464	131,832
Acceptance by Crown Entity of employee benefits and other liabilities	3,406	3,406	3,492
Other revenue	300	671	308
Total Revenue	142,755	143,697	156,884
Net Result	1,184	7,605	(1,256)

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	5,365	14,204	7,424
Receivables	2,380	2,381	2,381
Total Current Assets	7,745	16,585	9,805
Non Current Assets			
Property, plant and equipment -			
Land and building	4,509	4,454	4,347
Plant and equipment	565	761	1,396
Intangibles	4,806	3,792	6,258
Total Non Current Assets	9,880	9,007	12,001
Total Assets	17,625	25,592	21,806
Liabilities			
Current Liabilities			
Payables	6,583	6,583	3,928
Provisions	5,791	5,791	5,916
Total Current Liabilities	12,374	12,374	9,844
Non Current Liabilities			
Provisions	85	85	85
Total Non Current Liabilities	85	85	85
Total Liabilities	12,459	12,459	9,929
Net Assets	5,166	13,133	11,877
Equity			
Reserves	892	701	701
Accumulated funds	4,274	12,432	11,176
Total Equity	5,166	13,133	11,877

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	55,351	56,918	64,285
Grants and subsidies	29,220	34,747	36,963
Other	52,626	39,434	54,674
Total Payments	137,197	131,099	155,922
Receipts			
Sale of goods and services	18,355	18,456	21,072
Interest received	700	534	118
Retained taxes, fees and fines	...	4	...
Grants and contributions	119,434	118,017	130,823
Other	860	5,050	1,379
Total Receipts	139,349	142,061	153,392
Net Cash Flows From Operating Activities	2,152	10,962	(2,530)
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(50)	(150)	(900)
Other	(3,790)	(2,128)	(3,350)
Net Cash Flows From Investing Activities	(3,840)	(2,278)	(4,250)
Net Increase/(Decrease) in Cash	(1,688)	8,684	(6,780)
Opening Cash and Cash Equivalents	7,053	5,520	14,204
Closing Cash and Cash Equivalents	5,365	14,204	7,424
Cash Flow Reconciliation			
Net result	1,184	7,605	(1,256)
Non cash items added back	1,048	545	1,256
Change in operating assets and liabilities	(80)	2,812	(2,530)
Net Cash Flows From Operating Activities	2,152	10,962	(2,530)

Environmental Trust

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Grants awarded	no.	178	297	419	346	350
Funding provided ^(a)	\$m	11.3	23.1	61.3	45.7	65.8
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				62,841	47,232	67,508
Other operating expenses				1,550	1,562	1,689
Grants and subsidies				61,291	45,670	65,819

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

Major Programs

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Grants awarded	no.	37	26	32	26	20
Funding provided ^(a)	\$m	26.5	30.8	38.3	35.8	37.4

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Financial indicators:			
Total Expenses Excluding Losses	39,851	37,352	39,041
Other operating expenses	1,550	1,558	1,687
Grants and subsidies	38,301	35,794	37,354

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

Financial Statements (a)**Operating Statement**

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses –			
Other operating expenses	3,100	3,120	3,376
Grants and subsidies	99,592	81,464	103,173
TOTAL EXPENSES EXCLUDING LOSSES	102,692	84,584	106,549
Revenue			
Investment revenue	1,173	854	...
Grants and contributions	100,288	80,964	93,943
Other revenue	300	1,835	300
Total Revenue	101,761	83,653	94,243
Net Result	(931)	(931)	(12,306)

- (a) Grant funding from the Department of Planning and Environment in 2015-16 to the Environmental Trust is subject to a one-off adjustment as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the Environmental Trust as a funding source in 2015-16. While the change in funding in 2015-16 will impact on the level of net assets at June 2016, it will have no impact on the level of approved expenditure or the agency's capacity to fund its liabilities.

Balance Sheet

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	17,767	16,777	4,112
Receivables	1,293	1,332	1,749
Total Current Assets	19,060	18,109	5,861
Total Assets	19,060	18,109	5,861
Liabilities			
Current Liabilities			
Payables	1,776	786	844
Total Current Liabilities	1,776	786	844
Total Liabilities	1,776	786	844
Net Assets	17,284	17,323	5,017
Equity			
Accumulated funds	17,284	17,323	5,017
Total Equity	17,284	17,323	5,017

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Grants and subsidies	99,592	81,464	103,173
Other	3,327	5,716	3,735
Total Payments	102,919	87,180	106,908
Receipts			
Interest received	1,173	792	...
Grants and contributions	100,288	80,964	93,943
Other	300	3,116	300
Total Receipts	101,761	84,872	94,243
Net Cash Flows From Operating Activities	(1,158)	(2,308)	(12,665)
Net Increase/(Decrease) in Cash	(1,158)	(2,308)	(12,665)
Opening Cash and Cash Equivalents	18,925	19,085	16,777
Closing Cash and Cash Equivalents	17,767	16,777	4,112
Cash Flow Reconciliation			
Net result	(931)	(931)	(12,306)
Change in operating assets and liabilities	(227)	(1,377)	(359)
Net Cash Flows From Operating Activities	(1,158)	(2,308)	(12,665)

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Domestic visits to the park system	mill	36	38	36	39	40
Area of reserves covered by:						
Plan of management (annual) ^(a)	000 ha	5,946	5,952	6,300	6,033	6,045
Fire management strategy (annual)	000 ha	7,043	7,127	7,221	7,140	7,145
Regional pest management strategy	000 ha	7,155	7,127	7,221	7,140	7,145
Hazard reduction treatments in parks and reserves:						
Number (annual)	no.	916	1,494	800	800	800
Hectare (annual)	ha	135,000	112,686	135,000	135,000	135,000
Participation in Discovery community education programs:						
Participants (annual)	no.	299,366	350,000	350,000	350,000	350,000
Satisfied (annual)	%	98	98	98	98	98
Employees:	FTE	1,953	1,913	1,878	1,899	1,884
				———2014-15———		
				Budget	Revised	2015-16
				\$000	\$000	Budget
						\$000
Financial indicators:						
Total Expenses Excluding Losses				461,525	490,054	468,393
Total expenses include the following:						
Employee related				214,058	230,634	216,115
Other operating expenses				141,611	155,618	145,308
Grants and subsidies				12,418	9,346	9,792
Capital Expenditure				38,924	36,842	35,611

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

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Visits to NSW environmental Websites (annual)	thous	5,750	8,608	9,617	9,747	11,400
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.	15	7	15	89 ^(a)	15
Held other than under the NPW Act (annual) ^(b)	no.	15	2	10	43 ^(a)	10
Employees:	FTE	593	582	567	544	529
				-----2014-15----- Budget Revised \$000 \$000		2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				492,274	495,073	502,041
Total expenses include the following:						
Employee related				76,831	82,154	82,269
Other operating expenses				86,418	97,500	95,329
Grants and subsidies				316,117	302,924	312,834
Capital Expenditure				3,771	5,100	10,596

(a) Higher results attributed to establishment of strategic partnerships with key stakeholders (Australian Museum, National Museum of Australia and NSW Coroner's Office) during 2014-15, which allowed the Office of Environment and Heritage to work with communities to identify opportunities for repatriation and access to financial assistance for this work.

(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*.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Employees:	FTE	340	283	275	310	302
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				64,924	63,377	64,014
Total expenses include the following:						
Employee related				40,348	40,680	41,344
Other operating expenses				15,775	14,994	15,373
Grants and subsidies				295	411	33
Capital Expenditure				6,310	6,568	7,073

Personnel Services

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Employees:						
Centennial Park and Moore Park Trust	FTE	67	67	58	67	68
Historic Houses Trust of New South Wales	FTE	169	166	169	170	168
Jenolan Caves Reserves Trust ^(a)	FTE	n.a.	74	74	74	74
Parramatta Park Trust	FTE	6	11	11	11	11
Royal Botanic Gardens and Domain Trust	FTE	263	256	251	242	226
Western Sydney Parklands Trust	FTE	13	15	15	15	15
Zoological Parks Board of New South Wales ^(a)	FTE	n.a.	528	541	534	538
				-----2014-15-----		
				Budget	Revised	2015-16
				\$000	\$000	Budget
						\$000
Financial indicators:						
Total Expenses Excluding Losses				54,210	103,831	110,718
Total expenses include the following:						
Employee related				54,210	103,831	110,718

(a) From 24 February 2014, this service group includes personnel services relating to Jenolan Caves Reserves Trust and Zoological Parks Board of New South Wales.

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	385,447	457,299	450,446
Other operating expenses	243,804	268,112	256,010
Depreciation and amortisation	102,163	102,226	105,229
Grants and subsidies	328,830	312,681	322,659
Finance costs	12,689	12,017	10,822
TOTAL EXPENSES EXCLUDING LOSSES	1,072,933	1,152,335	1,145,166
Revenue			
Sales of goods and services	117,068	170,929	175,195
Investment revenue	7,796	7,400	1,323
Retained taxes, fees and fines	3,429	3,954	3,515
Grants and contributions	860,545	870,541	888,337
Acceptance by Crown Entity of employee benefits and other liabilities	21,629	21,622	22,121
Other revenue	30,846	60,136	30,313
Total Revenue	1,041,313	1,134,582	1,120,804
Gain/(loss) on disposal of non current assets	(840)	(3,416)	(840)
Other gains/(losses)	(100)	(3,031)	(100)
Net Result	(32,560)	(24,200)	(25,302)

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	240,021	198,497	178,999
Receivables	71,490	86,344	70,583
Other financial assets	17	17	17
Inventories	707	887	887
Total Current Assets	312,235	285,745	250,486
Non Current Assets			
Property, plant and equipment -			
Land and building	2,220,185	2,246,208	2,245,261
Plant and equipment	65,622	60,198	55,995
Infrastructure systems	1,427,164	1,490,852	1,437,299
Intangibles	192,117	195,227	200,845
Total Non Current Assets	3,905,088	3,992,485	3,939,400
Total Assets	4,217,323	4,278,230	4,189,886
Liabilities			
Current Liabilities			
Payables	150,194	102,926	87,749
Borrowings at amortised cost	52,624	58,660	146,498
Provisions	41,733	41,733	41,733
Other	71	71	46
Total Current Liabilities	244,622	203,390	276,026
Non Current Liabilities			
Borrowings at amortised cost	205,030	186,337	50,659
Provisions	7,455	7,455	7,455
Total Non Current Liabilities	212,485	193,792	58,114
Total Liabilities	457,107	397,182	334,140
Net Assets	3,760,216	3,881,048	3,855,746
Equity			
Reserves	108,220	188,684	188,684
Accumulated funds	3,651,996	3,692,364	3,667,062
Total Equity	3,760,216	3,881,048	3,855,746

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	363,818	456,897	435,950
Grants and subsidies	328,830	312,681	322,659
Finance costs	3,810	3,360	3,042
Other	250,504	262,209	256,955
Total Payments	946,962	1,035,147	1,018,606
Receipts			
Sale of goods and services	134,373	187,546	189,342
Interest received	7,796	6,623	5,478
Grants and contributions	858,995	856,212	882,467
Other	24,420	57,683	29,726
Total Receipts	1,025,584	1,108,064	1,107,013
Net Cash Flows From Operating Activities	78,622	72,917	88,407
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	995	1,084	995
Purchases of property, plant and equipment	(38,084)	(41,004)	(37,784)
Other	(10,921)	(7,506)	(15,496)
Net Cash Flows From Investing Activities	(48,010)	(47,426)	(52,285)
Cash Flows From Financing Activities			
Proceeds from borrowings and advances	3,371	3,326	3,326
Repayment of borrowings and advances	(30,400)	(38,725)	(58,946)
Net Cash Flows From Financing Activities	(27,029)	(35,399)	(55,620)
Net Increase/(Decrease) in Cash	3,583	(9,908)	(19,498)
Opening Cash and Cash Equivalents	236,438	208,405	198,497
Closing Cash and Cash Equivalents	240,021	198,497	178,999
Cash Flow Reconciliation			
Net result	(32,560)	(24,200)	(25,302)
Non cash items added back	110,342	107,583	112,310
Change in operating assets and liabilities	840	(10,466)	1,399
Net Cash Flows From Operating Activities	78,622	72,917	88,407

Office of Local Government

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
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Service measures:

Promoting Better Practice						
Program reviews undertaken	no.	12	6	23	11	0

Employees:	FTE	62	62	62	67	66
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		2014-15		2015-16
		Budget \$000	Revised \$000	Budget \$000

Financial indicators:

Total Expenses Excluding Losses		38,291	38,724	39,323
Total expenses include the following:				
Employee related		8,621	8,878	9,145
Other operating expenses		4,090	7,169	5,644
Grants and subsidies		25,404	22,554	24,411

Capital Expenditure		145	145	145
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Personnel Services

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Employees:						
Lord Howe Island Board	FTE	42	39	42	42	40
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				3,295	3,295	3,295
Total expenses include the following:						
Employee related				3,295	3,295	3,295

Pensioner Rebate Scheme

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Rebate claims processed	no.	156	156	156	157	157
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses Grants and subsidies				78,500	78,740	78,500
				78,500	78,740	78,500

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Cat and dog registrations	no.	104,331	106,535	106,000	111,500	111,500
Employees:						
	FTE	4	5	5	5	5
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				8,259	8,077	7,731
Total expenses include the following:						
Employee related				657	589	604
Other operating expenses				7,602	7,176	6,818
Grants and subsidies				...	303	300

Financial Statements

Operating Statement

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	12,573	12,762	13,044
Other operating expenses	11,692	14,345	12,462
Depreciation and amortisation	176	132	132
Grants and subsidies	103,904	101,597	103,211
TOTAL EXPENSES EXCLUDING LOSSES	128,345	128,836	128,849
Revenue			
Sales of goods and services	3,295	3,330	3,330
Investment revenue	344	387	...
Retained taxes, fees and fines	7,408	7,408	6,609
Grants and contributions	116,582	116,995	119,502
Acceptance by Crown Entity of employee benefits and other liabilities	327	308	304
Total Revenue	127,956	128,428	129,745
Net Result	(389)	(408)	896

Balance Sheet

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Assets			
Current Assets			
Cash assets	2,024	5,782	6,719
Receivables	1,622	3,012	2,958
Total Current Assets	3,646	8,794	9,677
Non Current Assets			
Property, plant and equipment - Plant and equipment	89	297	320
Intangibles	98	125	115
Total Non Current Assets	187	422	435
Total Assets	3,833	9,216	10,112
Liabilities			
Current Liabilities			
Payables	1,747	1,672	1,672
Provisions	1,030	1,030	1,030
Total Current Liabilities	2,777	2,702	2,702
Non Current Liabilities			
Provisions	363	363	363
Total Non Current Liabilities	363	363	363
Total Liabilities	3,140	3,065	3,065
Net Assets	693	6,151	7,047
Equity			
Accumulated funds	693	6,151	7,047
Total Equity	693	6,151	7,047

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	12,246	13,863	12,740
Grants and subsidies	103,904	101,597	103,211
Other	11,692	19,829	12,546
Total Payments	127,842	135,289	128,497
Receipts			
Sale of goods and services	3,295	3,330	3,330
Interest received	344	387	...
Grants and contributions	116,582	116,995	119,502
Other	7,408	17,857	6,747
Total Receipts	127,629	138,569	129,579
Net Cash Flows From Operating Activities	(213)	3,280	1,082
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(105)	(105)	(105)
Other	(40)	(40)	(40)
Net Cash Flows From Investing Activities	(145)	(145)	(145)
Net Increase/(Decrease) in Cash	(358)	3,135	937
Opening Cash and Cash Equivalents	2,382	2,647	5,782
Closing Cash and Cash Equivalents	2,024	5,782	6,719
Cash Flow Reconciliation			
Net result	(389)	(408)	896
Non cash items added back	176	132	132
Change in operating assets and liabilities	...	3,556	54
Net Cash Flows From Operating Activities	(213)	3,280	1,082

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Research projects funded by external grants	no.	27	24	25	24	24
Total participants in:						
School and public education programs	no.	39,240	44,351	42,000	53,500	53,500
Proportion of education program participants in Aboriginal programs	%	18.0	9.0	12.0	12.0	12.0
Trust articles in peer-reviewed scientific publications, articles and presentations for scientific and general audiences	no.	122	109	110	115	110
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				11,473	10,026	9,629
Total expenses include the following:						
Employee related				112
Other operating expenses				9,515	8,336	7,809
Capital Expenditure				2,448	548	3,839

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Visits to Botanic Gardens	mill	4.5	4.6	4.7	4.3	4.5
Visitors to Trust estates satisfied with facilities, services and programs ^(a)	%	96	93	95	93	95
Total water use for irrigation from non-potable sources at the Australian Botanic Garden, Mount Annan	%	60	68	60	54	49
Reduction in use of potable water at the Royal Botanic Garden, Sydney since 2001-02	%	69.4	73.0	50.0	69.0	50.0
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				37,209	38,986	37,874
Total expenses include the following:						
Employee related				388
Other operating expenses				30,459	32,938	31,364
Grants and subsidies				...	9	...
Capital Expenditure				15,008	6,400	19,079

(a) A new online visitor survey reporting system was introduced in 2013-14 providing more reliable data.

