

# NSW

BUDGET 2016-17



## BUDGET PAPER NO. 3 BUDGET ESTIMATES

# **Budget Estimates**

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**2016-17**



**Budget Paper No. 3**

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

# TABLE OF CONTENTS

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

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

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

# ABOUT THIS BUDGET PAPER

## Purpose and Scope

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

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

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

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

## Cluster and Appropriation Arrangements

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

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

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

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

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

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

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

## Cluster and Agency Disclosures

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

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

## Structure of Budget Paper No. 3

The presentation of information within each chapter is outlined below.

### Commentary for clusters and independent agencies

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

## Service group statements

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

## Financial Statements

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

## Changes to Reporting Entities

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

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



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

## Other Changes to General Government Reporting Entities

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

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

## Cash Management Reforms

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

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

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

## Notes

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

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

# 1. THE LEGISLATURE

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

## Introduction

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

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

The Parliament operates under the *Constitution Act 1902*.

## Services

The Legislature's key services are:

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

## 2016-17 Budget Highlights

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

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

## Service Group Statements

### Chamber and Committee Support

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

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

### Members' Support

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

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

## Community Access

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

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

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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



## Cash Flow Statement

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

## 2. EDUCATION CLUSTER

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

## Introduction

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

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

The Education cluster's responsibilities include:

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

## Services

The cluster's key services are:

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

## 2016-17 Budget Highlights

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

### School Education

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

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

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

Overall spending in 2016-17 includes:

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

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

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

Other key initiatives in 2016-17 include:

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

## **Early Childhood Education and Care**

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

Key initiatives in 2016-17 include:

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

## **Aboriginal Affairs**

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

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

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

Key initiatives in 2016-17 include:

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

# Department of Education

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## Service Group Statements

### Early Childhood Education Services

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

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

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## Primary Education Services in Government Schools

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

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

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

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

## Secondary Education Services in Government Schools

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

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

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

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



## Non-Government Schools

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

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

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

## Aboriginal Affairs

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

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

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

### Cluster Grant Funding

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

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

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## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

# Board of Studies, Teaching and Educational Standards

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## Service Group Statements

### Curriculum and Teaching Standards Development and Support

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

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

## Examinations, Assessments and Credentials

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

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



## Registration and Accreditation

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

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

### 3. FAMILY AND COMMUNITY SERVICES CLUSTER

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

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

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

## Introduction

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

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

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

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

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

## Services

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

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

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

## 2016-17 Budget Highlights

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

### Protecting Children and Young People

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

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

### Disability and Ageing Support

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

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

### Social Housing and Support for the Homeless

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

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

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

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

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

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

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



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## Building Stronger Communities

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

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

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

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

# Department of Family and Community Services

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## Service Group Statements

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

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

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

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

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

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

## Supported Accommodation for People with Disability

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

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

|  |  | 2015-16         |                  | 2016-17         |
|--|--|-----------------|------------------|-----------------|
|  |  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |

### Financial indicators:

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

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

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

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

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

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |

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

|                     |  |       |       |       |
|---------------------|--|-------|-------|-------|
| Capital Expenditure |  | 5,299 | 4,282 | 6,544 |
|---------------------|--|-------|-------|-------|

(a) The figure refers to clients and not service providers, noting that the figure will include people who have been counted multiple times.

(b) Prior to 1 July 2015, this service measure and financial indicators are reported under the Department of Education, and previously included grants relating to Veterans' Affairs.

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

## Statutory Child Protection

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

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

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

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

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

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

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

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

## Social Housing Assistance and Tenancy Support

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

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

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

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

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



**Homelessness Services**

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

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

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

**Financial Statements**

**Operating Statement**

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

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

## Balance Sheet

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

## Cash Flow Statement

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

# Multicultural NSW

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## Service Group Statements

### Community Support Services

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

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



## Language Services

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

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

# Aboriginal Housing Office

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## Financial Statements

### Operating Statement

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

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## Balance Sheet

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

## Cash Flow Statement

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

# Home Purchase Assistance Fund

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## Financial Statements

### Operating Statement

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

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## Balance Sheet

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

## Cash Flow Statement

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

## Introduction

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

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

## Services

The Office's key services are:

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

## 2016-17 Budget Highlights

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

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

## Service Group Statements

### Office of the Children's Guardian

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

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

## 4. FINANCE, SERVICES AND INNOVATION CLUSTER

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

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

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

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



## Introduction

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

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

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

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

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

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

## Services

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

### Customer Service

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

### Regulatory Services

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

## Assets and Property

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

## ICT, Digital Government and Innovation

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

## Revenue, Tax and Debt Administration

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

## Other Government Services

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

icare's key services include:

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

## 2016-17 Budget Highlights

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

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

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

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

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

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

## Service Group Statements

### ICT, Digital and Innovation

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

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

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |

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

|                     |       |       |        |
|---------------------|-------|-------|--------|
| Capital Expenditure | 2,398 | 7,135 | 10,055 |
|---------------------|-------|-------|--------|

(a) Employee numbers increased in 2014-15 due to the creation of the Service Innovation and Strategy Division. The increase in 2016-17 is due to the introduction of the new Data Analytics Centre and ICT Best Practice initiative.

## Government Services

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

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

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

## State Revenue

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

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

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |

### Financial indicators:

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

|                     |        |        |        |
|---------------------|--------|--------|--------|
| Capital Expenditure | 13,699 | 21,720 | 17,221 |
|---------------------|--------|--------|--------|

(a) Increases in 2015-16 Revised and 2016-17 Budget are due to new expenditure to support the Payroll Tax Rebate Scheme under the Jobs Action Plan.

## Fair Trading

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

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

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

## Better Regulation

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

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

|  |  | 2015-16         |                  | 2016-17         |
|--|--|-----------------|------------------|-----------------|
|  |  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |

### Financial indicators:

|                                       |     |         |         |
|---------------------------------------|-----|---------|---------|
| Total Expenses Excluding Losses       | ... | 119,607 | 171,467 |
| Total expenses include the following: |     |         |         |
| Employee related                      | ... | 52,063  | 97,713  |
| Other operating expenses              | ... | 66,721  | 72,690  |

|                     |     |       |       |
|---------------------|-----|-------|-------|
| Capital Expenditure | ... | 2,255 | 9,638 |
|---------------------|-----|-------|-------|

(a) This service measure was previously reported under the Fair Trading service group.

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

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

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



## Public Works

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

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

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

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

## Land and Property Information

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

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

## Personnel Services

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

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

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

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

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

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

# Service NSW

## Service Group Statements

### Service NSW

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

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

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

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

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

## Financial Statements

### Operating Statement

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



## Balance Sheet

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

## Cash Flow Statement

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

# Building Insurers' Guarantee Corporation

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## Financial Statements

### Operating Statement

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

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## Balance Sheet

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

## Cash Flow Statement

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

# Government Property NSW

## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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



## Financial Statements

### Operating Statement

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

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## Balance Sheet

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

## Cash Flow Statement

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

Financial Statements

Operating Statement

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

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

## Balance Sheet

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

## Cash Flow Statement

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

**Financial Statements**

**Operating Statement**

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

## Balance Sheet

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



## Cash Flow Statement

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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

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

## Cash Flow Statement

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

# Rental Bond Board

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## Financial Statements

### Operating Statement

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

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## Balance Sheet

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

## Cash Flow Statement

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

Financial Statements

Operating Statement

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

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



## Balance Sheet

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

## Cash Flow Statement

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

Financial Statements

Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

## Financial Statements

### Operating Statement

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

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

## Balance Sheet

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

## Cash Flow Statement

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



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

## Financial Statements

### Operating Statement

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

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

## Balance Sheet

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

## Cash Flow Statement

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

## 5. HEALTH CLUSTER

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

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

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

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

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

## Introduction

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

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

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

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

Responsibilities of the cluster include:

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

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

## Services

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

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

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

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

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

## 2016-17 Budget Highlights

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

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

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

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

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

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

## Building Health Infrastructure

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

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

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

### **Increasing our frontline staff**

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

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

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

Key initiatives include:

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

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

Key new initiatives include:

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

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

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

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

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## **Tackling childhood obesity**

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

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

## **Delivering health care in the community**

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

## **Addressing drug and alcohol treatment gaps**

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

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

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

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

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



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

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

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

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

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

## **Complaints Handling**

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

# Ministry of Health

## Service Group Statements

### Population Health Services

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

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

### Financial indicators:

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

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

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

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

## Primary and Community Based Services

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

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

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

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

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

## Aboriginal Health Services

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

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

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

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

## Outpatient Services

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

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

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

## Emergency Services

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

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

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

## Inpatient Hospital Services

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

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

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

## Mental Health Services

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

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

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



## Rehabilitation and Extended Care Services

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

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

## Teaching and Research

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

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

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

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

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

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

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

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

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

## Cluster Grant Funding

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

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

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

## Financial Statements

### Operating Statement

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

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

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

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

## Balance Sheet

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

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

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

## Cash Flow Statement

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

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

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

# Health Care Complaints Commission

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## Service Group Statements

### Complaints Handling

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

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



## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

# Mental Health Commission of New South Wales

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## Service Group Statements

### Mental Health Commission

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

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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

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

## Cash Flow Statement

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

## 6. INDUSTRY, SKILLS AND REGIONAL DEVELOPMENT CLUSTER

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

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



## Introduction

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

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

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

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

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

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

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

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

## Services

The cluster's key services include:

### Primary Industries

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

### Economic, Skills and Regional Development

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

## Resources and Energy

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

## Other Services Performed within the Cluster

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

## 2016-17 Budget Highlights

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

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

## Resources and Energy

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

## Primary Industries

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

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

## **Lands and Water**

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

## **Economic and Regional Development**

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

## **Skills Development**

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

Key initiatives include:

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

## **Skills Delivery**

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

## **Small Business**

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

## Service Group Statements

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

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

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

(a) Service group name changed from Industry Development.