Financial Statements (a)

Operating Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	500
Other operating expenses	39,974	41,274	39,173
Depreciation and amortisation	8,208	7,729	8,330
Grants and subsidies	...	9	...
TOTAL EXPENSES EXCLUDING LOSSES	48,682	49,012	47,503
Revenue			
Sales of goods and services	12,512	12,960	12,900
Investment revenue	174	174	140
Retained taxes, fees and fines	1,200	1,380	1,286
Grants and contributions	40,482	31,777	44,935
Other revenue	423	549	531
Total Revenue	54,791	46,840	59,792
Gain/(loss) on disposal of non current assets	...	6	...
Other gains/(losses)	...	(6)	...
Net Result	6,109	(2,172)	12,289

- (a) Grant funding from the Department of Planning and Environment in 2015-16 to the Royal Botanic Gardens and Domain Trust is subject to a one-off adjustment as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the Royal Botanic Gardens and Domain Trust as a funding source in 2015-16. While the change in funding in 2015-16 will impact on the level of net assets at June 2016, it will have no impact on the level of approved expenditure or the agency's capacity to fund its liabilities.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	5,763	9,281	5,782
Receivables	1,580	1,580	1,580
Inventories	142	142	142
Total Current Assets	7,485	11,003	7,504
Non Current Assets			
Property, plant and equipment –			
Land and building	279,989	318,077	334,634
Plant and equipment	44,544	52,062	50,514
Infrastructure systems	62,020	65,805	68,025
Intangibles	210	...	524
Total Non Current Assets	386,763	435,944	453,697
Total Assets	394,248	446,947	461,201
Liabilities			
Current Liabilities			
Payables	4,688	5,201	3,951
Provisions	3,020	3,020	3,020
Other	700	700	750
Total Current Liabilities	8,408	8,921	7,721
Non Current Liabilities			
Other	48	48	48
Total Non Current Liabilities	48	48	48
Total Liabilities	8,456	8,969	7,769
Net Assets	385,792	437,978	453,432
Equity			
Reserves	204,351	264,355	267,520
Accumulated funds	181,441	173,623	185,912
Total Equity	385,792	437,978	453,432

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	500
Grants and subsidies	...	9	...
Other	38,716	40,734	39,216
Total Payments	39,216	40,743	39,216
Receipts			
Sale of goods and services	12,462	13,411	12,950
Interest received	174	174	140
Grants and contributions	35,247	29,331	39,092
Other	5,651	6,568	6,453
Total Receipts	53,534	49,484	58,635
Net Cash Flows From Operating Activities	14,318	8,741	19,419
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	...	6	...
Proceeds from sale of investments	...	4,500	3,416
Purchases of property, plant and equipment	(17,216)	(6,948)	(22,334)
Purchases of investments	...	(4,500)	(3,416)
Other	(240)	...	(584)
Net Cash Flows From Investing Activities	(17,456)	(6,942)	(22,918)
Net Increase/(Decrease) in Cash	(3,138)	1,799	(3,499)
Opening Cash and Cash Equivalents	8,901	7,482	9,281
Closing Cash and Cash Equivalents	5,763	9,281	5,782
Cash Flow Reconciliation			
Net result	6,109	(2,172)	12,289
Non cash items added back	8,208	7,678	8,330
Change in operating assets and liabilities	1	3,235	(1,200)
Net Cash Flows From Operating Activities	14,318	8,741	19,419

Centennial Park and Moore Park Trust

Financial Statements

Operating Statement

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	189
Other operating expenses	19,819	21,009	20,656
Depreciation and amortisation	6,032	5,698	5,892
TOTAL EXPENSES EXCLUDING LOSSES	26,040	26,707	26,548
Revenue			
Sales of goods and services	19,116	20,088	20,474
Investment revenue	569	630	385
Retained taxes, fees and fines	429	554	566
Grants and contributions	9,565	8,833	10,760
Other revenue	1,182	1,173	1,211
Total Revenue	30,861	31,278	33,396
Gain/(loss) on disposal of non current assets	...	(91)	...
Net Result	4,821	4,480	6,848

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	3,959	1,514	1,514
Receivables	1,507	2,371	2,341
Other financial assets	7,538	11,085	17,324
Inventories	194	194	198
Total Current Assets	13,198	15,164	21,377
Non Current Assets			
Property, plant and equipment -			
Land and building	556,801	575,714	577,330
Plant and equipment	2,188	1,945	2,845
Infrastructure systems	373,586	366,187	375,715
Intangibles	156	313	169
Other	58	58	58
Total Non Current Assets	932,789	944,217	956,117
Total Assets	945,987	959,381	977,494
Liabilities			
Current Liabilities			
Payables	2,102	2,467	2,467
Provisions	735	735	735
Other	1,749	2,749	2,629
Total Current Liabilities	4,586	5,951	5,831
Non Current Liabilities			
Other	2,795	2,295	1,705
Total Non Current Liabilities	2,795	2,295	1,705
Total Liabilities	7,381	8,246	7,536
Net Assets	938,606	951,135	969,958
Equity			
Reserves	318,046	330,551	342,526
Accumulated funds	620,560	620,584	627,432
Total Equity	938,606	951,135	969,958

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	189
Other	23,883	26,077	24,737
Total Payments	24,072	26,077	24,737
Receipts			
Sale of goods and services	18,682	19,961	20,504
Interest received	569	630	385
Grants and contributions	7,696	7,226	9,587
Other	6,349	6,897	6,317
Total Receipts	33,296	34,714	36,793
Net Cash Flows From Operating Activities	9,224	8,637	12,056
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	...	116	7,000
Proceeds from sale of investments	...	7,289	11,085
Purchases of property, plant and equipment	(9,972)	(9,743)	(12,817)
Purchases of investments	(379)	(11,165)	(17,324)
Other	(1)
Net Cash Flows From Investing Activities	(10,352)	(13,503)	(12,056)
Net Increase/(Decrease) in Cash	(1,128)	(4,866)	...
Opening Cash and Cash Equivalents	5,087	6,380	1,514
Closing Cash and Cash Equivalents	3,959	1,514	1,514
Cash Flow Reconciliation			
Net result	4,821	4,480	6,848
Non cash items added back	5,532	4,499	5,892
Change in operating assets and liabilities	(1,129)	(342)	(684)
Net Cash Flows From Operating Activities	9,224	8,637	12,056

Historic Houses Trust of New South Wales

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	63
Other operating expenses	26,108	24,666	26,058
Depreciation and amortisation	772	826	842
TOTAL EXPENSES EXCLUDING LOSSES	26,943	25,492	26,900
Revenue			
Sales of goods and services	5,545	5,044	5,030
Investment revenue	378	398	335
Grants and contributions	22,483	21,375	23,718
Other revenue	12	650	14
Total Revenue	28,418	27,467	29,097
Net Result	1,475	1,975	2,197

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	10,466	12,031	10,135
Receivables	603	603	636
Inventories	299	133	178
Total Current Assets	11,368	12,767	10,949
Non Current Assets			
Receivables	686	686	646
Property, plant and equipment -			
Land and building	204,272	215,572	220,407
Plant and equipment	28,709	30,824	30,258
Infrastructure systems	200	200	200
Intangibles	460	412	195
Total Non Current Assets	234,327	247,694	251,706
Total Assets	245,695	260,461	262,655
Liabilities			
Current Liabilities			
Payables	1,744	1,744	1,788
Provisions	1,437	1,437	1,390
Total Current Liabilities	3,181	3,181	3,178
Non Current Liabilities			
Provisions	791	791	791
Other	15	15	15
Total Non Current Liabilities	806	806	806
Total Liabilities	3,987	3,987	3,984
Net Assets	241,708	256,474	258,671
Equity			
Reserves	126,067	140,108	140,108
Accumulated funds	115,641	116,366	118,563
Total Equity	241,708	256,474	258,671

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	63
Other	27,763	26,466	27,784
Total Payments	27,826	26,466	27,784
Receipts			
Sale of goods and services	5,681	5,282	5,146
Interest received	380	452	338
Grants and contributions	21,656	20,565	22,656
Other	2,333	2,867	2,642
Total Receipts	30,050	29,166	30,782
Net Cash Flows From Operating Activities	2,224	2,700	2,998
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(3,304)	(2,210)	(4,894)
Other	...	(94)	...
Net Cash Flows From Investing Activities	(3,304)	(2,304)	(4,894)
Net Increase/(Decrease) in Cash	(1,080)	396	(1,896)
Opening Cash and Cash Equivalents	11,546	11,635	12,031
Closing Cash and Cash Equivalents	10,466	12,031	10,135
Cash Flow Reconciliation			
Net result	1,475	1,975	2,197
Non cash items added back	772	708	842
Change in operating assets and liabilities	(23)	17	(41)
Net Cash Flows From Operating Activities	2,224	2,700	2,998

Hunter Development Corporation

Financial Statements

Operating Statement

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	131	131	131
Other operating expenses	44,242	13,799	79,211
Depreciation and amortisation	40	39	19
Grants and subsidies	67,833	89,873	29,830
TOTAL EXPENSES EXCLUDING LOSSES	112,246	103,842	109,191
Revenue			
Sales of goods and services	1,580	2,228	9,500
Investment revenue	155	333	137
Grants and contributions	67,879	89,677	26,733
Other revenue	37,034	10,679	67,629
Total Revenue	106,648	102,917	103,999
Net Result	(5,598)	(925)	(5,192)

Balance Sheet

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Assets			
Current Assets			
Cash assets	882	5,775	443
Receivables	124	68	3,150
Inventories	5,129	4,453	13,551
Total Current Assets	6,135	10,296	17,144
Non Current Assets			
Inventories	31,717	33,241	21,425
Property, plant and equipment - Plant and equipment	18	19	...
Total Non Current Assets	31,735	33,260	21,425
Total Assets	37,870	43,556	38,569
Liabilities			
Current Liabilities			
Payables	849	495	234
Provisions	188	216	216
Other	...	538	1,004
Total Current Liabilities	1,037	1,249	1,454
Non Current Liabilities			
Provisions	28	29	29
Other	35	35	35
Total Non Current Liabilities	63	64	64
Total Liabilities	1,100	1,313	1,518
Net Assets	36,770	42,243	37,051
Equity			
Accumulated funds	36,770	42,243	37,051
Total Equity	36,770	42,243	37,051

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	131	131	131
Grants and subsidies	67,833	89,873	29,830
Other	45,280	15,918	76,204
Total Payments	113,244	105,922	106,165
Receipts			
Sale of goods and services	1,538	3,145	9,218
Interest received	155	333	137
Grants and contributions	104,831	100,270	94,278
Other	...	4	(2,800)
Total Receipts	106,524	103,752	100,833
Net Cash Flows From Operating Activities	(6,720)	(2,170)	(5,332)
Net Increase/(Decrease) in Cash	(6,720)	(2,170)	(5,332)
Opening Cash and Cash Equivalents	7,602	7,945	5,775
Closing Cash and Cash Equivalents	882	5,775	443
Cash Flow Reconciliation			
Net result	(5,598)	(925)	(5,192)
Non cash items added back	40	39	19
Change in operating assets and liabilities	(1,162)	(1,284)	(159)
Net Cash Flows From Operating Activities	(6,720)	(2,170)	(5,332)

Minister Administering the Environmental Planning and Assessment Act

Financial Statements

Operating Statement

	-----2014-15-----		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	48	48	48
Other operating expenses	9,079	10,119	11,331
Depreciation and amortisation	...	70	...
Grants and subsidies	99,989	56,503	77,587
Finance costs	23,000	16,008	13,484
TOTAL EXPENSES EXCLUDING LOSSES	132,116	82,748	102,450
Revenue			
Sales of goods and services	7,336	7,336	7,519
Investment revenue	2,850	3,650	2,921
Retained taxes, fees and fines	7,877	7,877	8,074
Grants and contributions	5,034
Other revenue	5,300	5,300	1,800
Total Revenue	28,397	24,163	20,314
Gain/(loss) on disposal of non current assets	22,800	35,291	18,427
Other gains/(losses)	...	(14,945)	...
Net Result	(80,919)	(38,239)	(63,709)

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	111,059	28,156	25,947
Receivables	3,304	1,599	1,599
Other financial assets	...	102,799	104,799
Assets held for sale	59,976	31,500	24,000
Other	30
Total Current Assets	174,369	164,054	156,345
Non Current Assets			
Property, plant and equipment –			
Land and building	1,389,169	1,441,767	1,385,767
Plant and equipment	(15)	20	20
Infrastructure systems	16
Intangibles	188	188	188
Total Non Current Assets	1,389,358	1,441,975	1,385,975
Total Assets	1,563,727	1,606,029	1,542,320
Liabilities			
Current Liabilities			
Payables	37,250	12,096	12,096
Borrowings at amortised cost	17,600	38,109	38,109
Other	507	676	676
Total Current Liabilities	55,357	50,881	50,881
Non Current Liabilities			
Borrowings at amortised cost	390,197	201,824	201,824
Other	72	72	72
Total Non Current Liabilities	390,269	201,896	201,896
Total Liabilities	445,626	252,777	252,777
Net Assets	1,118,101	1,353,252	1,289,543
Equity			
Reserves	1,041,353	1,085,850	1,065,850
Accumulated funds	76,748	267,402	223,693
Total Equity	1,118,101	1,353,252	1,289,543

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	48	48	48
Grants and subsidies	37,128	38,145	20,587
Finance costs	23,000	18,078	13,484
Other	13,079	12,049	15,331
Total Payments	73,255	68,320	49,450
Receipts			
Sale of goods and services	7,336	7,336	7,519
Interest received	2,850	3,650	2,921
Grants and contributions	5,034
Other	17,177	17,177	13,874
Total Receipts	32,397	28,163	24,314
Net Cash Flows From Operating Activities	(40,858)	(40,157)	(25,136)
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	72,800	75,291	49,927
Purchases of property, plant and equipment	(25,000)	(25,000)	(25,000)
Net Cash Flows From Investing Activities	47,800	50,291	24,927
Cash Flows From Financing Activities			
Proceeds from borrowings and advances	6,000	6,000	...
Net Cash Flows From Financing Activities	6,000	6,000	...
Net Increase/(Decrease) in Cash	12,942	16,134	(209)
Opening Cash and Cash Equivalents	98,117	63,977	28,156
Reclassification of Cash Equivalents	...	(51,955)	(2,000)
Closing Cash and Cash Equivalents	111,059	28,156	25,947
Cash Flow Reconciliation			
Net result	(80,919)	(38,239)	(63,709)
Non cash items added back	62,861	33,323	57,000
Change in operating assets and liabilities	(22,800)	(35,241)	(18,427)
Net Cash Flows From Operating Activities	(40,858)	(40,157)	(25,136)

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	7,071	4,720	6,335
Other operating expenses	14,945	14,382	19,981
Depreciation and amortisation	1,962	3,047	2,962
Grants and subsidies	11,054	5,341	9,770
Finance costs	2,221	390	...
TOTAL EXPENSES EXCLUDING LOSSES	37,253	27,880	39,048
Revenue			
Sales of goods and services	21,188	21,041	21,189
Investment revenue	2,026	2,494	1,806
Grants and contributions	9,271	5,571	4,700
Other revenue	...	26	...
Total Revenue	32,485	29,132	27,695
Other gains/(losses)	...	4,657	...
Net Result	(4,768)	5,909	(11,353)

Balance Sheet

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Assets			
Current Assets			
Cash assets	70,904	68,904	54,712
Receivables	1,958	935	1,172
Other financial assets	1,000	1,000	1,000
Total Current Assets	73,862	70,839	56,884
Non Current Assets			
Other financial assets	3,600	2,600	2,600
Investment properties	125,493	141,537	141,537
Property, plant and equipment –			
Land and building	55,199	44,896	45,985
Plant and equipment	2,497	2,224	3,676
Infrastructure systems	115
Intangibles	82	...	82
Other	38
Total Non Current Assets	187,024	191,257	193,880
Total Assets	260,886	262,096	250,764
Liabilities			
Current Liabilities			
Payables	4,124	3,009	2,922
Borrowings at amortised cost	5,500
Provisions	281	2,689	2,674
Other	700	805	805
Total Current Liabilities	10,605	6,503	6,401
Non Current Liabilities			
Borrowings at amortised cost	11,500
Provisions	1,453	53	176
Total Non Current Liabilities	12,953	53	176
Total Liabilities	23,558	6,556	6,577
Net Assets	237,328	255,540	244,187
Equity			
Reserves	8,285	2,433	2,433
Accumulated funds	229,043	253,107	241,754
Total Equity	237,328	255,540	244,187

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	7,154	4,597	6,241
Grants and subsidies	11,054	5,341	9,770
Finance costs	2,216	692	135
Other	20,018	19,519	25,383
Total Payments	40,442	30,149	41,529
Receipts			
Sale of goods and services	23,487	24,651	24,393
Interest received	2,026	2,775	1,806
Grants and contributions	9,271	4,571	4,700
Other	2,659	2,996	2,023
Total Receipts	37,443	34,993	32,922
Net Cash Flows From Operating Activities	(2,999)	4,844	(8,607)
Cash Flows From Investing Activities			
Proceeds from sale of investments	...	26,162	...
Purchases of property, plant and equipment	(4,234)	(2,846)	(5,444)
Purchases of investments	...	(1,062)	...
Other	(141)	(29)	(141)
Net Cash Flows From Investing Activities	(4,375)	22,225	(5,585)
Cash Flows From Financing Activities			
Repayment of borrowings and advances	(5,000)	(22,371)	...
Net Cash Flows From Financing Activities	(5,000)	(22,371)	...
Net Increase/(Decrease) in Cash	(12,374)	4,698	(14,192)
Opening Cash and Cash Equivalents	83,278	63,206	68,904
Reclassification of Cash Equivalents	...	(1,000)	...
Closing Cash and Cash Equivalents	70,904	68,904	54,712
Cash Flow Reconciliation			
Net result	(4,768)	5,909	(11,353)
Non cash items added back	1,962	(1,610)	2,962
Change in operating assets and liabilities	(193)	545	(216)
Net Cash Flows From Operating Activities	(2,999)	4,844	(8,607)

Western Sydney Parklands Trust

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	43
Other operating expenses	6,987	7,723	7,155
Depreciation and amortisation	2,084	2,084	2,469
TOTAL EXPENSES EXCLUDING LOSSES	9,114	9,807	9,624
Revenue			
Sales of goods and services	2,439	3,200	5,347
Investment revenue	519	1,492	519
Grants and contributions	4,584	4,584	4,531
Other revenue	6,445	14,436	5,483
Total Revenue	13,987	23,712	15,880
Net Result	4,873	13,905	6,256

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	9,250	35,861	9,804
Receivables	1,025	1,025	1,025
Total Current Assets	10,275	36,886	10,829
Non Current Assets			
Receivables	2,103	3,552	3,552
Property, plant and equipment –			
Land and building	502,483	586,795	586,472
Plant and equipment	1,520	2,749	2,688
Infrastructure systems	76,759	60,157	92,854
Intangibles	1,213	5,960	5,960
Total Non Current Assets	584,078	659,213	691,526
Total Assets	594,353	696,099	702,355
Liabilities			
Current Liabilities			
Payables	2,661	2,661	2,661
Provisions	246	246	246
Total Current Liabilities	2,907	2,907	2,907
Non Current Liabilities			
Other	3,277	8,439	8,439
Total Non Current Liabilities	3,277	8,439	8,439
Total Liabilities	6,184	11,346	11,346
Net Assets	588,169	684,753	691,009
Equity			
Reserves	60,158	145,552	145,552
Accumulated funds	528,011	539,201	545,457
Total Equity	588,169	684,753	691,009

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	43
Other	8,181	7,802	9,811
Total Payments	8,224	7,802	9,811
Receipts			
Sale of goods and services	2,439	2,976	5,347
Interest received	519	1,492	519
Grants and contributions	10,506	15,442	9,469
Other	1,717	3,942	3,201
Total Receipts	15,181	23,852	18,536
Net Cash Flows From Operating Activities	6,957	16,050	8,725
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(29,092)	(12,488)	(34,782)
Net Cash Flows From Investing Activities	(29,092)	(12,488)	(34,782)
Net Increase/(Decrease) in Cash	(22,135)	3,562	(26,057)
Opening Cash and Cash Equivalents	31,385	32,299	35,861
Closing Cash and Cash Equivalents	9,250	35,861	9,804
Cash Flow Reconciliation			
Net result	4,873	13,905	6,256
Non cash items added back	2,084	2,084	2,469
Change in operating assets and liabilities	...	61	...
Net Cash Flows From Operating Activities	6,957	16,050	8,725

9. Premier and Cabinet Cluster ^(a)

Agency	Expenses			Capital Expenditure		
	2014-15 Revised \$m	2015-16 Budget \$m	Var. %	2014-15 Revised \$m	2015-16 Budget \$m	Var. %
Department of Premier and Cabinet						
Service Group ^(b)						
Policy Support	44.5	59.3	33.5	0.6	1.1	82.5
Administrative Support for Government	131.4	135.1	2.8	34.5	9.5	(72.4)
Protocol and Special Events	36.5	36.4	(0.2)	0.5	2.0	295.8
Cluster Grant Funding	119.9	282.8	135.9
Total	332.2	513.5	54.6	35.6	12.6	(64.6)
Infrastructure NSW						
Total	28.3	17.0	(40.0)	0.1	...	N/A
Natural Resources Commission						
Service Group						
Natural Resources Commission	4.5	5.8	29.5	0.7	1.0	49.7
Total	4.5	5.8	29.5	0.7	1.0	49.7
Office of Sport						
Service Group						
Sport and Recreation Services	110.6	142.7	29.0	5.8	5.9	2.4
Personnel Services	30.7	32.5	5.7
Total	141.4	175.2	23.9	5.8	5.9	2.4
Parliamentary Counsel's Office						
Service Group						
Parliamentary Counsel's Office	9.5	9.5	(0.7)	0.1	0.1	...
Total	9.5	9.5	(0.7)	0.1	0.1	...
Sydney Olympic Park Authority						
Service Group						
Precinct Management and Development	133.2	131.3	(1.4)	13.5	23.9	76.4
Total	133.2	131.3	(1.4)	13.5	23.9	76.4
Barangaroo Delivery Authority						
Total	152.0	57.4	(62.2)	88.3	10.5	(88.1)
Destination NSW						
Total	133.9	176.1	31.5	0.7	0.2	(75.8)
Audit Office of New South Wales						
Total	43.5	44.1	1.3	2.0	2.2	11.8

Agency	Expenses			Capital Expenditure		
	2014-15 Revised \$m	2015-16 Budget \$m	Var. %	2014-15 Revised \$m	2015-16 Budget \$m	Var. %
Independent Commission Against Corruption						
Service Group						
Corruption Investigation, Prevention, Research and Education	25.7	24.2	(5.8)	9.1	1.2	(87.0)
Total	25.7	24.2	(5.8)	9.1	1.2	(87.0)
Independent Pricing and Regulatory Tribunal						
Service Group						
Utilities Pricing, Regulation and Analysis and Policy Work	27.7	28.5	2.9	3.6	0.6	(83.7)
Total	27.7	28.5	2.9	3.6	0.6	(83.7)
New South Wales Electoral Commission						
Service Group						
Conduct and Management of Elections	120.7	69.6	(42.4)	4.4	8.2	86.6
Total	120.7	69.6	(42.4)	4.4	8.2	86.6
Ombudsman's Office						
Service Group						
Complaint Resolution, Investigation, Oversight and Scrutiny	32.2	31.2	(3.2)	0.4	1.3	271.4
Total	32.2	31.2	(3.2)	0.4	1.3	271.4
Public Service Commission						
Service Group						
Services and Capabilities Improvement	34.7	33.6	(3.2)	0.8	0.4	(48.8)
Total	34.7	33.6	(3.2)	0.8	0.4	(48.8)

- (a) From 1 July 2015, the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015* transfers the Trade Development Branch from the Department of Trade and Investment, Regional Infrastructure and Services (DTIRIS) to the Department of the Premier and Cabinet. Destination NSW will transfer from the Trade and Investment, Regional Infrastructure and Services cluster to the Premier and Cabinet cluster, and the Police Integrity Commission will transfer to the Justice cluster. From 1 July 2014, the *Administrative Arrangements (Administrative Changes - Miscellaneous Agencies) Order 2014* transferred the Sport and Recreation portfolio from the Education and Communities cluster.
- (b) Service group variances are impacted by the movement of agencies in and out of the Department of Premier and Cabinet effective 1 July 2015.

Premier and Cabinet Cluster

Introduction

The Premier and Cabinet cluster works for the people of New South Wales by supporting the Premier and Cabinet, and works with other clusters to drive the Government's objectives, coordinate policy and services throughout the whole of government, and enable effective stewardship of the public service. It provides thought leadership across the public sector. There are also a number of specific portfolio areas that have been assigned directly to the cluster.

The Premier and Cabinet cluster is impacted by machinery of government changes. From 1 July 2014, the *Administrative Arrangements (Administrative Changes – Miscellaneous Agencies) Order 2014* transferred the Sport and Recreation portfolio from the Education and Communities cluster. The changes included the formation of the Office of Sport to act as a centre of expertise and advice to the NSW Government on all matters related to sport. In addition, the Sydney Olympic Park Authority transferred into the cluster. Service NSW was included in the Premier and Cabinet cluster in the 2014-15 Budget and is now reported in the 2015-16 Budget in the Finance, Services and Innovation cluster.

From 1 July 2015, the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015* transfers the Trade Development Branch from the Department of Trade and Investment, Regional Infrastructure and Services (DTIRIS) to the Department of the Premier and Cabinet. Destination NSW will transfer from the former Trade and Investment, Regional Infrastructure and Services cluster to the Premier and Cabinet cluster, and the Police Integrity Commission will transfer to the Justice cluster.

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

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

- provides strategic policy advice on state and national issues to guide decision-making
- leads the Government's agenda for change in New South Wales
- takes a lead in national policy, Federation reform and intergovernmental relations
- provides independent advice to help the Government identify and prioritise the delivery of critical public infrastructure across the State
- coordinates and leads departments to deliver key community programs
- coordinates government services in rural and regional communities
- contributes to an efficient, customer-focused public sector
- facilitates private sector partnerships and investment
- identifies and develops engagement plans for priority international markets
- facilitates a whole-of-government approach to run major events and organise official events such as ceremonial occasions, State and official receptions and Head of Mission visits
- drives the improvement in talent management in the public sector
- manages machinery-of-government issues.

Services

The cluster's key services are:

- supporting and coordinating the delivery of government priorities
- coordinating significant infrastructure and investment projects to support economic development
- applying the 20-year State Infrastructure Strategy to assess the State's infrastructure needs and priorities
- monitoring and reviewing major capital projects worth over \$100 million through Infrastructure NSW, in partnership with the Treasury
- coordinating infrastructure funding submissions to Infrastructure Australia
- delivering the foreshore urban renewal project at Barangaroo
- supporting the Cabinet process and the Premier's participation in meetings of the Council of Australian Governments
- coordinating the activities of government agencies to ensure they are aligned at a regional level
- drafting and publishing legislation
- providing ministerial support
- providing guidance on whole-of-government communications activities to ensure value for money for agency communications expenditure
- using a whole-of-government approach for special events, which includes supporting the Governor, Premier and Ministers
- ensuring the sacrifices of the State's servicemen and women are honoured and remembered with dignity and respect
- supporting the Government's commitment to red tape reduction
- promoting tourism and securing major events
- engaging the sport and recreation industry through partnerships, providing grants to sporting organisations and managing government sporting facilities
- managing and developing the Sydney Olympic Park precinct including coordinating activities for major events
- promoting trade and investment within the State through effective international engagement to grow exports and investment.

2015–16 Budget Highlights

In 2015-16, the Department of Premier and Cabinet will spend \$526 million (\$514 million recurrent and \$13 million capital) to lead the NSW public sector to deliver on the Government's commitments and priorities. This includes coordinating policy and services across the whole of government; providing sector wide policy advice, counsel and legislative support services; providing administrative and coordination support to the Premier and Ministry; and supporting the Premier and NSW Government in protocol and ceremonial matters.

The cluster's key initiatives include:

Department of Premier and Cabinet

- \$2 million to implement proposals identified under the Premier's Innovation Initiative.

Veterans' Affairs

- \$15.7 million to complete the construction of an Education and Interpretive Centre within the ANZAC Memorial Hyde Park
- \$600,000 for a Veterans' Employment Scheme to employ veterans within the NSW public service.

Tourism and Major Events

- \$35.6 million towards additional activities to grow the State's visitor economy
- \$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, Handa Opera on Sydney Harbour, the Sydney International Art Series, Vivid Sydney, the NRL Grand Final and State of Origin series, the Australian round of the World Rally Championships in Coffs Harbour, the IRB Sydney Sevens, the Australian Open Golf Championship, Ironman Australia Port Macquarie and the Tamworth Country Music Festival.

Sport and Recreation

Overall spending in 2015-16 comprises:

- \$142.7 million for a range of sport and recreation programs, which includes providing grants to sporting bodies and managing government-owned or controlled sporting and recreation facilities
- \$5.9 million in capital expenditure for minor upgrades to Sport and Recreation Centres and ex-Olympic Venues.

Key initiatives include:

- \$12 million over three years to assist with the development of the Western Sydney Sport and Community Centre in Penrith
- \$5.8 million to support the Sydney Cricket and Sports Ground Trust develop their master plan
- \$5 million to assist with the development of the second circuit at Mount Panorama in Bathurst
- \$2.25 million to upgrade the Lithgow Aquatic Centre
- \$1 million to assist with the development of the Northern Inland Centre of Excellence in Tamworth
- \$0.55 million to upgrade the Murrumbateman Recreation Grounds
- \$0.5 million over two years to upgrade Centenary Park in Croydon.

Trade

\$9.7 million to promote international trade and investment in the State. Significant areas of focus include:

- \$3.9 million for the State's international trade office network which includes \$1.2 million for the expansion of the international network to further grow NSW exports and investment opportunities in the priority markets
- \$3.2 million for export and investment attraction specialists (which includes regional export advisors) to drive export and international investment opportunities
- \$1.1 million for StudyNSW to promote and support the State's international education sector.

Department of Premier and Cabinet

Policy Support

Service description: This service group covers the provision of integrated sector-wide policy advice, counsel and legislative support services. It comprises the following areas: Economic Policy, Social Policy, Strategic Communications, Regional Coordination and Office of General Counsel.

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Unsolicited private sector proposals that reach Stage 1 of the assessment within 90 Business Days	%	92	95	100	100	100
Savings to government through centralised media contracts compared to market rates	%	35	48	45	48	45
Number of consultations on the consultation website	no.	n.a.	220	265	200	225
Number of unique individual visitors to the consultation website ^(a)	no.	n.a.	65,565	64,000	22,000	25,000
Employees: ^(b)	FTE	243	250	247	237	313

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Financial indicators:			
Total Expenses Excluding Losses ^(c)	43,888	44,451	59,321
Total expenses include the following:			
Employee related	32,963	33,214	45,169
Other operating expenses	10,695	9,590	11,857
Grants and subsidies	230	1,647	2,230
Other expenses	65
Capital Expenditure	600	600	1,095

(a) This measure reflects the visitors to the "haveyoursay.nsw.gov.au" site. Consultation enquiries can now be accessed via the general "nsw.gov.au" site, leading to a substantial reduction in visitors.

(b) From 1 July 2015, the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015* transfers the Trade Development Branch of the former Department of Trade and Investment, Regional Infrastructure and Services to the Department of Premier and Cabinet. This transfer will increase staff by 56 FTEs over the 2014-15 position.

(c) The increased expenditure in 2015-16 reflects the transfer of the Trade and Development Branch from the former Department of Trade and Investment, Regional Infrastructure and Services, along with additional funding for the Behavioural Insights activities and the Premier's Innovation Initiative.

Administrative Support for Government

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised ^(a)	2015-16 Forecast ^(b)
Service measures:						
Appointments to Government boards and committees	no.	1,687	1,989	1,600	1,600	1,600
Employees:	FTE	315	325	321	310	336
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				123,992	131,374	135,051
Total expenses include the following:						
Employee related				52,190	55,950	60,946
Other operating expenses				53,468	56,598	60,481
Grants and subsidies				13,779	12,694	5,897
Capital Expenditure				5,756	34,468	9,527

(a) The revised 2014-15 Forecast includes unbudgeted expenses arising from the 1 July 2014 transfer of the Customer Services Commissioner from Service NSW, the carry forward of expenditure on the *Stop Before It Gets Ugly* street violence program from 2013-14 and the impact of machinery of government changes following the 2015 election.

(b) The 2015-16 Budget reflects the transfer of the Trade Development Branch of the Department of Trade and Investment, along with the costs involved in corporate and shared services reform as well as an increase in the staff costs in the Ministerial and Leader of the Opposition Offices and additional corporate services and facilities costs.

Protocol and Special Events

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Protocol and official hospitality events organised	no.	111	93	110	110	110
Employees: (a)	FTE	66	81	77	81	82
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses ^(b)				32,257	36,488	36,404
Total expenses include the following:						
Employee related				10,207	10,950	11,058
Other operating expenses				8,529	5,195	5,199
Grants and subsidies ^(c)				13,394	20,183	20,147
Capital Expenditure				200	500	1,979

(a) From 1 July 2014, the *Administrative Arrangements (Administrative Changes - Miscellaneous Agencies) Order 2014* transferred the Office of Veterans' Affairs to the Department of Premier and Cabinet, increasing staff by 5 FTEs.

(b) The 2014-15 Revised amount reflects the transfer of the Office of Veterans' Affairs. Included in this transfer is a \$4.6 million grant to the ANZAC Memorial Trust towards the funding of the Education and Interpretive Centre. Partially offsetting this increase is a \$3.2 million saving on the Cricket World Cup event program.

(c) The 2015-16 Budget includes a further \$15.7 million grant to the ANZAC Memorial Trust towards the funding of the Education and Interpretive Centre. Overall grant expense has not increased as 2014-15 included \$10.3 million of single event grants for the Cricket World Cup, the Asian Football Cup and the Rotary International Convention.

Cluster Grant Funding ^(a)

Service description: This service group covers the provision of grant funding to agencies within the Premier and Cabinet cluster. For 2015–16 grant funding will be provided to the Office of Sport, Sydney Olympic Park Authority, Infrastructure NSW, Natural Resources Commission, Parliamentary Counsel's Office and Destination NSW.

	2014–15		2015–16
	Budget \$000	Revised \$000	Budget \$000
Financial indicators:			
Total Expenses Excluding Losses	348,031	119,867	282,760
Grants and subsidies			
Office of Sport	N/A	63,715	97,580
Sydney Olympic Park Authority ^(b)	N/A	33,666	81
Infrastructure NSW	10,152	9,232	10,605
Natural Resources Commission	4,942	4,329	6,365
Parliamentary Counsel's Office ^(b)	8,740	8,925	8,484
Service NSW ^(c)	324,197	N/A	N/A
Destination NSW ^(d)	N/A	N/A	159,645

(a) From 1 July 2014, the *Administrative Arrangements (Administrative Changes – Miscellaneous Agencies) Order 2014* transferred the Sport and Recreation portfolio to the Premier and Cabinet cluster. The changes included the formation of the Office of Sport. In addition, the Sydney Olympic Park Authority transferred into the cluster. The Order also transferred Service NSW to the Treasury and Finance cluster.

(b) Grant funding from the Department of Premier and Cabinet in 2015–16 to cluster agencies is subject to a one-off adjustment as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the cluster agencies as a funding source in 2015–16. While the change in funding in 2015–16 will impact on the level of net assets at June 2016, it will have no impact on the level of approved expenditure or the agency's capacity to fund its liabilities.

(c) Service NSW transferred to the Treasury and Finance cluster from 1 July 2014, and will transfer to the Finance, Services and Innovation cluster from 1 July 2015.

(d) From 1 July 2015, Destination NSW will transfer from the Trade and Investment, Regional Infrastructure and Services cluster to the Premier and Cabinet cluster.

Financial Statements

Operating Statement (a) (b)

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	95,360	100,114	117,173
Other operating expenses	72,692	71,383	77,537
Depreciation and amortisation	4,607	6,142	7,564
Grants and subsidies	375,434	154,391	311,034
Finance costs	75	150	163
Other expenses	65
TOTAL EXPENSES EXCLUDING LOSSES	548,168	332,180	513,536
Revenue			
Recurrent appropriation	518,966	294,310	502,620
Capital appropriation	4,010	4,495	12,371
Sales of goods and services	1,861	2,571	1,492
Investment revenue	1,734	1,000	...
Grants and contributions	2,553	7,328	2,659
Acceptance by Crown Entity of employee benefits and other liabilities	3,379	3,432	3,528
Other revenue	...	6,545	644
Total Revenue	532,503	319,681	523,314
Other gains/(losses)	...	(741)	...
Net Result	(15,665)	(13,240)	9,778

- (a) The Department of Premier and Cabinet 2015-16 Appropriation has been adjusted as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the Department of Premier and Cabinet as a funding source in 2015-16. This reduction does not impact on the level of approved expenditure by the Department of Premier and Cabinet and cluster agencies.
- (b) In 2015-16 there has been a one-off adjustment to grants paid to a number of government agencies within the cluster holding surplus cash balances. This funding adjustment will not impact on the level of approved expenditure by these agencies and is part of a whole-of-government initiative to improve cash management.

Balance Sheet

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Assets			
Current Assets			
Cash assets	37,119	6,453	7,191
Receivables	17,180	1,720	1,459
Total Current Assets	54,299	8,173	8,650
Non Current Assets			
Property, plant and equipment -			
Land and building	98,432	98,387	100,164
Plant and equipment	16,984	55,907	57,073
Intangibles	3,224	4,771	6,865
Total Non Current Assets	118,640	159,065	164,102
Total Assets	172,939	167,238	172,752
Liabilities			
Current Liabilities			
Payables	16,450	13,350	9,721
Provisions	11,065	11,540	11,816
Other	2,905	3,184	3,184
Total Current Liabilities	30,420	28,074	24,721
Non Current Liabilities			
Provisions	8,810	4,958	5,517
Other	29,893	29,893	28,423
Total Non Current Liabilities	38,703	34,851	33,940
Total Liabilities	69,123	62,925	58,661
Net Assets	103,816	104,313	114,091
Equity			
Accumulated funds	103,816	104,313	114,091
Total Equity	103,816	104,313	114,091

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	91,649	94,307	115,426
Grants and subsidies	375,434	154,391	311,034
Other	83,723	95,492	88,346
Total Payments	550,806	344,190	514,806
Receipts			
Recurrent appropriation	518,966	294,310	502,620
Capital appropriation	4,010	4,495	12,371
Sale of goods and services	1,861	2,356	1,492
Interest received	1,953	1,296	90
Grants and contributions	...	5,028	109
Cash transfers to the Crown Entity	...	(3,205)	...
Other	32,723	34,564	11,463
Total Receipts	559,513	338,844	528,145
Net Cash Flows From Operating Activities	8,707	(5,346)	13,339
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(4,198)	(33,895)	(9,156)
Other	(2,358)	(1,592)	(3,445)
Net Cash Flows From Investing Activities	(6,556)	(35,487)	(12,601)
Net Increase/(Decrease) in Cash	2,151	(40,833)	738
Opening Cash and Cash Equivalents	34,968	47,286	6,453
Closing Cash and Cash Equivalents	37,119	6,453	7,191
Cash Flow Reconciliation			
Net result	(15,665)	(13,240)	9,778
Non cash items added back	4,607	6,884	7,564
Change in operating assets and liabilities	19,765	1,010	(4,003)
Net Cash Flows From Operating Activities	8,707	(5,346)	13,339

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	4,159	4,844	5,464
Other operating expenses	33,091	23,195	11,383
Depreciation and amortisation	236	223	106
TOTAL EXPENSES EXCLUDING LOSSES	37,486	28,262	16,953
Revenue			
Sales of goods and services	21,766	14,224	5,277
Investment revenue	...	35	...
Grants and contributions	15,152	13,543	11,294
Acceptance by Crown Entity of employee benefits and other liabilities	68	81	81
Total Revenue	36,986	27,883	16,652
Gain/(loss) on disposal of non current assets	...	(7)	...
Net Result	(500)	(386)	(301)

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	1,354	1,425	1,230
Receivables	2,641	2,641	2,641
Total Current Assets	3,995	4,066	3,871
Non Current Assets			
Property, plant and equipment - Plant and equipment	138	207	112
Intangibles	...	43	32
Total Non Current Assets	138	250	144
Total Assets	4,133	4,316	4,015
Liabilities			
Current Liabilities			
Payables	1,779	1,779	1,779
Provisions	327	327	327
Total Current Liabilities	2,106	2,106	2,106
Non Current Liabilities			
Provisions	312	319	319
Total Non Current Liabilities	312	319	319
Total Liabilities	2,418	2,425	2,425
Net Assets	1,715	1,891	1,590
Equity			
Accumulated funds	1,715	1,891	1,590
Total Equity	1,715	1,891	1,590

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	4,124	4,876	5,383
Other	33,091	36,388	11,383
Total Payments	37,215	41,264	16,766
Receipts			
Sale of goods and services	21,766	14,224	5,277
Interest received	...	56	...
Grants and contributions	15,152	13,543	11,294
Other	...	14,275	...
Total Receipts	36,918	42,098	16,571
Net Cash Flows From Operating Activities	(297)	834	(195)
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	...	(29)	...
Other	...	(44)	...
Net Cash Flows From Investing Activities	...	(73)	...
Net Increase/(Decrease) in Cash	(297)	761	(195)
Opening Cash and Cash Equivalents	1,651	664	1,425
Closing Cash and Cash Equivalents	1,354	1,425	1,230
Cash Flow Reconciliation			
Net result	(500)	(386)	(301)
Non cash items added back	236	223	106
Change in operating assets and liabilities	(33)	997	...
Net Cash Flows From Operating Activities	(297)	834	(195)

Natural Resources Commission

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Reviews and audits of the Catchment Action Plans and Local Land Services	no.	13	3	4
Reviews of scientific, technical and complex issues	no.	9	6	5	7	6
Independent review and audits commissioned	no.	n.a.	8	7	9	8
Employees:	FTE	23	20	20	20	20
				-----2014-15----- Budget Revised \$000 \$000		2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				4,935	4,450	5,764
Total expenses include the following:						
Employee related				3,299	2,785	3,269
Other operating expenses				1,604	1,641	2,225
Capital Expenditure				98	668	1,000

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	3,299	2,785	3,269
Other operating expenses	1,604	1,641	2,225
Depreciation and amortisation	32	24	270
TOTAL EXPENSES EXCLUDING LOSSES	4,935	4,450	5,764
Revenue			
Investment revenue	27	27	...
Grants and contributions	4,942	4,329	6,365
Acceptance by Crown Entity of employee benefits and other liabilities	39	60	50
Other revenue	...	136	98
Total Revenue	5,008	4,552	6,513
Net Result	73	102	749

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	685	291	178
Receivables	44	44	46
Total Current Assets	729	335	224
Non Current Assets			
Property, plant and equipment - Plant and equipment	93	683	1,413
Intangibles	5
Total Non Current Assets	98	683	1,413
Total Assets	827	1,018	1,637
Liabilities			
Current Liabilities			
Payables	191	382	131
Provisions	229	229	229
Total Current Liabilities	420	611	360
Non Current Liabilities			
Provisions	102	102	223
Total Non Current Liabilities	102	102	223
Total Liabilities	522	713	583
Net Assets	305	305	1,054
Equity			
Accumulated funds	305	305	1,054
Total Equity	305	305	1,054

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	3,277	2,763	3,279
Other	1,608	1,732	2,297
Total Payments	4,885	4,495	5,576
Receipts			
Interest received	27	28	...
Grants and contributions	4,942	4,329	6,365
Other	...	309	98
Total Receipts	4,969	4,666	6,463
Net Cash Flows From Operating Activities	84	171	887
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(98)	(668)	(1,000)
Net Cash Flows From Investing Activities	(98)	(668)	(1,000)
Net Increase/(Decrease) in Cash	(14)	(497)	(113)
Opening Cash and Cash Equivalents	699	788	291
Closing Cash and Cash Equivalents	685	291	178
Cash Flow Reconciliation			
Net result	73	102	749
Non cash items added back	32	24	270
Change in operating assets and liabilities	(21)	45	(132)
Net Cash Flows From Operating Activities	84	171	887

Office of Sport

Service Group Statements

Sport and Recreation Services ^(a)

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Grants to industry organisations	\$m	5	5	5	5	5
Participation in NSW Sport and Recreation Centre programs	no.	172,000	186,000	182,000	190,000	195,000
Employees:	FTE	428	427	438	406	393
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				116,965	110,638	142,700
Total expenses include the following:						
Employee related				44,579	41,868	40,656
Other operating expenses				33,849	32,501	34,679
Grants and subsidies				32,523	29,243	60,759
Capital Expenditure				5,593	5,801	5,943

(a) From 1 July 2014, the *Administrative Arrangements (Administrative Changes - Miscellaneous Agencies) Order 2014* transferred Sport and Recreation Services from the Department of Education to the Premier and Cabinet cluster as part of the Office of Sport. Service measures and financial indicators prior to 2014-15 Revised position in italics are recognised in the Department of Education and are provided for information and comparison only.