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

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

## Resources and Energy

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

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

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

## Primary Industries

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

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

### Financial indicators:

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

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

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

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

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

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

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

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

## Personnel Services

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

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

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



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

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

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

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

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

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

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

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

## Cluster Grant Funding

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

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

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

# New South Wales Rural Assistance Authority

## Service Group Statements

### Financial Assistance to Farmers and Small Businesses

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

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

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

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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



## Cash Flow Statement

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

## Service Group Statements

### TAFE NSW

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

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

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

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

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

## Local Land Services

### Financial Statements

#### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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



Financial Statements

Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

**Financial Statements**

**Operating Statement**

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

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

## Balance Sheet

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

## Cash Flow Statement

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

Financial Statements

Operating Statement

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

## Balance Sheet

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



## Cash Flow Statement

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

## 7. JUSTICE CLUSTER

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

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

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

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

## Introduction

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

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

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

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

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

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

## Services

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

### Legal and Justice

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

## Law Enforcement and Emergency Services

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

## Liquor, Gaming and Racing

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

## Arts

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

## 2016-17 Budget Highlights

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

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

### Legal and Justice Services

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

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

## Corrective Services

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

## The Arts

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

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

## NSW Police Force

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

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

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

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

### **Emergency Management and Operations**

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

### **Natural Disaster Response Capacity**

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

## Service Group Statements

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

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

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

|  |  | 2015-16         |                  | 2016-17         |
|--|--|-----------------|------------------|-----------------|
|  |  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |

### Financial indicators:

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Corrective Services

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

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

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

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

## Juvenile Justice

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

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

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

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



## Business and Personnel Services

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

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

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

## Cluster Grant Funding

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

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

# Crown Solicitor's Office

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## Service Group Statements

### Crown Solicitor's Office

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

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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



## Cash Flow Statement

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

# Fire and Rescue NSW

## Service Group Statements

### Community Safety

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

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

## Emergency Management

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

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

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

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

## Operational Preparedness

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

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

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

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

# Independent Liquor and Gaming Authority

## Service Group Statements

### Casino Supervision and Liquor and Gaming Related Services

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

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

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

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

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

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

(e) The Independent Liquor and Gaming Authority Staff Agency was abolished under the *Administrative Arrangements (Administrative changes – Liquor and Gaming) Order 2015* effective from 30 October 2015, at which date staff were transferred to the Department of Justice which now provides personnel services to the Independent Liquor and Gaming Authority.



## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

# Information and Privacy Commission

## Service Group Statements

### Information and Privacy Commission

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

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

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

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

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

# Legal Aid Commission of New South Wales

## Service Group Statements

### Criminal Law Services

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

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

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
|  |                 |                  |                 |

### Financial indicators:

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

|                     |       |       |       |
|---------------------|-------|-------|-------|
| Capital Expenditure | 2,000 | 1,882 | 1,922 |
|---------------------|-------|-------|-------|

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



## Civil Law Services

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

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

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

## Family Law Services

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

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

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

## Community Partnerships

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

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

# New South Wales Crime Commission

## Service Group Statements

### Criminal Investigations and Confiscation of Assets

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

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

## Financial Statements

### Operating Statement

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



## Balance Sheet

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

## Cash Flow Statement

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

# NSW Police Force

## Service Group Statements

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

## Community Support

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

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

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

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

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

## Criminal Investigation

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

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

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

## Traffic and Commuter Services

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

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

## Judicial Support

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

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

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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



## Cash Flow Statement

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

## Service Group Statements

### Community Safety

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

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

## Emergency Bush Fire Response Operations

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

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

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

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

## Operational and Administrative Support

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

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

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

## Service Group Statements

### Community and Organisational Preparedness

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

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



## Emergency Management

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

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

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

(b) As at May 2016.

## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

Financial Statements

Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

# Australian Museum

## Financial Statements

### Operating Statement

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



## Balance Sheet

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

## Cash Flow Statement

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

# Museum of Applied Arts and Sciences

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## Financial Statements

### Operating Statement

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

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## Balance Sheet

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

## Cash Flow Statement

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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



Financial Statements

Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

## Introduction

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

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

## Services

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

## 2016-17 Budget Highlights

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

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

## Service Group Statements

### Education, Sentencing and Complaints

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

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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



## Introduction

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

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

## Services

The ODPP's key services involve:

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

## 2016-17 Budget Highlights

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

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

## Service Group Statements

### Prosecutions

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

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

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

## Victim and Witness Assistance

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

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

## Introduction

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

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

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

## Services

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

## 2016-17 Budget Highlights

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

## Service Group Statements

### Investigations, Research and Complaint Management

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

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



## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

## 8. PLANNING AND ENVIRONMENT CLUSTER

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

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

## Introduction

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

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

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

The cluster is responsible for:

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

The cluster ensures balanced growth by:

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

## Services

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

### Delivering Sustainable Growth

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

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

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

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

### **Strengthening Local Government**

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

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

## **2016-17 Budget Highlights**

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

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

### **Delivering Sustainable Growth**

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

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

## Protecting our Environment and Heritage

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

## Strengthening Local Government

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



## Cluster Capital Expenditure

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

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

# Department of Planning and Environment

## Service Group Statements

### Growth Design and Programs

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

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

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

## Policy and Strategy

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

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

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

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

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

## Planning Services

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

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

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |

### Financial indicators:

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

|                                    |        |     |     |
|------------------------------------|--------|-----|-----|
| Capital Expenditure <sup>(c)</sup> | 20,129 | 271 | 271 |
|------------------------------------|--------|-----|-----|

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

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

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

**Personnel Services**

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

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

**Financial indicators:**

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

## Cluster Grant Funding

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

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

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

## Financial Statements

### Operating Statement

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

## Balance Sheet

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



## Cash Flow Statement

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

# Environment Protection Authority

## Service Group Statements

### Environment Protection Authority

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

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

|  |  | 2015-16         |                  | 2016-17         |
|--|--|-----------------|------------------|-----------------|
|  |  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |

#### Financial indicators:

|                                       |  |         |         |         |
|---------------------------------------|--|---------|---------|---------|
| Total Expenses Excluding Losses       |  | 158,140 | 159,707 | 169,802 |
| Total expenses include the following: |  |         |         |         |
| Employee related                      |  | 66,965  | 67,949  | 70,209  |
| Other operating expenses              |  | 52,956  | 57,167  | 56,842  |
| Grants and subsidies                  |  | 36,963  | 33,054  | 41,557  |

|                     |  |       |       |       |
|---------------------|--|-------|-------|-------|
| Capital Expenditure |  | 4,250 | 3,987 | 5,081 |
|---------------------|--|-------|-------|-------|

(a) Tonnes disposed in 2016-17 are expected to decrease due to increased capacity in recovery infrastructure driven by investment from the Waste Less, Recycle More grants program.

## Financial Statements

### Operating Statement

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

## Balance Sheet

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

## Cash Flow Statement

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

# Environmental Trust

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## Service Group Statements

### Competitive Grants

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

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

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

## Major Programs

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

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

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

## Financial Statements

### Operating Statement

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



## Balance Sheet

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

## Cash Flow Statement

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

## Service Group Statements

### National Parks and Wildlife Services

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

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

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

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

## Regional Operations and Heritage

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

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

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |

### Financial indicators:

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

|                     |        |       |       |
|---------------------|--------|-------|-------|
| Capital Expenditure | 10,596 | 7,182 | 8,663 |
|---------------------|--------|-------|-------|

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

## Policy and Science

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

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

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

## Personnel Services

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

|  | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|--|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
| <b>Employees:</b>                        |       |                   |                   |                     |                    |                     |
| Centennial Park and Moore Park Trust     | FTE   | 67                | 67                | 68                  | 69                 | 70                  |
| Historic Houses Trust of New South Wales | FTE   | 166               | 170               | 168                 | 169                | 168                 |
| Jenolan Caves Reserve Trust              | FTE   | 74                | 74                | 74                  | 74                 | 74                  |
| Parramatta Park Trust                    | FTE   | 11                | 11                | 11                  | 11                 | 11                  |
| Royal Botanic Gardens and Domain Trust   | FTE   | 256               | 242               | 226                 | 226                | 236                 |
| Western Sydney Parklands Trust           | FTE   | 15                | 15                | 15                  | 15                 | 15                  |
| Taronga Conservation Society Australia   | FTE   | 528               | 534               | 538                 | 529                | 535                 |
|  |       |                   |                   | 2015-16             |                    | 2016-17             |
|  |       |                   |                   | Budget<br>\$000     | Revised<br>\$000   | Budget<br>\$000     |
| <b>Financial indicators:</b>             |       |                   |                   |                     |                    |                     |
| Total Expenses Excluding Losses          |       |                   |                   | 110,718             | 111,302            | 113,854             |
| Total expenses include the following:    |       |                   |                   |                     |                    |                     |
| Employee related                         |       |                   |                   | 110,718             | 111,302            | 113,854             |

## Financial Statements

### Operating Statement

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

## Balance Sheet

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



## Cash Flow Statement

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

## Service Group Statements

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

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

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

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

(b) 2016-17 grant expenditure is subject to proclamation of new councils by the Governor of New South Wales.