Personnel Services ^(a)

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Employees:						
Sydney Olympic Park Authority	FTE	251	257	267	258	267
Venues NSW	FTE	39	36	43	36	36
Combat Sports Authority NSW	FTE	4	5	5	4	5
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				31,676	30,740	32,496
Total expenses include the following:						
Employee related				31,676	30,740	32,496

(a) From 1 July 2014, the *Administrative Arrangements (Administrative Changes - Miscellaneous Agencies) Order 2014* transferred Sport and Recreation agencies from the Department of Education to the Premier and Cabinet cluster. Service measures and financial indicators prior to 2014-15 Revised position in italics are recognised in the Department of Education and are provided for information and comparison only.

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	N/A	72,608	73,152
Other operating expenses	N/A	32,501	34,679
Depreciation and amortisation	N/A	7,026	6,606
Grants and subsidies	N/A	29,243	60,759
TOTAL EXPENSES EXCLUDING LOSSES	N/A	141,378	175,196
Revenue			
Sales of goods and services	N/A	63,533	66,419
Investment revenue	N/A	1,253	...
Retained taxes, fees and fines	N/A	1	...
Grants and contributions	N/A	73,606	107,063
Acceptance by Crown Entity of employee benefits and other liabilities	N/A	2,986	3,080
Other revenue	N/A	584	369
Total Revenue	N/A	141,963	176,931
Gain/(loss) on disposal of non current assets	N/A	(322)	...
Other gains/(losses)	N/A	64	64
Net Result	N/A	327	1,799

Balance Sheet

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Assets			
Current Assets			
Cash assets	N/A	9,372	9,607
Receivables	N/A	9,656	9,995
Other financial assets	N/A	320	320
Total Current Assets	N/A	19,348	19,922
Non Current Assets			
Receivables	N/A	37	37
Other financial assets	N/A	700	700
Property, plant and equipment - Land and building	N/A	168,101	168,407
Plant and equipment	N/A	14,069	13,142
Intangibles	N/A	611	569
Total Non Current Assets	N/A	183,518	182,855
Total Assets	N/A	202,866	202,777
Liabilities			
Current Liabilities			
Payables	N/A	3,725	2,116
Provisions	N/A	7,424	7,424
Other	N/A	2,813	2,534
Total Current Liabilities	N/A	13,962	12,074
Non Current Liabilities			
Provisions	N/A	888	888
Total Non Current Liabilities	N/A	888	888
Total Liabilities	N/A	14,850	12,962
Net Assets	N/A	188,016	189,815
Equity			
Reserves	N/A	16,876	16,876
Accumulated funds	N/A	171,140	172,939
Total Equity	N/A	188,016	189,815

Cash Flow Statement

	2014-15		2015-16 Budget \$000
	Budget \$000	Revised \$000	
Cash Flows From Operating Activities			
Payments			
Employee related	N/A	67,458	71,649
Grants and subsidies	N/A	29,243	60,759
Other	N/A	44,923	43,970
Total Payments	N/A	141,624	176,378
Receipts			
Sale of goods and services	N/A	59,934	65,865
Interest received	N/A	843	...
Grants and contributions	N/A	66,872	100,192
Other	N/A	21,114	16,499
Total Receipts	N/A	148,763	182,556
Net Cash Flows From Operating Activities	N/A	7,139	6,178
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	N/A	60	...
Purchases of property, plant and equipment	N/A	(5,801)	(5,943)
Other	N/A	7,974	...
Net Cash Flows From Investing Activities	N/A	2,233	(5,943)
Net Increase/(Decrease) in Cash	N/A	9,372	235
Opening Cash and Cash Equivalents	N/A	...	9,372
Closing Cash and Cash Equivalents	N/A	9,372	9,607
Cash Flow Reconciliation			
Net result	N/A	327	1,799
Non cash items added back	N/A	6,978	6,606
Change in operating assets and liabilities	N/A	(166)	(2,227)
Net Cash Flows From Operating Activities	N/A	7,139	6,178

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Items of legislation drafted ^(a)	no.	835	788	830	860	890
Pages of legislation drafted	thous	12.2	12.1	12.0	7.3	8.4
Legislative website visits	mill	175	411	235	431	440
Employees:	FTE	45	46	44	46	46
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				9,296	9,523	9,454
Total expenses include the following:						
Employee related				7,301	7,383	7,383
Other operating expenses				1,566	1,817	1,774
Capital Expenditure				80	80	80

(a) Items drafted and page counts are for Bills introduced and instruments made. The print layout of legislation was redesigned in 2013-14 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.

Financial Statements (a)

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	7,301	7,383	7,383
Other operating expenses	1,566	1,817	1,774
Depreciation and amortisation	429	323	297
TOTAL EXPENSES EXCLUDING LOSSES	9,296	9,523	9,454
Revenue			
Sales of goods and services	179	211	168
Investment revenue	...	10	...
Grants and contributions	8,740	8,925	8,484
Acceptance by Crown Entity of employee benefits and other liabilities	222	434	238
Total Revenue	9,141	9,580	8,890
Net Result	(155)	57	(564)

- (a) Grant funding from the Department of Premier and Cabinet in 2015-16 to the Parliamentary Counsel's Office is subject to a one-off adjustment as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the Parliamentary Counsel's Office as a funding source in 2015-16. While the change in funding in 2015-16 will impact on the level of net assets at June 2016, it will have no impact on the level of approved expenditure or the agency's capacity to fund its liabilities.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	736	622	217
Receivables	...	28	28
Total Current Assets	736	650	245
Non Current Assets			
Property, plant and equipment - Plant and equipment	249	523	368
Intangibles	234	289	227
Total Non Current Assets	483	812	595
Total Assets	1,219	1,462	840
Liabilities			
Current Liabilities			
Payables	473	293	228
Provisions	636	636	650
Total Current Liabilities	1,109	929	878
Non Current Liabilities			
Provisions	269	269	262
Total Non Current Liabilities	269	269	262
Total Liabilities	1,378	1,198	1,140
Net Assets	(159)	264	(300)
Equity			
Accumulated funds	(159)	264	(300)
Total Equity	(159)	264	(300)

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	7,059	7,163	7,203
Other	1,093	1,841	1,969
Total Payments	8,152	9,004	9,172
Receipts			
Sale of goods and services	179	211	168
Interest received	...	6	...
Grants and contributions	8,740	8,925	8,484
Other	...	563	195
Total Receipts	8,919	9,705	8,847
Net Cash Flows From Operating Activities	767	701	(325)
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(60)	(60)	...
Other	(20)	(20)	(80)
Net Cash Flows From Investing Activities	(80)	(80)	(80)
Net Increase/(Decrease) in Cash	687	621	(405)
Opening Cash and Cash Equivalents	49	1	622
Closing Cash and Cash Equivalents	736	622	217
Cash Flow Reconciliation			
Net result	(155)	57	(564)
Non cash items added back	429	323	297
Change in operating assets and liabilities	493	321	(58)
Net Cash Flows From Operating Activities	767	701	(325)

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Cost of services per venue event day	\$000	11	11	12	12	11
Cost of services per \$1 million of asset book value	\$000	9	9	9	9	9
Car parking revenue	\$m	15.3	19.9	17.4	19.9	18.0
Cash ratio of revenue to expenditure ^(a)	%	67	71	64	71	65
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				132,738	133,184	131,289
Other operating expenses				77,632	78,119	77,240
Grants and subsidies				...	4	...
Capital Expenditure				15,419	13,545	23,889

(a) Excludes grant funding from the Department of Premier and Cabinet.

Financial Statements (a)

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Other operating expenses	77,632	78,119	77,240
Depreciation and amortisation	55,106	55,061	54,049
Grants and subsidies	...	4	...
TOTAL EXPENSES EXCLUDING LOSSES	132,738	133,184	131,289
Revenue			
Transfers to the Crown Entity	(12,831)	(12,831)	(5,935)
Sales of goods and services	46,908	68,221	47,911
Investment revenue	6,110	6,682	6,003
Retained taxes, fees and fines	578	778	578
Grants and contributions	48,343	47,142	13,237
Other revenue	35,919	36,134	38,184
Total Revenue	125,027	146,126	99,978
Gain/(loss) on disposal of non current assets	19,493	19,627	36,699
Other gains/(losses)	(4,398)	(4,398)	(4,886)
Net Result	7,384	28,171	502

(a) Grant funding from the Department of Premier and Cabinet in 2015-16 to the Sydney Olympic Park Authority is subject to a one-off adjustment as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the Sydney Olympic Park Authority as a funding source in 2015-16. While the change in funding in 2015-16 will impact on the level of net assets at June 2016, it will have no impact on the level of approved expenditure or the agency's capacity to fund its liabilities.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	86,575	116,036	128,194
Receivables	17,910	17,910	17,907
Inventories	95	95	95
Total Current Assets	104,580	134,041	146,196
Non Current Assets			
Receivables	98,913	98,913	92,132
Inventories	749
Property, plant and equipment -			
Land and building	1,097,794	1,090,557	1,099,339
Plant and equipment	54,831	54,763	56,609
Infrastructure systems	370,011	368,137	371,474
Other	366,311	366,311	402,194
Total Non Current Assets	1,988,609	1,978,681	2,021,748
Total Assets	2,093,189	2,112,722	2,167,944
Liabilities			
Current Liabilities			
Payables	5,756	5,756	5,756
Provisions	4,487	4,487	2,670
Other	10,389	10,389	10,250
Total Current Liabilities	20,632	20,632	18,676
Non Current Liabilities			
Other	1,712	1,712	1,692
Total Non Current Liabilities	1,712	1,712	1,692
Total Liabilities	22,344	22,344	20,368
Net Assets	2,070,845	2,090,378	2,147,576
Equity			
Reserves	874,270	854,198	910,894
Accumulated funds	1,196,575	1,236,180	1,236,682
Total Equity	2,070,845	2,090,378	2,147,576

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Grants and subsidies	...	4	...
Other	92,140	85,715	87,370
Total Payments	92,140	85,719	87,370
Receipts			
Transfers to the Crown Entity	(12,831)	(12,831)	(5,935)
Sale of goods and services	46,908	68,624	47,911
Interest received	6,086	6,778	5,986
Grants and contributions	33,666	33,691	81
Other	14,685	14,782	19,324
Total Receipts	88,514	111,044	67,367
Net Cash Flows From Operating Activities	(3,626)	25,325	(20,003)
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	26,650	31,434	56,050
Purchases of property, plant and equipment	(15,419)	(14,119)	(23,889)
Net Cash Flows From Investing Activities	11,231	17,315	32,161
Net Increase/(Decrease) in Cash	7,605	42,640	12,158
Opening Cash and Cash Equivalents	78,970	73,396	116,036
Closing Cash and Cash Equivalents	86,575	116,036	128,194
Cash Flow Reconciliation			
Net result	7,384	28,171	502
Non cash items added back	14,752	17,407	18,167
Change in operating assets and liabilities	(25,762)	(20,253)	(38,672)
Net Cash Flows From Operating Activities	(3,626)	25,325	(20,003)

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	9,464	10,026	10,359
Other operating expenses	8,137	84,140	20,488
Depreciation and amortisation	396	2,197	100
Grants and subsidies	40,317	42,882	...
Finance costs	15,798	12,798	26,499
TOTAL EXPENSES EXCLUDING LOSSES	74,112	152,043	57,446
Revenue			
Investment revenue	10,969	9,146	14,178
Grants and contributions	46,656	319	21,388
Other revenue	391	1,178	391
Total Revenue	58,016	10,643	35,957
Gain/(loss) on disposal of non current assets	7,387	70,291	...
Net Result	(8,709)	(71,109)	(21,489)

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	85	2	2
Receivables	121,255	90,765	89,469
Assets held for sale	49,805	73,008	10,394
Total Current Assets	171,145	163,775	99,865
Non Current Assets			
Receivables	47,822	196,522	285,235
Property, plant and equipment -			
Land and building	97,730	427,140	437,639
Plant and equipment	367	366	267
Infrastructure systems	257,141
Total Non Current Assets	403,060	624,028	723,141
Total Assets	574,205	787,803	823,006
Liabilities			
Current Liabilities			
Payables	15,843	25,063	15,563
Borrowings at amortised cost	120,922	94,667	102,724
Provisions	21,808	34,679	9,161
Total Current Liabilities	158,573	154,409	127,448
Non Current Liabilities			
Borrowings at amortised cost	233,812	373,581	464,930
Provisions	41,232	196,697	189,001
Total Non Current Liabilities	275,044	570,278	653,931
Total Liabilities	433,617	724,687	781,379
Net Assets	140,588	63,116	41,627
Equity			
Reserves	19,259
Accumulated funds	121,329	63,116	41,627
Total Equity	140,588	63,116	41,627

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	9,163	9,717	10,073
Grants and subsidies	40,317	42,882	...
Finance costs	15,798	12,798	26,499
Other	78,189	110,884	73,488
Total Payments	143,467	176,281	110,060
Receipts			
Interest received	10,969	9,146	14,178
Other	57,047	22,997	31,779
Total Receipts	68,016	32,143	45,957
Net Cash Flows From Operating Activities	(75,451)	(144,138)	(64,103)
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	22,486	70,291	62,614
Purchases of property, plant and equipment	(80,777)	(88,320)	(10,500)
Advances made	(50,789)	(85,828)	(87,417)
Other	71,770
Net Cash Flows From Investing Activities	(37,310)	(103,857)	(35,303)
Cash Flows From Financing Activities			
Proceeds from borrowings and advances	183,245	376,369	160,091
Repayment of borrowings and advances	(84,549)	(134,549)	(60,685)
Net Cash Flows From Financing Activities	98,696	241,820	99,406
Net Increase/(Decrease) in Cash	(14,065)	(6,175)	...
Opening Cash and Cash Equivalents	14,150	6,177	2
Closing Cash and Cash Equivalents	85	2	2
Cash Flow Reconciliation			
Net result	(8,709)	(71,109)	(21,489)
Non cash items added back	396	2,197	100
Change in operating assets and liabilities	(67,138)	(75,226)	(42,714)
Net Cash Flows From Operating Activities	(75,451)	(144,138)	(64,103)

Destination NSW

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	18,203	18,203	18,990
Other operating expenses	8,232	9,232	10,627
Depreciation and amortisation	1,848	1,848	1,759
Grants and subsidies	11,114	3,978	14,900
Other expenses	96,644	100,669	129,794
TOTAL EXPENSES EXCLUDING LOSSES	136,041	133,930	176,070
Revenue			
Investment revenue	751	1,276	750
Grants and contributions	129,813	134,313	165,145
Acceptance by Crown Entity of employee benefits and other liabilities	324	324	325
Total Revenue	130,888	135,913	166,220
Other gains/(losses)	...	(1,577)	...
Net Result	(5,153)	406	(9,850)

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	10,377	21,846	13,765
Receivables	7,250	4,487	4,317
Total Current Assets	17,627	26,333	18,082
Non Current Assets			
Property, plant and equipment -			
Land and building	1,939
Plant and equipment	240	2,803	2,142
Infrastructure systems	4,872	3,295	2,357
Intangibles	122
Total Non Current Assets	7,173	6,098	4,499
Total Assets	24,800	32,431	22,581
Liabilities			
Current Liabilities			
Payables	12,780	12,768	12,768
Provisions	2,878	3,009	3,009
Total Current Liabilities	15,658	15,777	15,777
Non Current Liabilities			
Provisions	84	892	892
Total Non Current Liabilities	84	892	892
Total Liabilities	15,742	16,669	16,669
Net Assets	9,058	15,762	5,912
Equity			
Accumulated funds	9,058	15,762	5,912
Total Equity	9,058	15,762	5,912

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	17,960	17,960	18,665
Grants and subsidies	11,114	3,978	14,900
Other	110,225	132,947	145,921
Total Payments	139,299	154,885	179,486
Receipts			
Interest received	751	1,276	750
Grants and contributions	124,813	124,813	160,145
Other	10,670	15,170	10,670
Total Receipts	136,234	141,259	171,565
Net Cash Flows From Operating Activities	(3,065)	(13,626)	(7,921)
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(60)	(660)	(60)
Other	(100)	...	(100)
Net Cash Flows From Investing Activities	(160)	(660)	(160)
Net Increase/(Decrease) in Cash	(3,225)	(14,286)	(8,081)
Opening Cash and Cash Equivalents	13,602	36,132	21,846
Closing Cash and Cash Equivalents	10,377	21,846	13,765
Cash Flow Reconciliation			
Net result	(5,153)	406	(9,850)
Non cash items added back	1,848	3,425	1,759
Change in operating assets and liabilities	240	(17,457)	170
Net Cash Flows From Operating Activities	(3,065)	(13,626)	(7,921)

Introduction

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.

2015–16 Budget Highlights

In 2015-16, the Audit Office will spend \$46 million (\$44 million recurrent and \$2 million capital) on undertaking financial, performance and compliance audits of government agencies and reporting the results to Parliament.