## Personnel Services

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

|                                       | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|---------------------------------------|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
| <b>Employees:</b>                     |       |                   |                   |                     |                    |                     |
| Lord Howe Island Board                | FTE   | 39                | 40                | 40                  | 40                 | 40                  |
|                                       |       |                   |                   | —————2015-16—————   |                    |                     |
|                                       |       |                   |                   | Budget              | Revised            | 2016-17             |
|                                       |       |                   |                   | \$000               | \$000              | Budget              |
|                                       |       |                   |                   |                     |                    | \$000               |
| <b>Financial indicators:</b>          |       |                   |                   |                     |                    |                     |
| Total Expenses Excluding Losses       |       |                   |                   | 3,295               | 3,295              | 3,295               |
| Total expenses include the following: |       |                   |                   |                     |                    |                     |
| Employee related                      |       |                   |                   | 3,295               | 3,295              | 3,295               |

## Pensioner Rebate Scheme

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

|  | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast        |
|--|-------|-------------------|-------------------|---------------------|--------------------|----------------------------|
| <b>Service measures:</b>                   |       |                   |                   |                     |                    |                            |
| Pensioner Rebates processed <sup>(a)</sup> | no.   | 475,431           | 477,847           | 480,000             | 480,000            | 480,000                    |
|  |       |                   |                   | —————2015-16—————   |                    |                            |
|  |       |                   |                   | Budget<br>\$000     | Revised<br>\$000   | 2016-17<br>Budget<br>\$000 |
| <b>Financial indicators:</b>               |       |                   |                   |                     |                    |                            |
| Total Expenses Excluding Losses            |       |                   |                   | 78,500              | 78,500             | 78,500                     |
| Total expenses include the following:      |       |                   |                   |                     |                    |                            |
| Grants and subsidies                       |       |                   |                   | 78,500              | 78,500             | 78,500                     |

(a) The service measure has been amended to better reflect the intended purpose of the Pensioner Rebate Scheme by providing the number of pensioner rebates provided, instead of the number of payments to councils

## Responsible Pet Ownership Program

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

|                                       | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|---------------------------------------|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
| <b>Service measures:</b>              |       |                   |                   |                     |                    |                     |
| Cat and dog registrations             | no.   | 106,535           | 111,500           | 111,500             | 111,500            | 111,500             |
| <b>Employees:</b>                     | FTE   | 5                 | 5                 | 5                   | 7                  | 7                   |
|                                       |       |                   |                   | -----2015-16-----   |                    | 2016-17             |
|                                       |       |                   |                   | Budget              | Revised            | Budget              |
|                                       |       |                   |                   | \$000               | \$000              | \$000               |
| <b>Financial indicators:</b>          |       |                   |                   |                     |                    |                     |
| Total Expenses Excluding Losses       |       |                   |                   | 7,731               | 8,652              | 8,318               |
| Total expenses include the following: |       |                   |                   |                     |                    |                     |
| Employee related                      |       |                   |                   | 604                 | 815                | 835                 |
| Other operating expenses              |       |                   |                   | 6,818               | 7,537              | 7,183               |
| Grants and subsidies                  |       |                   |                   | 300                 | 300                | 300                 |
| Capital Expenditure                   |       |                   |                   | ...                 | 1,000              | 500                 |

## Financial Statements

### Operating Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>                                      |                 |                  |                 |
| Operating Expenses -  |                 |                  |                 |
| Employee related  | 13,044          | 15,489           | 16,785          |
| Other operating expenses  | 12,462          | 20,778           | 13,316          |
| Depreciation and amortisation   | 132             | 132              | 176             |
| Grants and subsidies  | 103,211         | 461,430          | 338,795         |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>128,849</b>  | <b>497,829</b>   | <b>369,072</b>  |
| <b>Revenue</b>  |                 |                  |                 |
| Sales of goods and services   | 3,330           | 3,406            | 3,331           |
| Retained taxes, fees and fines  | 6,609           | 6,609            | 6,735           |
| Grants and contributions  | 119,502         | 486,332          | 362,340         |
| Acceptance by Crown Entity of employee benefits and other liabilities | 304             | 704              | 289             |
| <b>Total Revenue</b>  | <b>129,745</b>  | <b>497,051</b>   | <b>372,695</b>  |
| <b>Net Result</b>   | <b>896</b>      | <b>(778)</b>     | <b>3,623</b>    |

## Balance Sheet

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>  |                 |                  |                 |
| <b>Current Assets</b>                                  |                 |                  |                 |
| Cash assets  | 6,719           | 6,191            | 9,345           |
| Receivables  | 2,958           | 3,706            | 3,706           |
| <b>Total Current Assets</b>                            | <b>9,677</b>    | <b>9,897</b>     | <b>13,051</b>   |
| <b>Non Current Assets</b>                              |                 |                  |                 |
| Property, plant and equipment -<br>Plant and equipment | 320             | 326              | 312             |
| Intangibles  | 115             | 1,077            | 1,560           |
| <b>Total Non Current Assets</b>                        | <b>435</b>      | <b>1,403</b>     | <b>1,872</b>    |
| <b>Total Assets</b>                                    | <b>10,112</b>   | <b>11,300</b>    | <b>14,923</b>   |
| <b>Liabilities</b>                                     |                 |                  |                 |
| <b>Current Liabilities</b>                             |                 |                  |                 |
| Payables   | 1,672           | 921              | 921             |
| Provisions   | 1,030           | 2,013            | 2,013           |
| <b>Total Current Liabilities</b>                       | <b>2,702</b>    | <b>2,934</b>     | <b>2,934</b>    |
| <b>Non Current Liabilities</b>                         |                 |                  |                 |
| Provisions   | 363             | 330              | 330             |
| <b>Total Non Current Liabilities</b>                   | <b>363</b>      | <b>330</b>       | <b>330</b>      |
| <b>Total Liabilities</b>                               | <b>3,065</b>    | <b>3,264</b>     | <b>3,264</b>    |
| <b>Net Assets</b>                                      | <b>7,047</b>    | <b>8,036</b>     | <b>11,659</b>   |
| <b>Equity</b>  |                 |                  |                 |
| Accumulated funds                                      | 7,047           | 8,036            | 11,659          |
| <b>Total Equity</b>                                    | <b>7,047</b>    | <b>8,036</b>     | <b>11,659</b>   |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Employee related                                | 12,740          | 14,788           | 16,496          |
| Grants and subsidies                            | 103,211         | 461,430          | 338,795         |
| Other   | 12,546          | 31,238           | 13,401          |
| <b>Total Payments</b>                           | <b>128,497</b>  | <b>507,456</b>   | <b>368,692</b>  |
| <b>Receipts</b>                                 |                 |                  |                 |
| Sale of goods and services                      | 3,330           | 3,388            | 3,331           |
| Grants and contributions                        | 119,502         | 486,332          | 362,340         |
| Other   | 6,747           | 6,747            | 6,820           |
| <b>Total Receipts</b>                           | <b>129,579</b>  | <b>496,467</b>   | <b>372,491</b>  |
| <b>Net Cash Flows From Operating Activities</b> | <b>1,082</b>    | <b>(10,989)</b>  | <b>3,799</b>    |
| <b>Cash Flows From Investing Activities</b>     |                 |                  |                 |
| Purchases of property, plant and equipment      | (105)           | (105)            | (105)           |
| Other   | (40)            | (1,040)          | (540)           |
| <b>Net Cash Flows From Investing Activities</b> | <b>(145)</b>    | <b>(1,145)</b>   | <b>(645)</b>    |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>937</b>      | <b>(12,134)</b>  | <b>3,154</b>    |
| Opening Cash and Cash Equivalents               | 5,782           | 18,325           | 6,191           |
| <b>Closing Cash and Cash Equivalents</b>        | <b>6,719</b>    | <b>6,191</b>     | <b>9,345</b>    |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | 896             | (778)            | 3,623           |
| Non cash items added back                       | 132             | 132              | 176             |
| Change in operating assets and liabilities      | 54              | (10,343)         | ...             |
| <b>Net Cash Flows From Operating Activities</b> | <b>1,082</b>    | <b>(10,989)</b>  | <b>3,799</b>    |



# Royal Botanic Gardens and Domain Trust

## Service Group Statements

### Science and Public Programs

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

|  | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|--|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
| <b>Service measures:</b>   |       |                   |                   |                     |                    |                     |
| Research projects funded by external grants  | no.   | 24                | 26                | 24                  | 24                 | 23                  |
| Total participants in:   |       |                   |                   |                     |                    |                     |
| School and public education programs   | no.   | 44,351            | 46,338            | 53,500              | 53,500             | 64,200              |
| Proportion of education program participants in Aboriginal programs  | %     | 9                 | 13                | 12                  | 12                 | 12                  |
| Trust articles in peer-reviewed scientific publications, articles and presentations for scientific and general audiences | no.   | 109               | 137               | 110                 | 112                | 110                 |
|  |       |                   |                   | —————2015-16—————   |                    |                     |
|  |       |                   |                   | Budget              | Revised            | 2016-17             |
|  |       |                   |                   | \$000               | \$000              | Budget              |
|  |       |                   |                   |                     |                    | \$000               |
| <b>Financial indicators:</b>   |       |                   |                   |                     |                    |                     |
| Total Expenses Excluding Losses  |       |                   |                   | 9,629               | 11,124             | 10,920              |
| Total expenses include the following:  |       |                   |                   |                     |                    |                     |
| Other operating expenses   |       |                   |                   | 7,809               | 9,490              | 9,495               |
| Capital Expenditure  |       |                   |                   | 3,839               | 3,030              | 275                 |

## Botanic Gardens and Parks

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

|  | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast        |
|--|-------|-------------------|-------------------|---------------------|--------------------|----------------------------|
| <b>Service measures:</b>   |       |                   |                   |                     |                    |                            |
| Visits to Botanic Gardens  | mill  | 4.6               | 4.4               | 4.5                 | 4.9                | 5.1                        |
| Visitors to Trust estates<br>satisfied with facilities,<br>services and programs <sup>(a)</sup>                | %     | 93                | 93                | 95                  | 95                 | 95                         |
| Total water use for irrigation<br>from non-potable sources at<br>the Australian Botanic<br>Garden, Mount Annan | %     | 68                | 54                | 49                  | 50                 | 50                         |
| Reduction in use of potable<br>water at the Royal Botanic<br>Garden, Sydney since 2001-02                      | %     | 73                | 31                | 50                  | 50                 | 50                         |
|  |       |                   |                   | 2015-16             |                    |                            |
|  |       |                   |                   | Budget<br>\$000     | Revised<br>\$000   | 2016-17<br>Budget<br>\$000 |
| <b>Financial indicators:</b>   |       |                   |                   |                     |                    |                            |
| Total Expenses Excluding Losses  |       |                   |                   | 37,874              | 42,673             | 41,987                     |
| Total expenses include the following:  |       |                   |                   |                     |                    |                            |
| Other operating expenses   |       |                   |                   | 31,364              | 36,872             | 36,826                     |
| Grants and subsidies   |       |                   |                   | ...                 | 9                  | ...                        |
| Capital Expenditure  |       |                   |                   | 19,079              | 17,977             | 4,451                      |

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

## Financial Statements

### Operating Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>              |                 |                  |                 |
| Operating Expenses -                          |                 |                  |                 |
| Other operating expenses                      | 39,173          | 46,362           | 46,321          |
| Depreciation and amortisation                 | 8,330           | 7,426            | 6,586           |
| Grants and subsidies                          | ...             | 9                | ...             |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>        | <b>47,503</b>   | <b>53,797</b>    | <b>52,907</b>   |
| <b>Revenue</b>                                |                 |                  |                 |
| Sales of goods and services                   | 12,900          | 15,162           | 16,953          |
| Investment revenue                            | 140             | 186              | 124             |
| Retained taxes, fees and fines                | 1,286           | 1,320            | 1,450           |
| Grants and contributions                      | 44,935          | 48,539           | 30,541          |
| Other revenue                                 | 531             | 4,960            | 2,168           |
| <b>Total Revenue</b>                          | <b>59,792</b>   | <b>70,167</b>    | <b>51,236</b>   |
| Gain/(loss) on disposal of non current assets | ...             | 136              | ...             |
| <b>Net Result</b>                             | <b>12,289</b>   | <b>16,506</b>    | <b>(1,671)</b>  |

## Balance Sheet

|                                      | 2015-16         |                  | 2016-17         |
|--------------------------------------|-----------------|------------------|-----------------|
|                                      | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>                        |                 |                  |                 |
| <b>Current Assets</b>                |                 |                  |                 |
| Cash assets                          | 5,782           | 933              | 1,028           |
| Receivables                          | 1,580           | 1,679            | 1,312           |
| Other financial assets               | ...             | 4,963            | 4,963           |
| Inventories                          | 142             | 15               | 15              |
| <b>Total Current Assets</b>          | <b>7,504</b>    | <b>7,590</b>     | <b>7,318</b>    |
| <b>Non Current Assets</b>            |                 |                  |                 |
| Property, plant and equipment -      |                 |                  |                 |
| Land and building                    | 334,634         | 360,295          | 364,937         |
| Plant and equipment                  | 50,514          | 55,347           | 54,400          |
| Infrastructure systems               | 68,025          | 77,818           | 79,893          |
| Intangibles                          | 524             | 280              | 745             |
| Other                                | ...             | 5,390            | 6,367           |
| <b>Total Non Current Assets</b>      | <b>453,697</b>  | <b>499,130</b>   | <b>506,342</b>  |
| <b>Total Assets</b>                  | <b>461,201</b>  | <b>506,720</b>   | <b>513,660</b>  |
| <b>Liabilities</b>                   |                 |                  |                 |
| <b>Current Liabilities</b>           |                 |                  |                 |
| Payables                             | 3,951           | 2,092            | 2,447           |
| Provisions                           | 3,020           | 2,432            | 2,593           |
| Other                                | 750             | 702              | 702             |
| <b>Total Current Liabilities</b>     | <b>7,721</b>    | <b>5,226</b>     | <b>5,742</b>    |
| <b>Non Current Liabilities</b>       |                 |                  |                 |
| Other                                | 48              | 68               | 68              |
| <b>Total Non Current Liabilities</b> | <b>48</b>       | <b>68</b>        | <b>68</b>       |
| <b>Total Liabilities</b>             | <b>7,769</b>    | <b>5,294</b>     | <b>5,810</b>    |
| <b>Net Assets</b>                    | <b>453,432</b>  | <b>501,426</b>   | <b>507,850</b>  |
| <b>Equity</b>                        |                 |                  |                 |
| Reserves                             | 267,520         | 307,190          | 315,285         |
| Accumulated funds                    | 185,912         | 194,236          | 192,565         |
| <b>Total Equity</b>                  | <b>453,432</b>  | <b>501,426</b>   | <b>507,850</b>  |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>         |                 |                  |                 |
| <b>Payments</b>                                     |                 |                  |                 |
| Grants and subsidies                                | ...             | 9                | ...             |
| Other   | 39,216          | 51,063           | 48,730          |
| <b>Total Payments</b>                               | <b>39,216</b>   | <b>51,072</b>    | <b>48,730</b>   |
| <b>Receipts</b>                                     |                 |                  |                 |
| Sale of goods and services                          | 12,950          | 15,447           | 16,953          |
| Interest received                                   | 140             | 186              | 124             |
| Grants and contributions                            | 39,092          | 42,171           | 26,854          |
| Other   | 6,453           | 12,230           | 9,620           |
| <b>Total Receipts</b>                               | <b>58,635</b>   | <b>70,034</b>    | <b>53,551</b>   |
| <b>Net Cash Flows From Operating Activities</b>     | <b>19,419</b>   | <b>18,962</b>    | <b>4,821</b>    |
| <b>Cash Flows From Investing Activities</b>         |                 |                  |                 |
| Proceeds from sale of property, plant and equipment | ...             | 150              | ...             |
| Proceeds from sale of investments                   | 3,416           | ...              | ...             |
| Purchases of property, plant and equipment          | (22,334)        | (20,627)         | (4,151)         |
| Purchases of investments                            | (3,416)         | (3,403)          | ...             |
| Other   | (584)           | (280)            | (575)           |
| <b>Net Cash Flows From Investing Activities</b>     | <b>(22,918)</b> | <b>(24,160)</b>  | <b>(4,726)</b>  |
| <b>Net Increase/(Decrease) in Cash</b>              | <b>(3,499)</b>  | <b>(5,198)</b>   | <b>95</b>       |
| Opening Cash and Cash Equivalents                   | 9,281           | 6,131            | 933             |
| <b>Closing Cash and Cash Equivalents</b>            | <b>5,782</b>    | <b>933</b>       | <b>1,028</b>    |
| <b>Cash Flow Reconciliation</b>                     |                 |                  |                 |
| Net result  | 12,289          | 16,506           | (1,671)         |
| Non cash items added back                           | 8,330           | 5,383            | 6,586           |
| Change in operating assets and liabilities          | (1,200)         | (2,927)          | (94)            |
| <b>Net Cash Flows From Operating Activities</b>     | <b>19,419</b>   | <b>18,962</b>    | <b>4,821</b>    |