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	33,876	32,302	33,424
Other operating expenses	10,180	9,229	8,777
Depreciation and amortisation	1,975	1,740	1,761
Finance costs	...	19	19
Other expenses	337	248	141
TOTAL EXPENSES EXCLUDING LOSSES	46,368	43,538	44,122
Revenue			
Sales of goods and services	44,607	41,680	44,540
Investment revenue	250	154	150
Other revenue	104	297	206
Total Revenue	44,961	42,131	44,896
Net Result	(1,407)	(1,407)	774

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	3,236	6,026	6,321
Receivables	7,513	5,447	5,447
Other	6,830	7,933	7,933
Total Current Assets	17,579	19,406	19,701
Non Current Assets			
Property, plant and equipment –			
Land and building	572	466	135
Plant and equipment	1,131	855	948
Intangibles	6,170	5,043	5,760
Other	430	357	357
Total Non Current Assets	8,303	6,721	7,200
Total Assets	25,882	26,127	26,901
Liabilities			
Current Liabilities			
Payables	2,376	2,336	2,336
Provisions	10,093	9,487	9,487
Other	232	37	37
Total Current Liabilities	12,701	11,860	11,860
Non Current Liabilities			
Provisions	30,355	35,922	35,922
Other	77	40	40
Total Non Current Liabilities	30,432	35,962	35,962
Total Liabilities	43,133	47,822	47,822
Net Assets	(17,251)	(21,695)	(20,921)
Equity			
Accumulated funds	(17,251)	(21,695)	(20,921)
Total Equity	(17,251)	(21,695)	(20,921)

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	34,065	31,802	33,424
Other	10,517	10,277	8,937
Total Payments	44,582	42,079	42,361
Receipts			
Sale of goods and services	44,607	42,908	44,540
Interest received	250	154	150
Other	104	297	206
Total Receipts	44,961	43,359	44,896
Net Cash Flows From Operating Activities	379	1,280	2,535
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(540)	(740)	(540)
Other	(2,463)	(1,463)	(1,700)
Net Cash Flows From Investing Activities	(3,003)	(2,203)	(2,240)
Net Increase/(Decrease) in Cash	(2,624)	(923)	295
Opening Cash and Cash Equivalents	5,860	6,949	6,026
Closing Cash and Cash Equivalents	3,236	6,026	6,321
Cash Flow Reconciliation			
Net result	(1,407)	(1,407)	774
Non cash items added back	1,975	1,740	1,761
Change in operating assets and liabilities	(189)	947	...
Net Cash Flows From Operating Activities	379	1,280	2,535

Independent Commission Against Corruption

Introduction

The Independent Commission Against Corruption (ICAC) promotes and improves integrity in the public sector. It has special powers to investigate, expose and minimise corruption.

ICAC operates under the *Independent Commission Against Corruption Act 1988*.

Services

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

2015–16 Budget Highlights

In 2015-16, ICAC will spend \$25 million (\$24 million recurrent and \$1 million capital) on investigating corruptions complaints, preventing corruption and educating the public sector to promote awareness.

ICAC's key initiatives include \$360,000 on upgrading its management of cases and complaints system.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Average days to deal with complaints	no.	39	28	55	55	55
Investigations completed within twelve months	%	86	71	80	60	80
Training and other presentations delivered	no.	173	177	100	178	100
Persons referred for consideration of prosecution or disciplinary action arising from investigations	no.	22	42	N/A	19	N/A
Employees:	FTE	124	126	123	123	114
				=====2014-15=====		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				26,983	25,731	24,238
Total expenses include the following:						
Employee related				17,908	17,048	17,021
Other operating expenses				5,524	6,845	4,422
Capital Expenditure				7,304	9,067	1,180

Financial Statements (a)**Operating Statement**

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	17,908	17,048	17,021
Other operating expenses	5,524	6,845	4,422
Depreciation and amortisation	3,551	1,838	2,795
TOTAL EXPENSES EXCLUDING LOSSES	26,983	25,731	24,238
Revenue			
Recurrent appropriation	20,822	20,822	19,638
Capital appropriation	6,274	5,911	1,180
Sales of goods and services	366	366	375
Investment revenue	55	85	...
Grants and contributions	2,630	1,601	840
Acceptance by Crown Entity of employee benefits and other liabilities	652	117	503
Other revenue	24	3	25
Total Revenue	30,823	28,905	22,561
Net Result	3,840	3,174	(1,677)

(a) The Independent Commission Against Corruption 2015-16 Appropriation has been adjusted as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the Independent Commission Against Corruption as a funding source in 2015-16. This reduction does not impact on the level of approved expenditure by the Office.

Balance Sheet

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Assets			
Current Assets			
Cash assets	2,908	1,109	560
Receivables	368	814	210
Total Current Assets	3,276	1,923	770
Non Current Assets			
Property, plant and equipment - Land and building	917	5,073	4,155
Plant and equipment	7,340	2,565	2,085
Intangibles	437	2,634	2,417
Total Non Current Assets	8,694	10,272	8,657
Total Assets	11,970	12,195	9,427
Liabilities			
Current Liabilities			
Payables	784	964	490
Provisions	2,124	2,767	2,667
Total Current Liabilities	2,908	3,731	3,157
Non Current Liabilities			
Provisions	471	2,771	2,254
Total Non Current Liabilities	471	2,771	2,254
Total Liabilities	3,379	6,502	5,411
Net Assets	8,591	5,693	4,016
Equity			
Reserves	409
Accumulated funds	8,182	5,693	4,016
Total Equity	8,591	5,693	4,016

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	17,039	16,947	17,068
Other	5,965	4,559	5,253
Total Payments	23,004	21,506	22,321
Receipts			
Recurrent appropriation	20,822	20,822	19,638
Capital appropriation	6,274	5,911	1,180
Sale of goods and services	366	366	375
Interest received	55	59	...
Grants and contributions	1,600	1,600	840
Cash transfers to the Crown Entity	...	(2,262)	...
Other	1,552	887	919
Total Receipts	30,669	27,383	22,952
Net Cash Flows From Operating Activities	7,665	5,877	631
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(7,244)	(6,385)	(552)
Other	(60)	(2,682)	(628)
Net Cash Flows From Investing Activities	(7,304)	(9,067)	(1,180)
Net Increase/(Decrease) in Cash	361	(3,190)	(549)
Opening Cash and Cash Equivalents	2,547	4,299	1,109
Closing Cash and Cash Equivalents	2,908	1,109	560
Cash Flow Reconciliation			
Net result	3,840	3,174	(1,677)
Non cash items added back	3,551	1,769	2,795
Change in operating assets and liabilities	274	934	(487)
Net Cash Flows From Operating Activities	7,665	5,877	631

Independent Pricing and Regulatory Tribunal

Introduction

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 services involve setting prices for monopoly services, administering schemes like water licensing and energy saving, and advising on policy.

2015–16 Budget Highlights

In 2015-16, IPART will spend \$29 million (\$28.5 million recurrent and \$0.6 million capital) on price setting for retail gas, water and public transport, undertaking specific reviews of government services referred at the request of responsible Ministers; and administering the water licencing, energy compliance and energy savings schemes.

IPART's key initiatives include spending \$28.5 million to:

- independently regulate utility services
- licence key water and gas businesses
- administer the Energy Saving Scheme
- set local council rates
- provide policy advice to the Government to deliver a balanced outcome for consumers, utilities and the Government
- Undertake the Fit for the Future review.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Perceived professionalism of staff ^(a)	%	93	N/A	93	N/A	93
Special review reports submitted to Ministers	no.	7	6	6	9	9
Energy Savings certificates registered	mill	3.00	2.89	1.50	2.40	2.65
Employees: ^(b)	FTE	125	122	133	126	133
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				30,756	27,684	28,499
Total expenses include the following:						
Employee related				18,928	19,808	19,414
Other operating expenses				11,255	7,200	8,081
Capital Expenditure				180	3,550	580

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

(b) Increased staff numbers are to support the growth of the Energy Savings Scheme.

Financial Statements (a)**Operating Statement**

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	18,928	19,808	19,414
Other operating expenses	11,255	7,200	8,081
Depreciation and amortisation	573	676	1,004
TOTAL EXPENSES EXCLUDING LOSSES	30,756	27,684	28,499
Revenue			
Recurrent appropriation	26,597	26,597	17,100
Capital appropriation	180	180	180
Sales of goods and services	3,000	701	1,249
Investment revenue	255	259	...
Grants and contributions	...	1,582	...
Acceptance by Crown Entity of employee benefits and other liabilities	395	1,061	365
Other revenue	221	193	...
Total Revenue	30,648	30,573	18,894
Net Result	(108)	2,889	(9,605)

(a) The Independent Pricing and Regulatory Tribunal 2015–16 Appropriation has been adjusted as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the Independent Pricing and Regulatory Tribunal as a funding source in 2015–16. This reduction does not impact on the level of approved expenditure by the Office.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	9,578	10,217	737
Receivables	996	996	996
Total Current Assets	10,574	11,213	1,733
Non Current Assets			
Property, plant and equipment - Plant and equipment	125	4,077	3,662
Intangibles	11	9	...
Total Non Current Assets	136	4,086	3,662
Total Assets	10,710	15,299	5,395
Liabilities			
Current Liabilities			
Payables	2,077	2,077	1,778
Provisions	1,817	1,817	1,817
Other	300	519	519
Total Current Liabilities	4,194	4,413	4,114
Non Current Liabilities			
Provisions	432	589	589
Total Non Current Liabilities	432	589	589
Total Liabilities	4,626	5,002	4,703
Net Assets	6,084	10,297	692
Equity			
Accumulated funds	6,084	10,297	692
Total Equity	6,084	10,297	692

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	18,603	19,139	19,348
Other	12,476	8,440	9,302
Total Payments	31,079	27,579	28,650
Receipts			
Recurrent appropriation	26,597	26,597	17,100
Capital appropriation	180	180	180
Sale of goods and services	3,000	701	1,249
Interest received	255	258	...
Grants and contributions	...	1,582	...
Other	1,442	1,325	1,221
Total Receipts	31,474	30,643	19,750
Net Cash Flows From Operating Activities	395	3,064	(8,900)
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(180)	(3,550)	(580)
Net Cash Flows From Investing Activities	(180)	(3,550)	(580)
Net Increase/(Decrease) in Cash	215	(486)	(9,480)
Opening Cash and Cash Equivalents	9,363	10,703	10,217
Closing Cash and Cash Equivalents	9,578	10,217	737
Cash Flow Reconciliation			
Net result	(108)	2,889	(9,605)
Non cash items added back	573	676	1,004
Change in operating assets and liabilities	(70)	(501)	(299)
Net Cash Flows From Operating Activities	395	3,064	(8,900)

Introduction

The New South Wales Electoral Commission manages the electoral roll, elections and referendums. Its work includes:

- running 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
- registering political parties and other electoral participants
- regulating compliance with political donations and disclosure laws
- administering the provision of public funding to registered political parties and other electoral participants.

The Commission operates under the *Parliamentary Electorates and Elections Act 1912*.

Services

The Commission's key services involve conducting and managing elections, reporting on electoral spending and advising different groups on their rights and responsibilities.

2015–16 Budget Highlights

In 2015-16, the New South Wales Electoral Commission will spend \$78 million (\$69.6 million recurrent and \$8 million capital) on managing the electoral roll, State elections and others including local government, trade unions and registered clubs.

The Commission's key initiatives include:

- \$8.0 million to commence work on the preparations for the local government elections in September 2016
- \$1.9 million for the finalisation of a two-year project totalling \$5.7 million to develop a Roll Management System replacing the reliance on and the cost of the electoral roll sourced from the Australian Electoral Commission
- \$1.5 million to build a system to manage Universal Postal Voting for local government councils that prefer this method of voting
- \$0.9 million to build a 'Countback' system to provide an option instead of attendance voting at local government by-elections.

Service Group Statements

Conduct and Management of Elections

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

	Units	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Parliamentary general and by-elections conducted	no.	3	1	1	2	2
Local Government ordinary election and by-elections conducted	no.	6	8	9	9	1
Registered club elections conducted	no.	15	13	18	13	13
Statutory board and industrial ballots conducted	no.	17	18	20	15	16
Employees:^(a)	FTE	59	63	69	87	99
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				92,228	120,688	69,555
Total expenses include the following:						
Employee related				12,786	11,886	15,016
Other operating expenses				7,929	8,268	8,326
Other expenses ^(b)				65,054	94,018	39,280
Capital Expenditure				7,465	4,413	8,234

(a) Additional staff numbers in the 2014-15 Revised and in 2015-16 Forecast include the provision for the Lobbyist Registry and the Electoral Compliance Function

(b) Increased 2014-15 costs related to the State General Election, with the Revised amount increased as a result of reprofiling of electoral funding expense.

Financial Statements (a)**Operating Statement**

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	12,786	11,886	15,016
Other operating expenses	7,929	8,268	8,326
Depreciation and amortisation	6,459	6,516	6,933
Other expenses	65,054	94,018	39,280
Total Expenses Excluding Losses	92,228	120,688	69,555
Revenue			
Recurrent appropriation	86,017	113,700	60,057
Capital appropriation	7,465	3,763	8,234
Transfers to the Crown Entity	(8,600)
Sales of goods and services	1,221	1,221	1,251
Investment revenue	174	174	...
Grants and contributions	...	1,370	...
Acceptance by Crown Entity of employee benefits and other liabilities	454	454	465
Other revenue	8,600
Total Revenue	95,331	120,682	70,007
Net Result	3,103	(6)	452

(a) The New South Wales Electoral Commission 2015-16 Appropriation has been adjusted as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the New South Wales Electoral Commission as a funding source in 2015-16. This reduction does not impact on the level of approved expenditure by the Office.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	4,015	5,764	2,684
Receivables	4,121	2,463	4,466
Inventories	150	121	121
Total Current Assets	8,286	8,348	7,271
Non Current Assets			
Property, plant and equipment – Plant and equipment	5,592	5,279	7,525
Intangibles	11,389	8,525	7,580
Total Non Current Assets	16,981	13,804	15,105
Total Assets	25,267	22,152	22,376
Liabilities			
Current Liabilities			
Payables	1,281	2,396	2,168
Provisions	890	1,219	1,219
Other	2	8	8
Total Current Liabilities	2,173	3,623	3,395
Non Current Liabilities			
Other	500	489	489
Total Non Current Liabilities	500	489	489
Total Liabilities	2,673	4,112	3,884
Net Assets	22,594	18,040	18,492
Equity			
Accumulated funds	22,594	18,040	18,492
Total Equity	22,594	18,040	18,492

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	12,387	11,487	14,779
Other	78,133	107,436	54,161
Total Payments	90,520	118,923	68,940
Receipts			
Recurrent appropriation	86,017	113,700	60,057
Capital appropriation	7,465	3,763	8,234
Sale of goods and services	189	189	803
Interest received	174	174	...
Grants and contributions	...	1,370	...
Cash transfers to the Crown Entity	...	(33)	(8,600)
Other	5,000	5,000	13,600
Total Receipts	98,845	124,163	74,094
Net Cash Flows From Operating Activities	8,325	5,240	5,154
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(4,472)	(3,695)	(2,769)
Other	(2,993)	(718)	(5,465)
Net Cash Flows From Investing Activities	(7,465)	(4,413)	(8,234)
Net Increase/(Decrease) in Cash	860	827	(3,080)
Opening Cash and Cash Equivalents	3,155	4,937	5,764
Closing Cash and Cash Equivalents	4,015	5,764	2,684
Cash Flow Reconciliation			
Net result	3,103	(6)	452
Non cash items added back	6,459	6,516	6,933
Change in operating assets and liabilities	(1,237)	(1,270)	(2,231)
Net Cash Flows From Operating Activities	8,325	5,240	5,154

Introduction

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.

2015–16 Budget Highlights

In 2015-16, the Ombudsman's Office will spend \$32.5 million (\$31.2 million recurrent and \$1.3 million capital) on complaint handling, overseeing investigations and reviewing the delivery of Government services.

The Ombudsman's key initiatives include:

- an additional \$700,000 to support the Ombudsman's employment-related child protection function
- \$1.1 million grant funding to support the disability reportable incidents function
- \$203,000 to finalise the 'name and place of duty' legislative review under the *Law Enforcement (Powers and Responsibilities) Act 2002*
- 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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Written complaints and notifications about public sector and certain non-government agencies	no.	8,724	9,505	9,000	10,500	10,500
Telephone complaints/inquiries received	no.	28,041	29,720	27,500	28,000	28,500
Time spent on visiting services by Community Visitors	hours	6,134	8,262	10,000	10,500	11,500
Initial assessment of complaints within 10 days	%	97	97	80	95	80
Initial assessment of agency notifications within 10 days	%	96	86	80	81	81
Employees:	FTE	180	193	185	203	193
				=====2014-15=====		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000
Financial indicators:						
Total Expenses Excluding Losses				29,488	32,204	31,170
Total expenses include the following:						
Employee related				24,189	25,013	25,606
Other operating expenses				4,597	6,598	4,884
Capital Expenditure				350	350	1,300

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	24,189	25,013	25,606
Other operating expenses	4,597	6,598	4,884
Depreciation and amortisation	702	593	675
Finance costs	5
TOTAL EXPENSES EXCLUDING LOSSES	29,488	32,204	31,170
Revenue			
Recurrent appropriation	24,369	24,369	26,082
Capital appropriation	350	350	1,300
Sales of goods and services	564	965	781
Investment revenue	35	79	...
Grants and contributions	2,165	4,623	1,939
Acceptance by Crown Entity of employee benefits and other liabilities	912	903	944
Other revenue	17	63	17
Total Revenue	28,412	31,352	31,063
Net Result	(1,076)	(852)	(107)

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	1,091	2,001	740
Receivables	569	569	431
Other financial assets	11	6	6
Total Current Assets	1,671	2,576	1,177
Non Current Assets			
Property, plant and equipment – Plant and equipment	784	643	1,460
Intangibles	923	1,177	985
Total Non Current Assets	1,707	1,820	2,445
Total Assets	3,378	4,396	3,622
Liabilities			
Current Liabilities			
Payables	636	1,029	276
Provisions	1,787	2,098	2,120
Other	17	17	17
Total Current Liabilities	2,440	3,144	2,413
Non Current Liabilities			
Provisions	560	560	624
Total Non Current Liabilities	560	560	624
Total Liabilities	3,000	3,704	3,037
Net Assets	378	692	585
Equity			
Accumulated funds	378	692	585
Total Equity	378	692	585

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	23,357	24,132	25,415
Other	4,987	7,423	5,231
Total Payments	28,344	31,555	30,646
Receipts			
Recurrent appropriation	24,369	24,369	26,082
Capital appropriation	350	350	1,300
Sale of goods and services	564	965	781
Interest received	35	94	4
Grants and contributions	2,165	4,623	1,939
Other	525	957	579
Total Receipts	28,008	31,358	30,685
Net Cash Flows From Operating Activities	(336)	(197)	39
Cash Flows From Investing Activities			
Advance repayments received	...	3	...
Purchases of property, plant and equipment	(180)	(156)	(1,210)
Other	(170)	(194)	(90)
Net Cash Flows From Investing Activities	(350)	(347)	(1,300)
Net Increase/(Decrease) in Cash	(686)	(544)	(1,261)
Opening Cash and Cash Equivalents	1,777	2,545	2,001
Closing Cash and Cash Equivalents	1,091	2,001	740
Cash Flow Reconciliation			
Net result	(1,076)	(852)	(107)
Non cash items added back	702	593	675
Change in operating assets and liabilities	38	62	(529)
Net Cash Flows From Operating Activities	(336)	(197)	39

Introduction

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.

2015–16 Budget Highlights

In 2015-16, the Public Service Commission will spend \$34 million (\$33.6 million recurrent and \$0.4 million capital) on enhancing public sector capability and workforce issues.

The Commission's key initiatives include:

- \$2.4 million for continuing the Human Capital Management System project (commenced in 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 the most senior leaders across the sector
- \$1.2 million on Public Sector Reform to finalise the implementation of major reform initiatives associated with implementing the *Government Sector Employment Act 2013*
- \$200,000 to analyse and report on the results of the third annual sector wide employee survey the *2016 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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Employees:	FTE	102	110	118	115	118
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				35,268	34,714	33,613
Total expenses include the following:						
Employee related				17,527	17,763	16,997
Other operating expenses				16,294	15,504	15,039
Capital Expenditure				830	830	425

Financial Statements (a)

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	17,527	17,763	16,997
Other operating expenses	16,294	15,504	15,039
Depreciation and amortisation	1,447	1,447	1,577
TOTAL EXPENSES EXCLUDING LOSSES	35,268	34,714	33,613
Revenue			
Recurrent appropriation	32,871	31,951	26,495
Capital appropriation	830	830	425
Investment revenue	150	180	...
Acceptance by Crown Entity of employee benefits and other liabilities	443	743	427
Other revenue	500	800	1,788
Total Revenue	34,794	34,504	29,135
Net Result	(474)	(210)	(4,478)

(a) The Public Service Commission 2015-16 Appropriation has been adjusted as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the Public Service Commission as a funding source in 2015-16. This reduction does not impact on the level of approved expenditure by the Commission.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	4,353	4,662	983
Receivables	1,250	1,250	1,250
Total Current Assets	5,603	5,912	2,233
Non Current Assets			
Property, plant and equipment - Plant and equipment	1,227	1,159	834
Intangibles	2,211	2,112	1,285
Total Non Current Assets	3,438	3,271	2,119
Total Assets	9,041	9,183	4,352
Liabilities			
Current Liabilities			
Payables	1,295	1,295	895
Provisions	1,602	1,602	1,649
Total Current Liabilities	2,897	2,897	2,544
Non Current Liabilities			
Provisions	308	209	209
Total Non Current Liabilities	308	209	209
Total Liabilities	3,205	3,106	2,753
Net Assets	5,836	6,077	1,599
Equity			
Accumulated funds	5,836	6,077	1,599
Total Equity	5,836	6,077	1,599

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	16,932	17,049	16,923
Other	17,840	17,334	16,668
Total Payments	34,772	34,383	33,591
Receipts			
Recurrent appropriation	32,871	31,951	26,495
Capital appropriation	830	830	425
Interest received	150	180	...
Other	2,104	2,501	3,417
Total Receipts	35,955	35,462	30,337
Net Cash Flows From Operating Activities	1,183	1,079	(3,254)
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(100)	(100)	(100)
Other	(730)	(730)	(325)
Net Cash Flows From Investing Activities	(830)	(830)	(425)
Net Increase/(Decrease) in Cash	353	249	(3,679)
Opening Cash and Cash Equivalents	4,000	4,413	4,662
Closing Cash and Cash Equivalents	4,353	4,662	983
Cash Flow Reconciliation			
Net result	(474)	(210)	(4,478)
Non cash items added back	1,447	1,447	1,577
Change in operating assets and liabilities	210	(158)	(353)
Net Cash Flows From Operating Activities	1,183	1,079	(3,254)

10. Transport, Infrastructure, Roads and Maritime Cluster

Agency	Expenses			Capital Expenditure		
	2014-15 Revised \$m	2015-16 Budget \$m	Var. %	2014-15 Revised \$m	2015-16 Budget \$m	Var. %
Transport for NSW						
Service Group						
Asset Maintenance	2,722.7	2,594.7	(4.7)	280.5	255.8	(8.8)
Services and Operations	4,943.7	5,000.0	1.1	108.4	66.7	(38.5)
Growth and Improvement ^(a)	5,218.5	6,436.3	23.3	2,456.7	714.8	(70.9)
Cluster Grant Funding	4.2	2.4	(42.4)
Total	12,889.1	14,033.5	8.9	2,845.6	1,037.3	(63.5)
Roads and Maritime Services						
Service Group						
Asset Maintenance	845.6	891.7	5.4	557.9	581.6	4.3
Services and Operations	2,931.7	2,875.0	(1.9)	57.7	98.8	71.3
Growth and Improvement	195.7	106.4	(45.6)	2,886.5	4,028.7	39.6
Total	3,973.0	3,873.1	(2.5)	3,502.1	4,709.2	34.5
Independent Transport Safety Regulator						
Service Group						
Rail Safety Regulation	14.3	16.9	18.0	...	0.5	...
Total	14.3	16.9	18.0	...	0.5	...
Office of Transport Safety Investigations						
Service Group						
Investigation and Risk Mitigation Analysis	2.5	2.6	4.9	0.0	0.0	5.3
Total	2.5	2.6	4.9	0.0	0.0	5.3

(a) Capital expenditure in 2015-16 is impacted by transition to a Transport Asset Holding Entity.

Introduction

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'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.

2015–16 Budget Highlights

In 2015-16, Transport for NSW's budget is \$14 billion, including:

- \$6.4 billion to grow and enhance roads and public transport networks
- \$5 billion for services and operations
- \$2.6 billion for maintenance of road and public transport assets
- \$16.9 million for the Independent Transport Safety Regulator and \$2.6 million for the Office of Transport Safety Investigations.

Rail Services

Key initiatives include:

- \$1.2 billion to maintain Sydney Train's assets including turnout renewals, re-signalling works, control systems upgrade and Tangara technology upgrades
- \$977 million for the Sydney Metro Northwest to continue with delivery of a new rapid transit service for North West Sydney
- \$124 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
- \$99 million to commence procurement of new intercity trains and planning for new intercity fleet maintenance facility and stabling
- \$84 million to continue planning and development for the second harbour crossing as part of Sydney Metro City and Southwest
- \$79 million for Wynyard Walk, to improve pedestrian access from Wynyard Station to the western central business district and new Barangaroo precinct
- \$74 million to progress the implementation of the Rail Operations Centre
- \$43 million to continue to upgrade the Wynyard Station concourse and platforms to create a new gateway for Sydney's financial district and western central business district
- \$19 million to plan the post-2024 Rail Network Strategy and infrastructure required to support the introduction of Sydney Metro City and Southwest
- \$18 million to increase capacity and develop and implement track and infrastructure improvements on the T1 rail line from Westmead to Granville
- \$17 million to progress implementation of advanced train control systems
- \$16 million to plan and develop track and infrastructure improvements to support the implementation of the 2018 rail timetable
- \$9 million to maintain the light rail fleet and network including track, signalling and structures
- \$6 million to commence planning for replacement of the XPT rail fleet.

Light Rail Services

Key initiatives include:

- \$120 million to continue with delivery of CBD and South East Sydney Light Rail that will run from Circular Quay along George Street to Moore Park, then on to Kingsford and Randwick
- \$103 million for Newcastle Light Rail to continue delivery to connect the Newcastle city centre to the foreshore and truncation of the heavy rail line at Wickham
- \$19 million to continue planning and preparatory works for a new light rail line for Parramatta to cater for growth and improve transport links from Parramatta to key destinations in Western Sydney.

Bus Services

Key programs include:

- \$73 million to plan and continue building infrastructure to support bus priority on key corridors including \$42 million for Northern Beaches Bus Rapid Transit
- \$1 billion for metropolitan and outer metropolitan bus services, including financing costs of 189 new replacement and growth buses worth \$92 million
- \$404 million for rural and regional bus services including school services in country areas
- \$5 million for the central business district (CBD) access strategy to support the CBD and South East Sydney Light Rail project.

Ferry Services

Key initiatives include:

- \$2 million in 2015-16 for new growth ferries for Parramatta River services as part of election commitment to provide \$25 million over four years for four new ferries
- \$17 million to construct a new dual berth ferry wharf at Barangaroo precinct
- \$12 million for the new First Fleet style ferries.

Transport Access Program

The Government will spend \$890 million over the next four years including \$316 million in 2015-16 to improve access to the public transport network including:

- easy access and capacity enhancements and upgrades at train stations and interchanges
- providing additional commuter car parking and interchange capacity across the rail network
- improving safety and security across the transport network
- upgrading ferry commuter wharves in Sydney Harbour to promote easy access and improve customer facilities.

Ticketing, Concessions and Community Transport

Key initiatives include:

- \$521 million for concession schemes for pensioners, students, people with disability and others using public transport
- \$99 million to continue implementing the Opal card integrated electronic ticketing system for Sydney, the Blue Mountains, Central Coast, Hunter, Illawarra and Southern Highlands
- \$44 million, including \$12 million additional funding for community transport over the next four years.

Roads and Maritime Infrastructure

Key initiatives include:

- \$1.5 billion for maintenance of road and maritime assets, including bridge rebuilding, pavement rehabilitation, traffic facilities maintenance, drainage upgrades and wharf maintenance
- \$1.4 billion to continue the Pacific Highway upgrade program, with construction underway on all remaining sections between Port Macquarie and Coffs Harbour, and progressively commencing on the final section between Woolgoolga and Ballina
- \$1 billion to progress planning and pre-construction for WestConnex
- \$250 million from the Community Road Safety Fund to deliver the NSW Road Safety Strategy
- \$182 million for upgrades on the Princes Highway, including continued construction of the Foxground and Berry bypass, and completing the Gerringong upgrade and realignment at Termeil Creek
- \$167 million for road upgrades to support population and economic growth in Western Sydney, including completing the final section of Camden Valley Way, continuing construction of the upgrades of Richmond Road and Old Wallgrove Road, and beginning construction of the third and final stage of Schofields Road
- \$164 million for road upgrades to support Sydney's second airport at Badgerys Creek, with construction continuing on Bringelly Road between Camden Valley Way and King Street, and on the Werrington Arterial Road, between the M4 Motorway and the Great Western Highway
- \$87 million to continue upgrading the Great Western Highway, including completing the upgrade at Bullaburra to complete the four-lane highway route between Emu Plains and Katoomba, and continuing the upgrade at Kelso
- \$87 million to reduce congestion on Sydney roads by addressing critical pinch points, continue planning for the Smart Motorways program and deliver real time travel information systems and infrastructure on Sydney's motorways
- \$69 million for upgrades to Central Coast roads, which includes completing the upgrade of the intersection of Central Coast Highway with Brisbane Water Drive and Manns Road, continuing intersection upgrades along Wyong Road, and completing the intersection upgrade on Terrigal Drive at Charles Kay Drive
- \$60 million for major road upgrades in regional New South Wales, including completion of Moree Bypass Stage 2 and commencing construction of the Grong Grong realignment on the Newell Highway, additional overtaking lanes on the Newell Highway, and upgrading the intersection of the Hume Highway and Picton Road
- \$57 million for cycling and pedestrian infrastructure, including the Nepean River Green Bridge and Arncliffe Pedestrian Tunnel
- \$51 million to progress planning and preconstruction for NorthConnex
- \$50 million for upgrades to Hunter Roads, which includes the commencement of the Cormorant Road widening between Industrial Drive to Stockton Bridge, continuing upgrading New England Highway intersections at Maitland, and planning for the Newcastle Inner City Bypass between

Rankin Park and Jesmond and the Belford to the Golden Highway upgrade on the New England Highway

- \$42 million to complete short-term works and begin delivery of major road upgrades to support the new Northern Beaches Hospital at Frenchs Forest
- \$38 million for the maintenance of Transport Management Centre assets, including routine repairs to onsite equipment and replacement of essential operational management systems
- \$36 million to progress planning and identification for future links on the Sydney Motorway Network including the Western Harbour Tunnel, Gateway to the South – M1 Extension, Outer Sydney Orbital and Bells Line of Road – Castlereagh Connection
- \$24 million to complete planning and commence construction of Package 2 of the commuter wharf upgrades under the Transport Access Program
- \$23 million to support both stages of the Bells Line of Road Corridor Improvement Program, including enhanced overtaking opportunities, safety works and road realignments
- \$17 million to continue planning and begin construction of major road upgrades in the Sydney Airport precinct, including the Wentworth Avenue extension, O’Riordan Street widening and Marsh Street upgrade, to reduce congestion and complement the operation of the future WestConnex Motorway
- \$15 million for initial works and planning to improve road access to the Sydney CBD, and support the delivery and operation of light rail in the city centre
- \$12 million for upgrades on the Oxley highway, including replacing the bridge across Tangaratta Creek, and planning for a program of safety and realignment works along the corridor
- \$10 million to continue the upgrade and sealing of the Cobb and Silver City highways
- \$9 million to commence construction of the Ellerton Drive extension to provide a bypass of Queanbeyan
- \$8 million to complete Package 1 of the commuter wharf upgrades under the Transport Access Program
- \$6 million to commence construction of a realignment on the Kings Highway, River Forest Road
- \$5 million for safety upgrades on the Riverina Highway between Sandy Creek and Bethanga Bridge
- \$5 million to begin pre-construction of a major realignment at Guanna Hill on the Mitchell Highway.

Freight Infrastructure and Services

Key initiatives include:

- \$209 million for the maintenance of Country Rail assets, including replacement of timber sleepers with modern long-life steel sleepers, resurfacing track and replacement of bridges and culverts
- \$124 million to continue work on the Northern Sydney Freight Corridor to improve freight rail access between Strathfield and Broadmeadow
- \$118 million to support productivity and safety for road freight in regional New South Wales, including continuing the Bridges for the Bush program to upgrade and replace critical timber truss bridges, building and upgrading heavy vehicle rest areas, road widening on the Kidman Way south of Cobar, and providing heavy duty pavement upgrades on the Newell, New England and Hume highways
- \$20 million for planning and delivery of rail infrastructure upgrades at key sites including enhancing capacity on key routes, and improving train loading rates for grain on the Country Rail Network
- \$15 million to progress upgrading Gocup Road to support increasing numbers of heavy vehicles carrying timber and general cargo to and from the forest products mills in the Tumut Valley
- \$5 million for the Freight Noise Action Plan to address and manage freight rail noise. The Plan includes actions to minimise rail freight noise at its source, and reduce noise impacts at existing hotspots across the rail network
- \$5 million for the Cargo Movement Coordination Centre, which will significantly improve efficiency and reliability of freight rail operations throughout New South Wales and increase rail mode share.

Transport for NSW

Service Group Statements

Asset Maintenance

Service description: 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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
% of fleet maintained by RailCorp available for service each day	%	90.20	91.20	90.00	90.00	90.00
Rail routine maintenance critical inspections compliance (monthly average)	%	99.90	99.87	99.00	99.90	99.90
Intensity of pavement rebuilding ^(a)	%	1.10	1.65	1.40	1.47	1.10
Annual renewal ratio ^(b)	%	n.a.	56.00	53.00	54.00	50.00
Employees: ^(c)	FTE	18	18	20	20	18

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000

Financial indicators:

Total Expenses Excluding Losses	2,941,049	2,722,660	2,594,710
Total expenses include the following:			
Employee related	3,265	5,099	4,423
Other operating expenses	170,332	120,973	139,835
Grants and subsidies	2,766,002	2,593,805	2,446,331
Other expenses	1,450	2,783	4,121

Capital Expenditure	189,800	280,504	255,801
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(a) Achievements through Roads and Maritime Services Capital Maintenance Program.

(b) The forecast renewal rate for 2015-16 has reduced to 50 per cent from 54 per cent due to a decrease in planned capital maintenance allocation for 2015-16 and an increase in the depreciation estimate for 2015-16. The increase in the depreciation expense is largely due to an increase in the asset base and the RMS capital maintenance allocation has been prioritised within the Roads and Freight Capital funding to maintain overall government priorities.

(c) The employee numbers above are for Transport for NSW staff only and do not include employees working in other Transport cluster agencies under the *Government Sector Employment Act 2013*.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Suburban and rail revenue carriage kilometres ^(a)	mill	252.04	260.28	260.92	261.36	264.46
Metropolitan Bus in-service kilometres ^(b)	mill	174.38	179.31	187.18	183.49	187.19
Ferry revenue hours ^(c)	no.	76,978	79,193	80,235	79,675	80,425
Public transport customer satisfaction ^(d)	%	80.00	86.00	85.00	88.00	88.00
Licensed drivers and riders ^(e)	mill	5.02	5.69	5.19	5.78	5.87
Boating licences ^(f)	mill	0.49	0.49	0.50	0.50	0.50
Employees: ^(g)	FTE	1,162	2,950	2,904	3,148	3,601

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000

Financial indicators:

Total Expenses Excluding Losses	4,664,155	4,943,702	4,999,978
Total expenses include the following:			
Employee related	1,397,911	1,693,202	1,632,930
Other operating expenses	163,720	243,528	260,722
Grants and subsidies	2,779,277	2,704,329	2,725,165
Other expenses	14,738	18,518	15,966
Capital Expenditure	92,585	108,392	66,697

(a) Includes all Sydney Trains services and NSW TrainLink Intercity services. Reported results reflect timetabled revenue carriage kilometres.

(b) Includes metropolitan and outer-metropolitan contract areas. Includes all contracted route, school and free shuttle services. A key difference in the Forecast and Revised figures for 2014-15 relates to an assumption that additional growth bus revenue kilometres would apply from the start of the financial year.

(c) Includes all contract services operated by Harbour City Ferries.

(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.

(e) A person may hold a rider licence class as well as a driver licence class.

(f) Figure represents the number of boat licence holders and personal watercraft licence holders.

(g) The employee numbers 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 from 2013-14 reflects the amalgamation of Human Resources and Business Services into TfNSW as a result of the Corporate and Shared Services Reform.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Major roadworks completed within 10 per cent of planned duration	%	72.50	99.54	90.00	90.00	90.00
Major roadworks completed within 10 per cent of the authorised cost	%	100.00	89.50	90.00	90.00	90.00
Bus lane length	km	159.70	160.30	165.50	60.40 ^(a)	n.a. ^(b)
Employees: ^(c)	FTE	673	199	1,093	1,298	1,373
				———2014-15———		
				Budget	Revised	2015-16
				\$000	\$000	Budget
						\$000
Financial indicators:						
Total Expenses Excluding Losses				5,362,276	5,218,495	6,436,325
Total expenses include the following:						
Employee related				65,120	86,142	75,194
Other operating expenses ^(d)				78,395	108,878	1,976,139
Grants and subsidies ^(d)				5,216,073	5,019,651	4,379,326
Other expenses				2,688	3,824	5,666
Capital Expenditure ^(e)				2,680,920	2,456,723	714,764

(a) Following the announcement of Sydney's Bus future priority projects shifted to the development of plans for four of the strategic bus corridors. Consequently, works undertaken during 2014-15 have related to completing legacy projects, including several significant projects scheduled for completion in 2015-16.

(b) Planning studies, including extensive consultation with stakeholders and engagement with councils, are currently underway in four strategic corridors for delivery in 2015-16. It is anticipated the final projects to be delivered will be confirmed in early 2015-16.

(c) The employee numbers above are for Transport for NSW 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 from 2014-15 is due to the number of significant capital projects undertaken.

(d) Movements in Other operating expenses and Grants and subsidies in 2015-16 due to transition to a Transport Asset Holding Entity.

(e) Decrease in Capital Expenditure in 2015-16 due to transition to a Transport Asset Holding Entity.

Cluster Grant Funding

Service description: This service group covers the provision of grant funding to agencies within the Transport cluster. This includes funding to the Independent Transport Safety Regulator and Office of Transport Safety Investigations.