# Centennial Park and Moore Park Trust

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## Financial Statements

### Operating Statement

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|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>              |                 |                  |                 |
| Operating Expenses -                          |                 |                  |                 |
| Other operating expenses                      | 20,656          | 22,867           | 22,872          |
| Depreciation and amortisation                 | 5,892           | 5,671            | 6,015           |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>        | <b>26,548</b>   | <b>28,538</b>    | <b>28,887</b>   |
| <b>Revenue</b>                                |                 |                  |                 |
| Sales of goods and services                   | 20,474          | 21,428           | 22,682          |
| Investment revenue                            | 385             | 575              | 423             |
| Retained taxes, fees and fines                | 566             | 450              | 530             |
| Grants and contributions                      | 10,760          | 5,988            | 14,709          |
| Other revenue                                 | 1,211           | 1,089            | 1,800           |
| <b>Total Revenue</b>                          | <b>33,396</b>   | <b>29,530</b>    | <b>40,144</b>   |
| Gain/(loss) on disposal of non current assets | ...             | (153)            | ...             |
| <b>Net Result</b>                             | <b>6,848</b>    | <b>839</b>       | <b>11,257</b>   |

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## Balance Sheet

|                                      | 2015-16         |                  | 2016-17          |
|--------------------------------------|-----------------|------------------|------------------|
|                                      | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000  |
| <b>Assets</b>                        |                 |                  |                  |
| <b>Current Assets</b>                |                 |                  |                  |
| Cash assets                          | 1,514           | 1,523            | 1,527            |
| Receivables                          | 2,341           | 2,360            | 2,649            |
| Other financial assets               | 17,324          | 15,090           | 12,671           |
| Inventories                          | 198             | 195              | 195              |
| <b>Total Current Assets</b>          | <b>21,377</b>   | <b>19,168</b>    | <b>17,042</b>    |
| <b>Non Current Assets</b>            |                 |                  |                  |
| Property, plant and equipment -      |                 |                  |                  |
| Land and building                    | 577,330         | 616,347          | 627,132          |
| Plant and equipment                  | 2,845           | 2,517            | 2,360            |
| Infrastructure systems               | 375,715         | 386,616          | 406,438          |
| Intangibles                          | 169             | 334              | 190              |
| Other                                | 58              | 31               | 31               |
| <b>Total Non Current Assets</b>      | <b>956,117</b>  | <b>1,005,845</b> | <b>1,036,151</b> |
| <b>Total Assets</b>                  | <b>977,494</b>  | <b>1,025,013</b> | <b>1,053,193</b> |
| <b>Liabilities</b>                   |                 |                  |                  |
| <b>Current Liabilities</b>           |                 |                  |                  |
| Payables                             | 2,467           | 3,440            | 3,528            |
| Provisions                           | 735             | 755              | 774              |
| Other                                | 2,629           | 2,374            | 1,684            |
| <b>Total Current Liabilities</b>     | <b>5,831</b>    | <b>6,569</b>     | <b>5,986</b>     |
| <b>Non Current Liabilities</b>       |                 |                  |                  |
| Other                                | 1,705           | 1,243            | 653              |
| <b>Total Non Current Liabilities</b> | <b>1,705</b>    | <b>1,243</b>     | <b>653</b>       |
| <b>Total Liabilities</b>             | <b>7,536</b>    | <b>7,812</b>     | <b>6,639</b>     |
| <b>Net Assets</b>                    | <b>969,958</b>  | <b>1,017,201</b> | <b>1,046,554</b> |
| <b>Equity</b>                        |                 |                  |                  |
| Reserves                             | 342,526         | 387,138          | 405,234          |
| Accumulated funds                    | 627,432         | 630,063          | 641,320          |
| <b>Total Equity</b>                  | <b>969,958</b>  | <b>1,017,201</b> | <b>1,046,554</b> |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>         |                 |                  |                 |
| <b>Payments</b>                                     |                 |                  |                 |
| Other   | 24,737          | 27,911           | 26,894          |
| <b>Total Payments</b>                               | <b>24,737</b>   | <b>27,911</b>    | <b>26,894</b>   |
| <b>Receipts</b>                                     |                 |                  |                 |
| Sale of goods and services                          | 20,504          | 21,495           | 22,449          |
| Interest received                                   | 385             | 575              | 423             |
| Grants and contributions                            | 9,587           | 5,464            | 14,332          |
| Other   | 6,317           | 3,795            | 4,537           |
| <b>Total Receipts</b>                               | <b>36,793</b>   | <b>31,329</b>    | <b>41,741</b>   |
| <b>Net Cash Flows From Operating Activities</b>     | <b>12,056</b>   | <b>3,418</b>     | <b>14,847</b>   |
| <b>Cash Flows From Investing Activities</b>         |                 |                  |                 |
| Proceeds from sale of property, plant and equipment | 7,000           | 26               | ...             |
| Proceeds from sale of investments                   | 11,085          | 5,607            | 13,677          |
| Purchases of property, plant and equipment          | (12,817)        | (10,876)         | (17,262)        |
| Purchases of investments                            | (17,324)        | (1,904)          | (11,258)        |
| Other   | ...             | (100)            | ...             |
| <b>Net Cash Flows From Investing Activities</b>     | <b>(12,056)</b> | <b>(7,247)</b>   | <b>(14,843)</b> |
| <b>Net Increase/(Decrease) in Cash</b>              | <b>...</b>      | <b>(3,829)</b>   | <b>4</b>        |
| Opening Cash and Cash Equivalents                   | 1,514           | 5,352            | 1,523           |
| <b>Closing Cash and Cash Equivalents</b>            | <b>1,514</b>    | <b>1,523</b>     | <b>1,527</b>    |
| <b>Cash Flow Reconciliation</b>                     |                 |                  |                 |
| Net result  | 6,848           | 839              | 11,257          |
| Non cash items added back                           | 5,892           | 5,316            | 5,052           |
| Change in operating assets and liabilities          | (684)           | (2,737)          | (1,462)         |
| <b>Net Cash Flows From Operating Activities</b>     | <b>12,056</b>   | <b>3,418</b>     | <b>14,847</b>   |



# Historic Houses Trust of New South Wales

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## Financial Statements

### Operating Statement

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|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>              |                 |                  |                 |
| Operating Expenses -                          |                 |                  |                 |
| Other operating expenses                      | 26,058          | 28,452           | 27,752          |
| Depreciation and amortisation                 | 842             | 880              | 853             |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>        | <b>26,900</b>   | <b>29,332</b>    | <b>28,605</b>   |
| <b>Revenue</b>                                |                 |                  |                 |
| Sales of goods and services                   | 5,030           | 5,232            | 6,102           |
| Investment revenue                            | 335             | 335              | 149             |
| Grants and contributions                      | 23,718          | 26,276           | 28,351          |
| Other revenue                                 | 14              | 204              | 16              |
| <b>Total Revenue</b>                          | <b>29,097</b>   | <b>32,047</b>    | <b>34,618</b>   |
| Gain/(loss) on disposal of non current assets | ...             | 7                | ...             |
| Other gains/(losses)                          | ...             | (105)            | ...             |
| <b>Net Result</b>                             | <b>2,197</b>    | <b>2,617</b>     | <b>6,013</b>    |