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Financial indicators:			
Total Expenses Excluding Losses	4,278	4,230	2,437
Grants and subsidies			
Independent Transport Safety Regulator	1,955	1,807	...
Office of Transport Safety Investigations	2,323	2,423	2,437

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	1,466,296	1,784,443	1,712,547
Other operating expenses ^(a)	412,447	473,379	2,376,696
Depreciation and amortisation	219,879	195,590	267,305
Grants and subsidies ^(a)	10,765,630	10,322,015	9,553,259
Finance costs	88,630	88,535	97,890
Other expenses	18,876	25,125	25,753
TOTAL EXPENSES EXCLUDING LOSSES	12,971,758	12,889,087	14,033,450
Revenue			
Recurrent appropriation	8,908,368	8,607,602	9,912,223
Capital appropriation ^(a)	2,658,393	2,512,526	784,134
Sales of goods and services ^(a)	1,286,208	1,664,166	3,444,217
Investment revenue	11,389	19,872	4,784
Retained taxes, fees and fines	2,307	2,307	2,364
Grants and contributions	370,051	536,332	376,944
Acceptance by Crown Entity of employee benefits and other liabilities	29,235	29,425	29,966
Total Revenue	13,265,951	13,372,230	14,554,632
Gain/(loss) on disposal of non current assets	13,960	592	...
Other gains/(losses)	...	(59,993)	...
Net Result	308,153	423,742	521,182

(a) Increase in Other operating expenses and Sales of goods and services and decrease in Grants and subsidies and Capital appropriation in 2015-16 due to transition to a Transport Asset Holding Entity.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	459,114	682,640	460,267
Receivables	582,253	583,852	583,253
Other financial assets	...	119	119
Inventories	...	1,305	1,305
Assets held for sale	...	9,620	...
Total Current Assets	1,041,367	1,277,536	1,044,944
Non Current Assets			
Receivables	1,055,272	1,375,062	1,373,889
Other financial assets	1,169	769	769
Property, plant and equipment -			
Land and building	616,509	617,743	587,451
Plant and equipment	1,096,348	1,143,105	1,174,179
Infrastructure systems	2,520,446	2,666,326	3,373,476
Intangibles	674,780	641,371	668,996
Total Non Current Assets	5,964,524	6,444,376	7,178,760
Total Assets	7,005,891	7,721,912	8,223,703
Liabilities			
Current Liabilities			
Payables	638,079	934,379	828,354
Borrowings at amortised cost	177,620	77,198	84,499
Other financial liabilities at fair value	...	2,831	2,831
Provisions	379,092	412,059	412,060
Other	...	536	536
Total Current Liabilities	1,194,791	1,427,003	1,328,280
Non Current Liabilities			
Borrowings at amortised cost	1,536,433	1,439,467	1,518,400
Other financial liabilities at fair value	...	55	55
Provisions	1,054,100	1,356,688	1,361,749
Other	45	45	45
Total Non Current Liabilities	2,590,578	2,796,255	2,880,249
Total Liabilities	3,785,369	4,223,258	4,208,529
Net Assets	3,220,522	3,498,654	4,015,174
Equity			
Reserves	142,950	126,565	121,903
Accumulated funds	3,077,572	3,372,089	3,893,271
Total Equity	3,220,522	3,498,654	4,015,174

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	1,447,521	1,757,480	1,677,519
Grants and subsidies	8,613,524	8,432,525	9,523,520
Finance costs	88,630	88,535	97,890
Other ^(a)	519,816	945,425	2,512,252
Total Payments	10,669,491	11,223,965	13,811,181
Receipts			
Recurrent appropriation	8,908,368	8,607,602	9,912,223
Capital appropriation ^(a)	2,658,393	2,512,526	784,134
Sale of goods and services ^(a)	1,296,667	1,666,384	3,445,390
Interest received	11,389	19,872	4,784
Grants and contributions	370,051	536,332	376,944
Cash transfers to the Crown Entity	...	(5,155)	...
Other	95,540	407,240	91,146
Total Receipts	13,340,408	13,744,801	14,614,621
Net Cash Flows From Operating Activities	2,670,917	2,520,836	803,440
Cash Flows From Investing Activities			
Proceeds from sale of investments	37,725	8,165	9,620
Purchases of property, plant and equipment ^(a)	(2,627,140)	(2,503,472)	(874,342)
Other	(240,404)	(227,425)	(64,148)
Net Cash Flows From Investing Activities	(2,829,819)	(2,722,732)	(928,870)
Cash Flows From Financing Activities			
Proceeds from borrowings and advances	188,243	138,243	50,256
Repayment of borrowings and advances	(74,215)	(74,215)	(147,200)
Net Cash Flows From Financing Activities	114,028	64,028	(96,944)
Net Increase/(Decrease) in Cash	(44,874)	(137,868)	(222,374)
Opening Cash and Cash Equivalents	503,988	820,508	682,640
Closing Cash and Cash Equivalents	459,114	682,640	460,266
Cash Flow Reconciliation			
Net result	308,153	423,742	521,182
Non cash items added back ^(a)	2,371,985	2,144,827	297,044
Change in operating assets and liabilities	(9,221)	(47,733)	(14,786)
Net Cash Flows From Operating Activities	2,670,917	2,520,836	803,440

(a) Movements in 2015-16 due to transition to a Transport Asset Holding Entity.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Employees: (a)	FTE	3,061	2,572	2,783	2,329	2,376
				-----2014-15----- Budget \$000	Revised \$000	2015-16 Budget \$000
Financial indicators:						
Total Expenses Excluding Losses				812,231	845,587	891,664
Total expenses include the following:						
Employee related				221,266	231,125	243,796
Other operating expenses				382,721	403,163	419,712
Grants and subsidies				208,244	211,299	228,156
Capital Expenditure				616,405	557,877	581,604

(a) Employee FTEs are lower than anticipated for 2014-15 Revised due to maintenance contestability reforms and higher levels of staff transitioning to the private service providers than originally expected.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Employees: (a)	FTE	3,807	3,384	2,742	3,198	2,500
				-----2014-15----- Budget Revised \$000 \$000		2015-16 Budget \$000

Financial indicators:

Total Expenses Excluding Losses				2,841,761	2,931,668	2,875,010
Total expenses include the following:						
Employee related				317,825	320,629	270,910
Other operating expenses				537,313	579,972	548,438
Grants and subsidies				135,644	181,695	142,982

Capital Expenditure				63,168	57,704	98,829
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(a) Employee FTEs are higher than anticipated for 2014-15 Revised due to an updated timetable in transitioning motor registry staff to Service NSW.

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Employees:	FTE	467	559	585	518	570
				-----2014-15----- Budget Revised \$000 \$000		2015-16 Budget \$000

Financial indicators:

Total Expenses Excluding Losses				79,297	195,727	106,394
Total expenses include the following:						
Employee related ^(a)				12,146	16,401	15,398
Other operating expenses				67,151	142,366	56,856
Grants and subsidies				...	36,960	34,140
Capital Expenditure				2,982,810	2,886,531	4,028,746

(a) Employee related costs are also recognised within the capital expenditure estimates. The split between recurrent and capitalised employee expenditure varies between years and depends on the project development lifecycles. There could also be reclassifications between recurrent and capital expenditure depending on the progress and stage of project development.

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	551,237	568,155	530,104
Other operating expenses	987,185	1,125,501	1,025,006
Depreciation and amortisation	1,789,363	1,807,551	1,878,294
Grants and subsidies	343,888	429,954	405,278
Finance costs	61,616	41,821	34,386
Total Expenses Excluding Losses	3,733,289	3,972,982	3,873,068
Revenue			
Sales of goods and services	479,779	622,303	501,245
Investment revenue	12,336	23,801	5,815
Retained taxes, fees and fines	50,826	50,826	51,382
Grants and contributions	5,257,759	4,965,991	6,310,176
Other revenue	251,944	531,798	283,358
Total Revenue	6,052,644	6,194,719	7,151,976
Gain/(loss) on disposal of non current assets	(62)	(64)	(62)
Other gains/(losses)	(97,297)	(51,347)	(97,175)
Net Result	2,221,996	2,170,326	3,181,671

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	294,814	383,216	410,449
Receivables	207,018	243,717	240,595
Other financial assets	54,028	54,977	54,977
Inventories	10,354	10,354	10,354
Assets held for sale	11,518	3,603	5,228
Total Current Assets	577,732	695,867	721,603
Non Current Assets			
Receivables	210,569	537,187	779,372
Other financial assets	135,975	137,324	146,583
Property, plant and equipment –			
Land and building	2,818,894	2,887,316	3,794,426
Plant and equipment	129,353	110,751	108,923
Infrastructure systems	72,658,107	73,886,639	77,397,332
Intangibles	196,024	184,724	191,644
Other	1,395,409	1,385,615	1,605,367
Total Non Current Assets	77,544,331	79,129,556	84,023,647
Total Assets	78,122,063	79,825,423	84,745,250
Liabilities			
Current Liabilities			
Payables	897,232	1,106,198	1,146,467
Borrowings at amortised cost	358,642	42,488	42,488
Provisions	1,301	8,157	8,157
Other	168,492	174,997	175,997
Total Current Liabilities	1,425,667	1,331,840	1,373,109
Non Current Liabilities			
Borrowings at amortised cost	501,727	406,167	366,265
Provisions	...	16,885	16,885
Other	1,196,855	1,932,589	1,906,197
Total Non Current Liabilities	1,698,582	2,355,641	2,289,347
Total Liabilities	3,124,249	3,687,481	3,662,456
Net Assets	74,997,814	76,137,942	81,082,794
Equity			
Reserves	10,370,139	11,282,160	13,031,710
Accumulated funds	64,627,675	64,855,782	68,051,084
Total Equity	74,997,814	76,137,942	81,082,794

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	550,706	553,996	517,001
Grants and subsidies	275,294	361,360	335,577
Finance costs	61,066	48,783	34,389
Other	1,545,159	1,730,355	1,710,721
Total Payments	2,432,225	2,694,494	2,597,688
Receipts			
Sale of goods and services	447,854	570,549	468,421
Interest received	12,336	23,708	6,015
Grants and contributions	5,222,627	4,934,295	6,263,950
Other	521,780	599,601	519,486
Total Receipts	6,204,597	6,128,153	7,257,872
Net Cash Flows From Operating Activities	3,772,372	3,433,659	4,660,184
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	26,130	20,434	26,130
Purchases of property, plant and equipment	(3,626,376)	(3,331,400)	(4,599,179)
Purchases of investments	...	(1,527)	...
Other	(20,000)	(18,945)	(20,000)
Net Cash Flows From Investing Activities	(3,620,246)	(3,331,438)	(4,593,049)
Cash Flows From Financing Activities			
Repayment of borrowings and advances	(136,759)	(56,646)	(39,902)
Net Cash Flows From Financing Activities	(136,759)	(56,646)	(39,902)
Net Increase/(Decrease) in Cash	15,367	45,575	27,233
Opening Cash and Cash Equivalents	279,447	333,858	383,216
Reclassification of Cash Equivalents	...	3,783	...
Closing Cash and Cash Equivalents	294,814	383,216	410,449
Cash Flow Reconciliation			
Net result	2,221,996	2,170,326	3,181,671
Non cash items added back	1,455,026	1,244,199	1,521,214
Change in operating assets and liabilities	95,350	19,134	(42,701)
Net Cash Flows From Operating Activities	3,772,372	3,433,659	4,660,184

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Compliance activities completed (audits, inspections, investigations) ^(a)	no.	168	149	n.a.	150	n.a.
Statutory notices issued (Prohibition, Improvement, Penalty, Notice to Produce) ^(a)	no.	78	140	n.a.	98	n.a.
Employees:	FTE	67	67	72	61	61
				-----2014-15-----		2015-16
				Budget	Revised	Budget
				\$000	\$000	\$000

Financial indicators:

Total Expenses Excluding Losses				16,708	14,285	16,862
Total expenses include the following:						
Employee related				13,335	11,523	13,549
Other operating expenses				2,913	2,609	2,708
Other expenses				368	50	454
Capital Expenditure				48	...	499

(a) Future data cannot be forecast due to the nature of the regulatory function.

Financial Statements (a)**Operating Statement**

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	13,335	11,523	13,549
Other operating expenses	2,913	2,609	2,708
Depreciation and amortisation	92	103	151
Other expenses	368	50	454
TOTAL EXPENSES EXCLUDING LOSSES	16,708	14,285	16,862
Revenue			
Sales of goods and services	47	320	48
Investment revenue	162	162	...
Grants and contributions	15,722	15,574	13,767
Acceptance by Crown Entity of employee benefits and other liabilities	883	559	849
Total Revenue	16,814	16,615	14,664
Net Result	106	2,330	(2,198)

(a) Grant funding from Transport for NSW in 2015-16 to the Independent Transport Safety Regulator is subject to a one-off adjustment as part of a whole-of-government initiative to improve cash management. Surplus cash will be used by the Independent Transport Safety Regulator as a funding source in 2015-16. While the change in funding in 2015-16 will impact on the level of net assets at June 2016, it will have no impact on the level of approved expenditure or the agency's capacity to fund its liabilities.

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	5,506	8,641	6,487
Receivables	439	300	189
Total Current Assets	5,945	8,941	6,676
Non Current Assets			
Property, plant and equipment -			
Land and building	38	37	18
Plant and equipment	191	100	71
Intangibles	...	27	423
Total Non Current Assets	229	164	512
Total Assets	6,174	9,105	7,188
Liabilities			
Current Liabilities			
Payables	1,039	527	636
Provisions	1,435	1,568	1,739
Total Current Liabilities	2,474	2,095	2,375
Non Current Liabilities			
Provisions	280	280	281
Total Non Current Liabilities	280	280	281
Total Liabilities	2,754	2,375	2,656
Net Assets	3,420	6,730	4,532
Equity			
Accumulated funds	3,420	6,730	4,532
Total Equity	3,420	6,730	4,532

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	12,331	10,881	12,526
Other	3,283	3,275	3,541
Total Payments	15,614	14,156	16,067
Receipts			
Sale of goods and services	47	320	48
Interest received	126	136	96
Grants and contributions	15,722	15,574	13,767
Other	394	499	501
Total Receipts	16,289	16,529	14,412
Net Cash Flows From Operating Activities	675	2,373	(1,655)
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(48)	...	(49)
Other	(450)
Net Cash Flows From Investing Activities	(48)	...	(499)
Net Increase/(Decrease) in Cash	627	2,373	(2,154)
Opening Cash and Cash Equivalents	4,879	6,268	8,641
Closing Cash and Cash Equivalents	5,506	8,641	6,487
Cash Flow Reconciliation			
Net result	106	2,330	(2,198)
Non cash items added back	92	103	151
Change in operating assets and liabilities	477	(60)	392
Net Cash Flows From Operating Activities	675	2,373	(1,655)

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
Notifiable incidents reported ^{(a)(b)}	no.	1,808	618	1,500	640	620
Notifiable Rail incidents reported to Australian Transport Safety Bureau	no.	39	96	200	110	120
Incident investigations conducted	no.	16	16	16	13	15
Confidential Safety Information and Reporting Scheme investigations conducted	no.	18	11	14	10	10
Employees:	FTE	11	11	11	11	11

	-----2014-15-----		2015-16
	Budget \$000	Revised \$000	Budget \$000
Financial indicators:			
Total Expenses Excluding Losses	2,411	2,513	2,635
Total expenses include the following:			
Employee related	1,831	1,831	1,863
Other operating expenses	534	644	732
Other expenses	20	18	20

Capital Expenditure	19	19	20
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(a) From 2012-13, 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.

(b) Under section 45A of the *Transport Administration Act 1988*, Office of Transport Safety Investigations may request operator investigation reports for review and provide comment on their adequacy findings and safety recommendations. 16 were reviewed in 2013-14. Forecast for 2014-15 and for 2015-16 is 20.

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	1,831	1,831	1,863
Other operating expenses	534	644	732
Depreciation and amortisation	26	20	20
Other expenses	20	18	20
TOTAL EXPENSES EXCLUDING LOSSES	2,411	2,513	2,635
Revenue			
Sales of goods and services	1	1	1
Investment revenue	6	8	...
Grants and contributions	2,322	2,422	2,437
Acceptance by Crown Entity of employee benefits and other liabilities	99	99	101
Total Revenue	2,428	2,530	2,539
Net Result	17	17	(96)

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	141	102	60
Receivables	25	28	76
Total Current Assets	166	130	136
Non Current Assets			
Property, plant and equipment -			
Land and building	11	11	5
Plant and equipment	27	34	40
Total Non Current Assets	38	45	45
Total Assets	204	175	181
Liabilities			
Current Liabilities			
Payables	89	92	79
Provisions	260	314	429
Total Current Liabilities	349	406	508
Non Current Liabilities			
Provisions	87	89	89
Total Non Current Liabilities	87	89	89
Total Liabilities	436	495	597
Net Assets	(232)	(320)	(416)
Equity			
Accumulated funds	(232)	(320)	(416)
Total Equity	(232)	(320)	(416)

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	1,741	1,748	1,641
Other	614	706	830
Total Payments	2,355	2,454	2,471
Receipts			
Sale of goods and services	1	1	1
Interest received	6	10	2
Grants and contributions	2,322	2,422	2,437
Other	60	111	9
Total Receipts	2,389	2,544	2,449
Net Cash Flows From Operating Activities	34	90	(22)
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(19)	(19)	(20)
Net Cash Flows From Investing Activities	(19)	(19)	(20)
Net Increase/(Decrease) in Cash	15	71	(42)
Opening Cash and Cash Equivalents	126	31	102
Closing Cash and Cash Equivalents	141	102	60
Cash Flow Reconciliation			
Net result	17	17	(96)
Non cash items added back	26	20	20
Change in operating assets and liabilities	(9)	53	54
Net Cash Flows From Operating Activities	34	90	(22)

11. Treasury Cluster ^(a)

Agency	Expenses			Capital Expenditure		
	2014-15 Revised \$m	2015-16 Budget \$m	Var. %	2014-15 Revised \$m	2015-16 Budget \$m	Var. %
The Treasury						
Service Group						
State Resource Management	106.4	124.6	17.1	16.7	46.8	179.6
Cluster Grant Funding ^(b)	685.6	N/A	N/A
Total	792.0	124.6	(84.3)	16.7	46.8	179.6
Crown Finance Entity						
Service Group						
Debt Liability Management	1,660.2	1,552.7	(6.5)
Superannuation Liability Management	2,320.2	2,111.9	(9.0)
Central Financial Services	2,856.5	2,232.7	(21.8)	0.5	0.5	0.0
Total	6,836.9	5,897.3	(13.7)	0.5	0.5	0.0
Electricity Assets Ministerial Holding Corporation						
Total	3.4	2.2	(33.8)
Liability Management Ministerial Corporation						
Total	0.0	0.0	100.0
Long Service Corporation						
Total	148.8	161.3	8.4	0.6	3.3	410.0
Ports Assets Ministerial Holding Corporation						
Total	30.9	32.6	5.5

(a) From 1 July 2015, the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015* changes the name of the Office of Finance and Services to the Department of Finance, Services and Innovation. Service NSW, Building Insurers' Guarantee Corporation, Government Property NSW, Motor Accidents Authority of New South Wales, New South Wales Government Telecommunications Authority, NSW Self Insurance Corporation, Rental Bond Board, State Records Authority of New South Wales, WorkCover Authority, and the Workers' Compensation (Dust Diseases) Board are transferred to the Finance, Services and Innovation cluster.

(b) Cluster Grant Funding variances are impacted by the movement of agencies.

Introduction

As the Government's principal financial and economic adviser, the Treasury 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 (SOCs) 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.

The Treasury cluster is impacted by machinery of government changes set out in the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No. 2) 2015*. The Order changes the name of the Office of Finance and Services to the Department of Finance, Service and Innovation. Service NSW, Building Insurers' Guarantee Corporation, Government Property NSW, Motor Accidents Authority of New South Wales, New South Wales Government Telecommunications Authority, NSW Self Insurance Corporation, Rental Bond Board, State Records Authority of New South Wales, WorkCover Authority, and the Workers' Compensation (Dust Diseases) Board are transferred to the Finance, Services and Innovation cluster. These changes will take effect from 1 July 2015.

The Treasury cluster provides leadership in financial management across the public sector.

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
- 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 SOCs
- providing a whole-of-government advisory role on commercial financing through the Infrastructure and Structured Finance Unit (IFSU)
- managing portable long service schemes to the building, construction and contract cleaning industries.

Services

The Treasury 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
- active performance monitoring of SOCs and other government businesses
- providing strategic policy advice to the Government on public and private sector industrial relations issues
- monitoring agency savings targets and initiatives
- contributing to intergovernmental negotiations in the State's interests
- setting the parameters for managing the Crown debt portfolio, to minimise cost and risk
- delivering industrial relations information, assistance and education programs with a focus on assisting vulnerable sections of the community and enabling employers to understand and comply with their obligations
- administering portable long service schemes.

2015–16 Budget Highlights

In 2015-16, the cluster's key initiatives include:

- contributing \$1.4 billion to the State Super defined benefit scheme to meet member expenses and reduce unfunded member liabilities
- providing \$214 million for first home owner grants and new home grants
- paying \$88 million in long service leave to workers in the building, construction and contract cleaning industries
- collecting \$182 million in levies and investment returns to fund the building, construction and contract cleaning industries portable long service leave schemes
- \$18.2 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

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	2012-13 Actual	2013-14 Actual	2014-15 Forecast	2014-15 Revised	2015-16 Forecast
Service measures:						
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 ^(a)	%	61	42	100	100	100
Employees: ^(b)	FTE	481	463	530	515	541

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000

Financial indicators:

Total Expenses Excluding Losses	113,642	106,435	124,599
Total expenses include the following:			
Employee related	77,023	72,635	84,516
Other operating expenses	33,701	31,019	36,949
Grants and subsidies	169	169	169

Capital Expenditure	27,284	16,741	46,805
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(a) In 2013-14 Statements of Business Intent (SBIs) were required to be submitted for signing prior to half year. For a number of government businesses, their SBIs could not be finalised due to a government strategic review.

(b) The increase in FTEs from 2014-15 Revised to 2015-16 Forecast relates predominantly to backfilling vacancies previously occupied by contractors.

Cluster Grant Funding

Service description: This service group covers the provision of grant funding to agencies within the former Treasury and Finance cluster. From 1 July 2015, these agencies will be funded through the Department of Finance, Services and Innovation.

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Financial indicators:			
Total Expenses Excluding Losses	480,576	685,598	N/A
Grants and subsidies	480,576	685,598	N/A
Office of Finance and Services	428,331	340,570	N/A
Government Property NSW	32,845	17,470	N/A
State Records Authority of New South Wales	9,786	7,538	N/A
Teacher Housing Authority	5,725	5,725	N/A
New South Wales Telecommunications Authority	3,889	3,589	N/A
Service NSW ^(a)	N/A	310,706	N/A

(a) Service NSW transferred from the Premier and Cabinet cluster from 1 July 2014 and will transfer to the Finance, Services and Innovation cluster from 1 July 2015.

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	77,023	72,635	84,516
Other operating expenses	33,701	31,019	36,949
Depreciation and amortisation	2,716	2,528	2,875
Grants and subsidies	480,745	685,767	169
Finance costs	33	84	90
Total Expenses Excluding Losses	594,218	792,033	124,599
Revenue			
Recurrent appropriation	567,073	753,750	105,694
Capital appropriation	17,982	4,982	46,805
Sales of goods and services	14,155	14,920	17,022
Investment revenue	300	660	...
Acceptance by Crown Entity of employee benefits and other liabilities	2,745	2,585	1,552
Other revenue	1,101	1,060	...
Total Revenue	603,356	777,957	171,073
Gain/(loss) on disposal of non current assets	(395)	(346)	...
Other gains/(losses)	...	(22)	...
Net Result	8,743	(14,444)	46,474

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	22,899	4,596	5,113
Receivables	4,381	6,012	5,047
Total Current Assets	27,280	10,608	10,160
Non Current Assets			
Receivables	5,648	6,224	6,452
Property, plant and equipment – Plant and equipment	17,689	20,617	18,554
Intangibles	19,133	5,796	51,789
Total Non Current Assets	42,470	32,637	76,795
Total Assets	69,750	43,245	86,955
Liabilities			
Current Liabilities			
Payables	5,031	5,548	4,164
Provisions	10,242	10,134	10,134
Other	1,515	1,552	1,552
Total Current Liabilities	16,788	17,234	15,850
Non Current Liabilities			
Provisions	26,339	8,682	8,854
Other	...	13,126	11,574
Total Non Current Liabilities	26,339	21,808	20,428
Total Liabilities	43,127	39,042	36,278
Net Assets	26,623	4,203	50,677
Equity			
Accumulated funds	26,623	4,203	50,677
Total Equity	26,623	4,203	50,677

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	72,736	69,265	84,176
Grants and subsidies	480,745	685,767	169
Other	35,746	39,289	42,043
Total Payments	589,227	794,321	126,388
Receipts			
Recurrent appropriation	567,073	753,750	105,694
Capital appropriation	17,982	4,982	46,805
Sale of goods and services	15,084	14,177	16,794
Interest received	453	648	315
Other	13,495	17,029	4,102
Total Receipts	614,087	790,586	173,710
Net Cash Flows From Operating Activities	24,860	(3,735)	47,322
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	...	18	...
Purchases of property, plant and equipment	(10,688)	(13,299)	(454)
Other	(16,596)	(3,442)	(46,351)
Net Cash Flows From Investing Activities	(27,284)	(16,723)	(46,805)
Net Increase/(Decrease) in Cash	(2,424)	(20,458)	517
Opening Cash and Cash Equivalents	25,323	25,054	4,596
Closing Cash and Cash Equivalents	22,899	4,596	5,113
Cash Flow Reconciliation			
Net result	8,743	(14,444)	46,474
Non cash items added back	2,716	2,550	2,875
Change in operating assets and liabilities	13,401	8,159	(2,027)
Net Cash Flows From Operating Activities	24,860	(3,735)	47,322

Crown Finance Entity

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.

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Financial indicators:			
Total Expenses Excluding Losses	1,691,748	1,660,181	1,552,717
Other expenses	5,598	5,708	5,874

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.

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Financial indicators:			
Total Expenses Excluding Losses	1,982,613	2,320,221	2,111,879
Total expenses include the following:			
Employee related	1,964,900	2,302,508	2,093,134
Grants and subsidies	17,713	17,713	18,745

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 until 1 July 2015 when this function will transfer to the Department of Justice.

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Financial indicators:			
Total Expenses Excluding Losses	2,005,210	2,856,541	2,232,724
Total expenses include the following:			
Employee related	508,629	1,296,162	791,442
Other operating expenses	45,838	103,228	40,128
Grants and subsidies	1,124,399	1,092,279	992,532
Other expenses	325,360	311,743	358,415
Capital Expenditure	7,500	500	500

Financial Statements

Operating Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	2,473,529	3,598,670	2,884,576
Other operating expenses	45,838	103,228	40,128
Depreciation and amortisation	20	40	...
Grants and subsidies	1,142,112	1,109,992	1,011,277
Finance costs	1,687,114	1,707,562	1,597,050
Other expenses	330,958	317,451	364,289
TOTAL EXPENSES EXCLUDING LOSSES	5,679,571	6,836,943	5,897,320
Revenue			
Recurrent appropriation	5,391,810	5,501,754	5,046,074
Capital appropriation	887,182	1,408,731	2,509,870
Transfers to the Crown Entity	(4,461,038)	1,571,459	(4,324,940)
Sales of goods and services	12,800	10,400	9,900
Investment revenue	385,806	453,772	459,626
Grants and contributions	7,727	54,000	...
Other revenue	86,603	105,794	173,644
Total Revenue	2,310,890	9,105,910	3,874,174
Other gains/(losses)	(20,840)	(476)	(14,357)
Net Result	(3,389,521)	2,268,491	(2,037,503)

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	8,035,862	13,064,368	7,455,558
Receivables	16,878	33,564	34,156
Other financial assets	224,754	2,628,804	4,495,360
Total Current Assets	8,277,494	15,726,736	11,985,074
Non Current Assets			
Receivables	8,602	8,605	3,748
Other financial assets	4,353,949	4,152,932	3,901,325
Property, plant and equipment – Plant and equipment	26
Infrastructure systems	7,000
Intangibles	1,000	500	1,000
Total Non Current Assets	4,370,577	4,162,037	3,906,073
Total Assets	12,648,071	19,888,773	15,891,147
Liabilities			
Current Liabilities			
Payables	535,419	535,147	515,598
Borrowings at amortised cost	1,183,499	1,276,992	725,758
Provisions	6,909,053	8,157,594	8,249,237
Other	118,433	219,964	120,639
Total Current Liabilities	8,746,404	10,189,697	9,611,232
Non Current Liabilities			
Borrowings at amortised cost	26,143,132	26,308,165	27,139,407
Provisions	29,827,273	51,633,174	48,150,961
Other	81,461	99,141	65,822
Total Non Current Liabilities	56,051,866	78,040,480	75,356,190
Total Liabilities	64,798,270	88,230,177	84,967,422
Net Assets	(52,150,199)	(68,341,404)	(69,076,275)
Equity			
Reserves	2,324,371	1,934,812	1,934,812
Accumulated funds	(54,474,570)	(70,276,216)	(71,011,087)
Total Equity	(52,150,199)	(68,341,404)	(69,076,275)

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	2,183,910	2,111,021	2,231,002
Grants and subsidies	1,140,267	1,109,992	1,011,277
Finance costs	1,426,886	1,491,914	1,431,825
Other	505,510	401,306	517,341
Total Payments	5,256,573	5,114,233	5,191,445
Receipts			
Recurrent appropriation	5,391,810	5,501,754	5,046,074
Capital appropriation	887,182	1,408,731	2,509,870
Sale of goods and services	164	30,270	...
Interest received	347,264	417,139	420,651
Retained taxes, fees and fines	(2,500)	(2,356)	95,000
Grants and contributions	5,019	20	20
Cash transfers to the Crown Entity	(4,461,038)	1,476,563	(4,324,940)
Other	113,971	277,056	4,985
Total Receipts	2,281,872	9,109,177	3,751,660
Net Cash Flows From Operating Activities	(2,974,701)	3,994,944	(1,439,785)
Cash Flows From Investing Activities			
Proceeds from sale of investments	2,100	9,143,455	61
Advance repayments received	322,931	196,214	196,334
Purchases of property, plant and equipment	(7,000)
Purchases of investments	(19)	(6,900,021)	(1,550,020)
Advances made	(167,372)	(96,326)	(248,052)
Other	(500)	(500)	(500)
Net Cash Flows From Investing Activities	150,140	2,342,822	(1,602,177)
Cash Flows From Financing Activities			
Proceeds from borrowings and advances	567,547	504,855	247,496
Repayment of borrowings and advances	(75,857)	(709,140)	(81,357)
Other	(1,099,220)	(1,092,850)	(2,732,987)
Net Cash Flows From Financing Activities	(607,530)	(1,297,135)	(2,566,848)
Net Increase/(Decrease) in Cash	(3,432,091)	5,040,631	(5,608,810)
Opening Cash and Cash Equivalents	11,467,953	8,023,737	13,064,368
Closing Cash and Cash Equivalents	8,035,862	13,064,368	7,455,558
Cash Flow Reconciliation			
Net result	(3,389,521)	2,268,491	(2,037,503)
Non cash items added back	228,679	121,022	100,597
Change in operating assets and liabilities	186,141	1,605,431	497,121
Net Cash Flows From Operating Activities	(2,974,701)	3,994,944	(1,439,785)

Electricity Assets Ministerial Holding Corporation

Financial Statements

Operating Statement

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses -			
Other operating expenses	782	1,235	293
Finance costs	1,722	2,138	1,939
TOTAL EXPENSES EXCLUDING LOSSES	2,504	3,373	2,232
Revenue			
Investment revenue	2,925	2,311	4,459
Other revenue	...	2,243	225
Total Revenue	2,925	4,554	4,684
Net Result	421	1,181	2,452

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	67,394	4,000	4,000
Receivables	...	170	168
Total Current Assets	67,394	4,170	4,168
Non Current Assets			
Receivables	...	270	261
Other financial assets	...	70,665	71,454
Total Non Current Assets	...	70,935	71,715
Total Assets	67,394	75,105	75,883
Liabilities			
Current Liabilities			
Provisions	3,720	3,519	3,182
Total Current Liabilities	3,720	3,519	3,182
Non Current Liabilities			
Provisions	39,877	39,235	37,898
Total Non Current Liabilities	39,877	39,235	37,898
Total Liabilities	43,597	42,754	41,080
Net Assets	23,797	32,351	34,803
Equity			
Accumulated funds	23,797	32,351	34,803
Total Equity	23,797	32,351	34,803

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee related	370	419	96
Other	5,392	11,118	3,956
Total Payments	5,762	11,537	4,052
Receipts			
Interest received	2,925	2,311	2,559
Other	...	8,370	382
Total Receipts	2,925	10,681	2,941
Net Cash Flows From Operating Activities	(2,837)	(856)	(1,111)
Cash Flows From Investing Activities			
Proceeds from sale of investments	4,000
Purchases of investments	...	(70,665)	(2,889)
Other	...	200	...
Net Cash Flows From Investing Activities	...	(70,465)	1,111
Net Increase/(Decrease) in Cash	(2,837)	(71,321)	...
Opening Cash and Cash Equivalents	70,231	75,321	4,000
Closing Cash and Cash Equivalents	67,394	4,000	4,000
Cash Flow Reconciliation			
Net result	421	1,181	2,452
Non cash items added back	(1,900)
Change in operating assets and liabilities	(3,258)	(2,037)	(1,663)
Net Cash Flows From Operating Activities	(2,837)	(856)	(1,111)

Liability Management Ministerial Corporation

Financial Statements

Operating Statement

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses -			
Other operating expenses	60	20	40
TOTAL EXPENSES EXCLUDING LOSSES	60	20	40
Revenue			
Investment revenue	4,000	11,332	6,220
Grants and contributions	17,713	17,713	18,745
Total Revenue	21,713	29,045	24,965
Net Result	21,653	29,025	24,925

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	105	25	10
Receivables	6	1	4
Total Current Assets	111	26	14
Non Current Assets			
Other financial assets	79,131	86,803	111,760
Total Non Current Assets	79,131	86,803	111,760
Total Assets	79,242	86,829	111,774
Liabilities			
Current Liabilities			
Payables	60	20	40
Total Current Liabilities	60	20	40
Total Liabilities	60	20	40
Net Assets	79,182	86,809	111,734
Equity			
Accumulated funds	79,182	86,809	111,734
Total Equity	79,182	86,809	111,734

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Other	61	12	24
Total Payments	61	12	24
Receipts			
Interest received	2,491	9,815	3,335
Grants and contributions	17,713	17,713	18,745
Other	5	1	1
Total Receipts	20,209	27,529	22,081
Net Cash Flows From Operating Activities	20,148	27,517	22,057
Cash Flows From Investing Activities			
Purchases of investments	(20,148)	(27,593)	(22,072)
Net Cash Flows From Investing Activities	(20,148)	(27,593)	(22,072)
Net Increase/(Decrease) in Cash	...	(76)	(15)
Opening Cash and Cash Equivalents	105	101	25
Closing Cash and Cash Equivalents	105	25	10
Cash Flow Reconciliation			
Net result	21,653	29,025	24,925
Non cash items added back	(1,509)	(1,517)	(2,885)
Change in operating assets and liabilities	4	9	17
Net Cash Flows From Operating Activities	20,148	27,517	22,057

Long Service Corporation

Financial Statements

Operating Statement

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses –			
Employee related	55	79	28
Other operating expenses	11,229	10,763	11,017
Depreciation and amortisation	1,134	228	165
Grants and subsidies	80,716	81,041	88,263
Finance costs	57,900	56,700	61,837
TOTAL EXPENSES EXCLUDING LOSSES	151,034	148,811	161,310
Revenue			
Investment revenue	57,561	114,257	71,055
Retained taxes, fees and fines	101,264	127,781	111,610
Other revenue	54	105	92
Total Revenue	158,879	242,143	182,757
Gain/(loss) on disposal of non current assets	...	15	...
Other gains/(losses)	...	(13)	...
Net Result	7,845	93,334	21,447

Balance Sheet

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	40,601	51,602	45,743
Receivables	7,783	9,192	8,853
Total Current Assets	48,384	60,794	54,596
Non Current Assets			
Other financial assets	912,114	1,013,363	1,113,723
Property, plant and equipment – Plant and equipment	273	286	404
Intangibles	1,964	536	3,525
Total Non Current Assets	914,351	1,014,185	1,117,652
Total Assets	962,735	1,074,979	1,172,248
Liabilities			
Current Liabilities			
Payables	2,694	1,003	5,505
Provisions	562,758	524,978	528,304
Total Current Liabilities	565,452	525,981	533,809
Non Current Liabilities			
Provisions	318,700	362,479	436,379
Other	5,648	6,223	317
Total Non Current Liabilities	324,348	368,702	436,696
Total Liabilities	889,800	894,683	970,505
Net Assets	72,935	180,296	201,743
Equity			
Accumulated funds	72,935	180,296	201,743
Total Equity	72,935	180,296	201,743

Cash Flow Statement

	2014-15		2015-16
	Budget \$000	Revised \$000	Budget \$000
Cash Flows From Operating Activities			
Payments			
Employee related	55	79	28
Grants and subsidies	80,716	81,041	88,263
Other	16,268	(404)	(1,735)
Total Payments	97,039	80,716	86,556
Receipts			
Sale of goods and services	...	13	...
Interest received	1,286	55,919	2,043
Retained taxes, fees and fines	101,988	126,878	111,916
Other	843	900	1,236
Total Receipts	104,117	183,710	115,195
Net Cash Flows From Operating Activities	7,078	102,994	28,639
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	7	18	7
Proceeds from sale of investments	3,000
Purchases of property, plant and equipment	(49)	(176)	(290)
Purchases of investments	(37,017)	(125,059)	(31,226)
Other	(2,749)	(467)	(2,989)
Net Cash Flows From Investing Activities	(36,808)	(125,684)	(34,498)
Net Increase/(Decrease) in Cash	(29,730)	(22,690)	(5,859)
Opening Cash and Cash Equivalents	70,331	74,292	51,602
Closing Cash and Cash Equivalents	40,601	51,602	45,743
Cash Flow Reconciliation			
Net result	7,845	93,334	21,447
Non cash items added back	(54,210)	(57,987)	(68,969)
Change in operating assets and liabilities	53,443	67,647	76,161
Net Cash Flows From Operating Activities	7,078	102,994	28,639

Ports Assets Ministerial Holding Corporation

Financial Statements

Operating Statement

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses -			
Other operating expenses	31,421	30,900	32,592
TOTAL EXPENSES EXCLUDING LOSSES	31,421	30,900	32,592
Revenue			
Transfers to the Crown Entity	(5,613)
Sales of goods and services	36,855
Investment revenue	11,652	11,738	12,463
Other revenue	...	30,761	32,452
Total Revenue	42,894	42,499	44,915
Net Result	11,473	11,599	12,323

Balance Sheet

	-----2014-15-----		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash assets	1,537	2,120	1,731
Receivables	8	19	10
Total Current Assets	1,545	2,139	1,741
Non Current Assets			
Receivables	177,192	177,192	189,655
Total Non Current Assets	177,192	177,192	189,655
Total Assets	178,737	179,331	191,396
Liabilities			
Current Liabilities			
Payables	77	355	97
Total Current Liabilities	77	355	97
Total Liabilities	77	355	97
Net Assets	178,660	178,976	191,299
Equity			
Accumulated funds	178,660	178,976	191,299
Total Equity	178,660	178,976	191,299

Cash Flow Statement

	2014-15		2015-16
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Other	31,427	31,503	33,450
Total Payments	31,427	31,503	33,450
Receipts			
Sale of goods and services	36,855	(9)	9
Interest received	8	94	...
Cash transfers to the Crown Entity	(5,613)
Other	8	31,361	33,052
Total Receipts	31,258	31,446	33,061
Net Cash Flows From Operating Activities	(169)	(57)	(389)
Net Increase/(Decrease) in Cash	(169)	(57)	(389)
Opening Cash and Cash Equivalents	1,706	2,177	2,120
Closing Cash and Cash Equivalents	1,537	2,120	1,731
Cash Flow Reconciliation			
Net result	11,473	11,599	12,323
Non cash items added back	(11,644)	(11,644)	(12,463)
Change in operating assets and liabilities	2	(12)	(249)
Net Cash Flows From Operating Activities	(169)	(57)	(389)

Advance to the Treasurer

Each year an amount is advanced to the Treasurer to manage expenditure contingencies and unforeseen events in the Budget year.

Once allocated, expenditure is shown within the appropriate agency. As the use of Treasurer's Advance represents a transfer of spending, there is no budget impact.

In 2015-16 an amount of \$170 million has been allocated. This comprises \$150 million for recurrent services and \$20 million for capital works and services.

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