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## Balance Sheet

|                                      | 2015-16         |                  | 2016-17         |
|--------------------------------------|-----------------|------------------|-----------------|
|                                      | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>                        |                 |                  |                 |
| <b>Current Assets</b>                |                 |                  |                 |
| Cash assets                          | 10,135          | 11,608           | 9,970           |
| Receivables                          | 636             | 727              | 755             |
| Inventories                          | 178             | 184              | 184             |
| <b>Total Current Assets</b>          | <b>10,949</b>   | <b>12,519</b>    | <b>10,909</b>   |
| <b>Non Current Assets</b>            |                 |                  |                 |
| Receivables                          | 646             | 647              | 614             |
| Property, plant and equipment -      |                 |                  |                 |
| Land and building                    | 220,407         | 229,758          | 236,059         |
| Plant and equipment                  | 30,258          | 31,671           | 31,671          |
| Infrastructure systems               | 200             | 8                | 8               |
| Intangibles                          | 195             | 969              | 2,576           |
| <b>Total Non Current Assets</b>      | <b>251,706</b>  | <b>263,053</b>   | <b>270,928</b>  |
| <b>Total Assets</b>                  | <b>262,655</b>  | <b>275,572</b>   | <b>281,837</b>  |
| <b>Liabilities</b>                   |                 |                  |                 |
| <b>Current Liabilities</b>           |                 |                  |                 |
| Payables                             | 1,788           | 2,600            | 2,895           |
| Provisions                           | 1,390           | 1,836            | 1,793           |
| <b>Total Current Liabilities</b>     | <b>3,178</b>    | <b>4,436</b>     | <b>4,688</b>    |
| <b>Non Current Liabilities</b>       |                 |                  |                 |
| Provisions                           | 791             | 687              | 687             |
| Other                                | 15              | 47               | 47              |
| <b>Total Non Current Liabilities</b> | <b>806</b>      | <b>734</b>       | <b>734</b>      |
| <b>Total Liabilities</b>             | <b>3,984</b>    | <b>5,170</b>     | <b>5,422</b>    |
| <b>Net Assets</b>                    | <b>258,671</b>  | <b>270,402</b>   | <b>276,415</b>  |
| <b>Equity</b>                        |                 |                  |                 |
| Reserves                             | 140,108         | 150,754          | 150,754         |
| Accumulated funds                    | 118,563         | 119,648          | 125,661         |
| <b>Total Equity</b>                  | <b>258,671</b>  | <b>270,402</b>   | <b>276,415</b>  |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>         |                 |                  |                 |
| <b>Payments</b>                                     |                 |                  |                 |
| Other   | 27,784          | 29,748           | 29,370          |
| <b>Total Payments</b>                               | <b>27,784</b>   | <b>29,748</b>    | <b>29,370</b>   |
| <b>Receipts</b>                                     |                 |                  |                 |
| Sale of goods and services                          | 5,146           | 5,435            | 6,268           |
| Interest received                                   | 338             | 338              | 154             |
| Grants and contributions                            | 22,656          | 24,686           | 26,158          |
| Other   | 2,642           | 2,820            | 3,616           |
| <b>Total Receipts</b>                               | <b>30,782</b>   | <b>33,279</b>    | <b>36,196</b>   |
| <b>Net Cash Flows From Operating Activities</b>     | <b>2,998</b>    | <b>3,531</b>     | <b>6,826</b>    |
| <b>Cash Flows From Investing Activities</b>         |                 |                  |                 |
| Proceeds from sale of property, plant and equipment | ...             | 7                | ...             |
| Purchases of property, plant and equipment          | (4,894)         | (4,692)          | (6,550)         |
| Other   | ...             | (512)            | (1,914)         |
| <b>Net Cash Flows From Investing Activities</b>     | <b>(4,894)</b>  | <b>(5,197)</b>   | <b>(8,464)</b>  |
| <b>Net Increase/(Decrease) in Cash</b>              | <b>(1,896)</b>  | <b>(1,666)</b>   | <b>(1,638)</b>  |
| Opening Cash and Cash Equivalents                   | 12,031          | 13,274           | 11,608          |
| <b>Closing Cash and Cash Equivalents</b>            | <b>10,135</b>   | <b>11,608</b>    | <b>9,970</b>    |
| <b>Cash Flow Reconciliation</b>                     |                 |                  |                 |
| Net result  | 2,197           | 2,617            | 6,013           |
| Non cash items added back                           | 842             | 950              | 828             |
| Change in operating assets and liabilities          | (41)            | (36)             | (15)            |
| <b>Net Cash Flows From Operating Activities</b>     | <b>2,998</b>    | <b>3,531</b>     | <b>6,826</b>    |

# Hunter Development Corporation

## Financial Statements

### Operating Statement

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>       |                 |                  |                 |
| Operating Expenses -                   |                 |                  |                 |
| Employee related                       | 131             | 331              | 131             |
| Other operating expenses               | 79,211          | 20,919           | 85,295          |
| Depreciation and amortisation          | 19              | 20               | ...             |
| Grants and subsidies                   | 29,830          | 37,020           | 38,946          |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b> | <b>109,191</b>  | <b>58,290</b>    | <b>124,372</b>  |
| <b>Revenue</b>                         |                 |                  |                 |
| Sales of goods and services            | 9,500           | 6,740            | 16,150          |
| Investment revenue                     | 137             | 254              | 112             |
| Grants and contributions               | 26,733          | 37,458           | 32,671          |
| Other revenue                          | 67,629          | 14,518           | 67,269          |
| <b>Total Revenue</b>                   | <b>103,999</b>  | <b>58,970</b>    | <b>116,202</b>  |
| Other gains/(losses)                   | ...             | 434              | ...             |
| <b>Net Result</b>                      | <b>(5,192)</b>  | <b>1,114</b>     | <b>(8,170)</b>  |

## Balance Sheet

|                                      | 2015-16         |                  | 2016-17         |
|--------------------------------------|-----------------|------------------|-----------------|
|                                      | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>                        |                 |                  |                 |
| <b>Current Assets</b>                |                 |                  |                 |
| Cash assets                          | 443             | 7,373            | 7,064           |
| Receivables                          | 3,150           | 138              | 41              |
| Inventories                          | 13,551          | 6,120            | 7,591           |
| <b>Total Current Assets</b>          | <b>17,144</b>   | <b>13,631</b>    | <b>14,696</b>   |
| <b>Non Current Assets</b>            |                 |                  |                 |
| Inventories                          | 21,425          | 30,599           | 21,743          |
| <b>Total Non Current Assets</b>      | <b>21,425</b>   | <b>30,599</b>    | <b>21,743</b>   |
| <b>Total Assets</b>                  | <b>38,569</b>   | <b>44,230</b>    | <b>36,439</b>   |
| <b>Liabilities</b>                   |                 |                  |                 |
| <b>Current Liabilities</b>           |                 |                  |                 |
| Payables                             | 234             | 90               | 469             |
| Provisions                           | 216             | 264              | 264             |
| Other                                | 1,004           | 10               | 10              |
| <b>Total Current Liabilities</b>     | <b>1,454</b>    | <b>364</b>       | <b>743</b>      |
| <b>Non Current Liabilities</b>       |                 |                  |                 |
| Provisions                           | 29              | 30               | 30              |
| Other                                | 35              | 35               | 35              |
| <b>Total Non Current Liabilities</b> | <b>64</b>       | <b>65</b>        | <b>65</b>       |
| <b>Total Liabilities</b>             | <b>1,518</b>    | <b>429</b>       | <b>808</b>      |
| <b>Net Assets</b>                    | <b>37,051</b>   | <b>43,801</b>    | <b>35,631</b>   |
| <b>Equity</b>                        |                 |                  |                 |
| Accumulated funds                    | 37,051          | 43,801           | 35,631          |
| <b>Total Equity</b>                  | <b>37,051</b>   | <b>43,801</b>    | <b>35,631</b>   |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Employee related                                | 131             | 331              | 131             |
| Grants and subsidies                            | 29,830          | 37,020           | 38,946          |
| Other   | 76,204          | 21,114           | 77,445          |
| <b>Total Payments</b>                           | <b>106,165</b>  | <b>58,465</b>    | <b>116,522</b>  |
| <b>Receipts</b>                                 |                 |                  |                 |
| Sale of goods and services                      | 9,218           | 7,766            | 16,180          |
| Interest received                               | 137             | 254              | 112             |
| Grants and contributions                        | 94,278          | 51,597           | 99,854          |
| Other   | (2,800)         | 228              | 67              |
| <b>Total Receipts</b>                           | <b>100,833</b>  | <b>59,845</b>    | <b>116,213</b>  |
| <b>Net Cash Flows From Operating Activities</b> | <b>(5,332)</b>  | <b>1,380</b>     | <b>(309)</b>    |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>(5,332)</b>  | <b>1,380</b>     | <b>(309)</b>    |
| Opening Cash and Cash Equivalents               | 5,775           | 5,993            | 7,373           |
| <b>Closing Cash and Cash Equivalents</b>        | <b>443</b>      | <b>7,373</b>     | <b>7,064</b>    |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | (5,192)         | 1,114            | (8,170)         |
| Non cash items added back                       | 19              | (414)            | ...             |
| Change in operating assets and liabilities      | (159)           | 680              | 7,861           |
| <b>Net Cash Flows From Operating Activities</b> | <b>(5,332)</b>  | <b>1,380</b>     | <b>(309)</b>    |

# Minister Administering the Environmental Planning and Assessment Act

## Financial Statements

### Operating Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>              |                 |                  |                 |
| Operating Expenses -                          |                 |                  |                 |
| Employee related                              | 48              | 48               | 48              |
| Other operating expenses                      | 11,331          | 10,293           | 17,294          |
| Depreciation and amortisation                 | ...             | 321              | 248             |
| Grants and subsidies                          | 77,587          | 77,017           | 70,930          |
| Finance costs                                 | 13,484          | 13,484           | 13,855          |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>        | <b>102,450</b>  | <b>101,163</b>   | <b>102,375</b>  |
| <b>Revenue</b>                                |                 |                  |                 |
| Sales of goods and services                   | 7,519           | 7,519            | 6,638           |
| Investment revenue                            | 2,921           | 3,006            | 2,700           |
| Retained taxes, fees and fines                | 8,074           | 8,074            | 8,199           |
| Grants and contributions                      | ...             | 1,670            | ...             |
| Other revenue                                 | 1,800           | 1,715            | 1,800           |
| <b>Total Revenue</b>                          | <b>20,314</b>   | <b>21,984</b>    | <b>19,337</b>   |
| Gain/(loss) on disposal of non current assets | 18,427          | 21,938           | 19,313          |
| Other gains/(losses)                          | ...             | (268)            | ...             |
| <b>Net Result</b>                             | <b>(63,709)</b> | <b>(57,509)</b>  | <b>(63,725)</b> |

## Balance Sheet

|                                      | 2015-16          |                  | 2016-17          |
|--------------------------------------|------------------|------------------|------------------|
|                                      | Budget<br>\$000  | Revised<br>\$000 | Budget<br>\$000  |
| <b>Assets</b>                        |                  |                  |                  |
| <b>Current Assets</b>                |                  |                  |                  |
| Cash assets                          | 25,947           | 13,687           | 7,891            |
| Receivables                          | 1,599            | 1,598            | 1,598            |
| Other financial assets               | 104,799          | 106,622          | 98,941           |
| Assets held for sale                 | 24,000           | 30,939           | 31,939           |
| <b>Total Current Assets</b>          | <b>156,345</b>   | <b>152,846</b>   | <b>140,369</b>   |
| <b>Non Current Assets</b>            |                  |                  |                  |
| Property, plant and equipment -      |                  |                  |                  |
| Land and building                    | 1,385,767        | 1,186,131        | 1,140,913        |
| Plant and equipment                  | 20               | 1,265            | 1,235            |
| Intangibles                          | 188              | 188              | 188              |
| <b>Total Non Current Assets</b>      | <b>1,385,975</b> | <b>1,187,584</b> | <b>1,142,336</b> |
| <b>Total Assets</b>                  | <b>1,542,320</b> | <b>1,340,430</b> | <b>1,282,705</b> |
| <b>Liabilities</b>                   |                  |                  |                  |
| <b>Current Liabilities</b>           |                  |                  |                  |
| Payables                             | 12,096           | 11,638           | 11,638           |
| Borrowings at amortised cost         | 38,109           | 25,888           | 25,888           |
| Other                                | 676              | 668              | 668              |
| <b>Total Current Liabilities</b>     | <b>50,881</b>    | <b>38,194</b>    | <b>38,194</b>    |
| <b>Non Current Liabilities</b>       |                  |                  |                  |
| Borrowings at amortised cost         | 201,824          | 191,913          | 197,913          |
| Other                                | 72               | 72               | 72               |
| <b>Total Non Current Liabilities</b> | <b>201,896</b>   | <b>191,985</b>   | <b>197,985</b>   |
| <b>Total Liabilities</b>             | <b>252,777</b>   | <b>230,179</b>   | <b>236,179</b>   |
| <b>Net Assets</b>                    | <b>1,289,543</b> | <b>1,110,251</b> | <b>1,046,526</b> |
| <b>Equity</b>                        |                  |                  |                  |
| Reserves                             | 1,065,850        | 851,169          | 831,169          |
| Accumulated funds                    | 223,693          | 259,082          | 215,357          |
| <b>Total Equity</b>                  | <b>1,289,543</b> | <b>1,110,251</b> | <b>1,046,526</b> |



## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>         |                 |                  |                 |
| <b>Payments</b>                                     |                 |                  |                 |
| Employee related                                    | 48              | 48               | 48              |
| Grants and subsidies                                | 20,587          | 20,017           | 15,930          |
| Finance costs                                       | 13,484          | 13,484           | 13,855          |
| Other   | 15,331          | 14,292           | 21,294          |
| <b>Total Payments</b>                               | <b>49,450</b>   | <b>47,841</b>    | <b>51,127</b>   |
| <b>Receipts</b>                                     |                 |                  |                 |
| Sale of goods and services                          | 7,519           | 7,519            | 6,638           |
| Interest received                                   | 2,921           | 3,006            | 2,700           |
| Other   | 13,874          | 13,789           | 13,999          |
| <b>Total Receipts</b>                               | <b>24,314</b>   | <b>24,314</b>    | <b>23,337</b>   |
| <b>Net Cash Flows From Operating Activities</b>     | <b>(25,136)</b> | <b>(23,527)</b>  | <b>(27,790)</b> |
| <b>Cash Flows From Investing Activities</b>         |                 |                  |                 |
| Proceeds from sale of property, plant and equipment | 49,927          | 38,594           | 43,313          |
| Purchases of property, plant and equipment          | (25,000)        | (25,000)         | (35,000)        |
| <b>Net Cash Flows From Investing Activities</b>     | <b>24,927</b>   | <b>13,594</b>    | <b>8,313</b>    |
| <b>Cash Flows From Financing Activities</b>         |                 |                  |                 |
| Proceeds from borrowings and advances               | ...             | ...              | 6,000           |
| <b>Net Cash Flows From Financing Activities</b>     | <b>...</b>      | <b>...</b>       | <b>6,000</b>    |
| <b>Net Increase/(Decrease) in Cash</b>              | <b>(209)</b>    | <b>(9,933)</b>   | <b>(13,477)</b> |
| Opening Cash and Cash Equivalents                   | 28,156          | 25,620           | 13,687          |
| Reclassification of Cash Equivalents                | (2,000)         | (2,000)          | 7,681           |
| <b>Closing Cash and Cash Equivalents</b>            | <b>25,947</b>   | <b>13,687</b>    | <b>7,891</b>    |
| <b>Cash Flow Reconciliation</b>                     |                 |                  |                 |
| Net result  | (63,709)        | (57,509)         | (63,725)        |
| Non cash items added back                           | 57,000          | 55,864           | 55,248          |
| Change in operating assets and liabilities          | (18,427)        | (21,882)         | (19,313)        |
| <b>Net Cash Flows From Operating Activities</b>     | <b>(25,136)</b> | <b>(23,527)</b>  | <b>(27,790)</b> |

Financial Statements

Operating Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>              |                 |                  |                 |
| Operating Expenses -                          |                 |                  |                 |
| Employee related                              | 6,335           | 6,335            | 3,728           |
| Other operating expenses                      | 19,981          | 13,011           | 11,432          |
| Depreciation and amortisation                 | 2,962           | 345              | 279             |
| Grants and subsidies                          | 9,770           | ...              | 3,636           |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>        | <b>39,048</b>   | <b>19,691</b>    | <b>19,075</b>   |
| <b>Revenue</b>                                |                 |                  |                 |
| Sales of goods and services                   | 21,189          | 18,184           | 3,927           |
| Investment revenue                            | 1,806           | 2,227            | 8,392           |
| Grants and contributions                      | 4,700           | 5,521            | ...             |
| <b>Total Revenue</b>                          | <b>27,695</b>   | <b>25,932</b>    | <b>12,319</b>   |
| Gain/(loss) on disposal of non current assets | ...             | 71,824           | ...             |
| <b>Net Result</b>                             | <b>(11,353)</b> | <b>78,065</b>    | <b>(6,756)</b>  |

## Balance Sheet

|                                      | 2015-16         |                  | 2016-17         |
|--------------------------------------|-----------------|------------------|-----------------|
|                                      | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>                        |                 |                  |                 |
| <b>Current Assets</b>                |                 |                  |                 |
| Cash assets                          | 54,712          | 340,235          | 329,295         |
| Receivables                          | 1,172           | 1,860            | 1,015           |
| Other financial assets               | 1,000           | ...              | ...             |
| <b>Total Current Assets</b>          | <b>56,884</b>   | <b>342,095</b>   | <b>330,310</b>  |
| <b>Non Current Assets</b>            |                 |                  |                 |
| Other financial assets               | 2,600           | ...              | ...             |
| Investment properties                | 141,537         | ...              | ...             |
| Property, plant and equipment -      |                 |                  |                 |
| Land and building                    | 45,985          | 3,346            | 3,346           |
| Plant and equipment                  | 3,676           | 799              | 3,369           |
| Intangibles                          | 82              | 140              | 277             |
| <b>Total Non Current Assets</b>      | <b>193,880</b>  | <b>4,285</b>     | <b>6,992</b>    |
| <b>Total Assets</b>                  | <b>250,764</b>  | <b>346,380</b>   | <b>337,302</b>  |
| <b>Liabilities</b>                   |                 |                  |                 |
| <b>Current Liabilities</b>           |                 |                  |                 |
| Payables                             | 2,922           | 3,248            | 2,926           |
| Provisions                           | 2,674           | 2,729            | 729             |
| Other                                | 805             | 1,207            | 1,207           |
| <b>Total Current Liabilities</b>     | <b>6,401</b>    | <b>7,184</b>     | <b>4,862</b>    |
| <b>Non Current Liabilities</b>       |                 |                  |                 |
| Provisions                           | 176             | ...              | ...             |
| <b>Total Non Current Liabilities</b> | <b>176</b>      | <b>...</b>       | <b>...</b>      |
| <b>Total Liabilities</b>             | <b>6,577</b>    | <b>7,184</b>     | <b>4,862</b>    |
| <b>Net Assets</b>                    | <b>244,187</b>  | <b>339,196</b>   | <b>332,440</b>  |
| <b>Equity</b>                        |                 |                  |                 |
| Reserves                             | 2,433           | 499              | 499             |
| Accumulated funds                    | 241,754         | 338,697          | 331,941         |
| <b>Total Equity</b>                  | <b>244,187</b>  | <b>339,196</b>   | <b>332,440</b>  |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>         |                 |                  |                 |
| <b>Payments</b>                                     |                 |                  |                 |
| Employee related                                    | 6,241           | 5,345            | 3,728           |
| Grants and subsidies                                | 9,770           | ...              | 3,636           |
| Finance costs                                       | 135             | ...              | ...             |
| Other   | 25,383          | 19,723           | 17,759          |
| <b>Total Payments</b>                               | <b>41,529</b>   | <b>25,068</b>    | <b>25,123</b>   |
| <b>Receipts</b>                                     |                 |                  |                 |
| Sale of goods and services                          | 24,393          | 21,788           | 7,156           |
| Interest received                                   | 1,806           | 2,227            | 8,392           |
| Grants and contributions                            | 4,700           | 4,700            | ...             |
| Other   | 2,023           | 2,984            | 1,621           |
| <b>Total Receipts</b>                               | <b>32,922</b>   | <b>31,699</b>    | <b>17,169</b>   |
| <b>Net Cash Flows From Operating Activities</b>     | <b>(8,607)</b>  | <b>6,631</b>     | <b>(7,954)</b>  |
| <b>Cash Flows From Investing Activities</b>         |                 |                  |                 |
| Proceeds from sale of property, plant and equipment | ...             | 260,440          | ...             |
| Proceeds from sale of investments                   | ...             | 1,051            | ...             |
| Purchases of property, plant and equipment          | (5,444)         | (1,107)          | (2,845)         |
| Other   | (141)           | (139)            | (141)           |
| <b>Net Cash Flows From Investing Activities</b>     | <b>(5,585)</b>  | <b>260,245</b>   | <b>(2,986)</b>  |
| <b>Net Increase/(Decrease) in Cash</b>              | <b>(14,192)</b> | <b>266,876</b>   | <b>(10,940)</b> |
| Opening Cash and Cash Equivalents                   | 68,904          | 73,359           | 340,235         |
| <b>Closing Cash and Cash Equivalents</b>            | <b>54,712</b>   | <b>340,235</b>   | <b>329,295</b>  |
| <b>Cash Flow Reconciliation</b>                     |                 |                  |                 |
| Net result  | (11,353)        | 78,065           | (6,756)         |
| Non cash items added back                           | 2,962           | 345              | 279             |
| Change in operating assets and liabilities          | (216)           | (71,779)         | (1,477)         |
| <b>Net Cash Flows From Operating Activities</b>     | <b>(8,607)</b>  | <b>6,631</b>     | <b>(7,954)</b>  |

## Financial Statements

### Operating Statement

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|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>       |                 |                  |                 |
| Operating Expenses -                   |                 |                  |                 |
| Other operating expenses               | 7,155           | 7,198            | 7,305           |
| Depreciation and amortisation          | 2,469           | 2,469            | 2,885           |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b> | <b>9,624</b>    | <b>9,667</b>     | <b>10,190</b>   |
| <b>Revenue</b>                         |                 |                  |                 |
| Sales of goods and services            | 5,347           | 5,320            | 13,362          |
| Investment revenue                     | 519             | 950              | 179             |
| Grants and contributions               | 4,531           | 4,564            | 4,565           |
| Other revenue                          | 5,483           | 5,654            | 6,326           |
| <b>Total Revenue</b>                   | <b>15,880</b>   | <b>16,488</b>    | <b>24,432</b>   |
| <b>Net Result</b>                      | <b>6,256</b>    | <b>6,821</b>     | <b>14,242</b>   |

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## Balance Sheet

|                                      | 2015-16         |                  | 2016-17         |
|--------------------------------------|-----------------|------------------|-----------------|
|                                      | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>                        |                 |                  |                 |
| <b>Current Assets</b>                |                 |                  |                 |
| Cash assets                          | 9,804           | 16,873           | 12,303          |
| Receivables                          | 1,025           | 1,983            | 1,983           |
| Other financial assets               | ...             | 16,000           | 16,000          |
| <b>Total Current Assets</b>          | <b>10,829</b>   | <b>34,856</b>    | <b>30,286</b>   |
| <b>Non Current Assets</b>            |                 |                  |                 |
| Receivables                          | 3,552           | 6,360            | 6,360           |
| Investment properties                | ...             | 2,986            | 2,986           |
| Property, plant and equipment -      |                 |                  |                 |
| Land and building                    | 586,472         | 644,745          | 644,457         |
| Plant and equipment                  | 2,688           | 1,717            | 1,501           |
| Infrastructure systems               | 92,854          | 77,483           | 96,799          |
| Intangibles                          | 5,960           | 1,213            | 1,213           |
| Other                                | ...             | 1,805            | 1,805           |
| <b>Total Non Current Assets</b>      | <b>691,526</b>  | <b>736,309</b>   | <b>755,121</b>  |
| <b>Total Assets</b>                  | <b>702,355</b>  | <b>771,165</b>   | <b>785,407</b>  |
| <b>Liabilities</b>                   |                 |                  |                 |
| <b>Current Liabilities</b>           |                 |                  |                 |
| Payables                             | 2,661           | 3,549            | 3,549           |
| Provisions                           | 246             | 295              | 295             |
| Other                                | ...             | 4,105            | 4,105           |
| <b>Total Current Liabilities</b>     | <b>2,907</b>    | <b>7,949</b>     | <b>7,949</b>    |
| <b>Non Current Liabilities</b>       |                 |                  |                 |
| Other                                | 8,439           | 8,170            | 8,170           |
| <b>Total Non Current Liabilities</b> | <b>8,439</b>    | <b>8,170</b>     | <b>8,170</b>    |
| <b>Total Liabilities</b>             | <b>11,346</b>   | <b>16,119</b>    | <b>16,119</b>   |
| <b>Net Assets</b>                    | <b>691,009</b>  | <b>755,046</b>   | <b>769,288</b>  |
| <b>Equity</b>                        |                 |                  |                 |
| Reserves                             | 145,552         | 206,794          | 206,794         |
| Accumulated funds                    | 545,457         | 548,252          | 562,494         |
| <b>Total Equity</b>                  | <b>691,009</b>  | <b>755,046</b>   | <b>769,288</b>  |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Other   | 9,811           | 7,395            | 9,397           |
| <b>Total Payments</b>                           | <b>9,811</b>    | <b>7,395</b>     | <b>9,397</b>    |
| <b>Receipts</b>                                 |                 |                  |                 |
| Sale of goods and services                      | 5,347           | 5,320            | 13,362          |
| Interest received                               | 519             | 950              | 179             |
| Grants and contributions                        | 9,469           | 4,469            | 9,458           |
| Other   | 3,201           | 8,575            | 3,525           |
| <b>Total Receipts</b>                           | <b>18,536</b>   | <b>19,314</b>    | <b>26,524</b>   |
| <b>Net Cash Flows From Operating Activities</b> | <b>8,725</b>    | <b>11,919</b>    | <b>17,127</b>   |
| <b>Cash Flows From Investing Activities</b>     |                 |                  |                 |
| Purchases of property, plant and equipment      | (34,782)        | (18,070)         | (21,697)        |
| Purchases of investments                        | ...             | (16,000)         | ...             |
| <b>Net Cash Flows From Investing Activities</b> | <b>(34,782)</b> | <b>(34,070)</b>  | <b>(21,697)</b> |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>(26,057)</b> | <b>(22,151)</b>  | <b>(4,570)</b>  |
| Opening Cash and Cash Equivalents               | 35,861          | 39,024           | 16,873          |
| <b>Closing Cash and Cash Equivalents</b>        | <b>9,804</b>    | <b>16,873</b>    | <b>12,303</b>   |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | 6,256           | 6,821            | 14,242          |
| Non cash items added back                       | 2,469           | 2,469            | 2,885           |
| Change in operating assets and liabilities      | ...             | 2,629            | ...             |
| <b>Net Cash Flows From Operating Activities</b> | <b>8,725</b>    | <b>11,919</b>    | <b>17,127</b>   |

## 9. PREMIER AND CABINET CLUSTER

| Agency   | Expenses                  |                          |              | Capital Expenditure       |                          |                |
|--|---------------------------|--------------------------|--------------|---------------------------|--------------------------|----------------|
|  | 2015-16<br>Revised<br>\$m | 2016-17<br>Budget<br>\$m | Var.<br>%    | 2015-16<br>Revised<br>\$m | 2016-17<br>Budget<br>\$m | Var.<br>%      |
| <b>Department of Premier and Cabinet</b>                 |                           |                          |              |                           |                          |                |
| Service Group  |                           |                          |              |                           |                          |                |
| Policy Support .....                                     | 63.2                      | 80.2                     | 26.8         | 0.1                       | 0.2                      | 172.7          |
| Administrative Support for Government .....              | 128.4                     | 135.3                    | 5.4          | 7.0                       | 4.7                      | (32.7)         |
| Protocol and Special Events .....                        | 38.5                      | 21.8                     | (43.3)       | 0.9                       | 2.7                      | 192.8          |
| Cluster Grant Funding .....                              | 268.2                     | 317.6                    | 18.4         | ...                       | ...                      | ...            |
| <b>Total</b>   | <b>498.3</b>              | <b>554.9</b>             | <b>11.4</b>  | <b>8.0</b>                | <b>7.6</b>               | <b>(4.9)</b>   |
| <b>Infrastructure NSW</b>                                |                           |                          |              |                           |                          |                |
| <b>Total</b>   | <b>24.0</b>               | <b>141.5</b>             | <b>488.3</b> | <b>0.3</b>                | <b>1.0</b>               | <b>273.1</b>   |
| <b>Natural Resources Commission</b>                      |                           |                          |              |                           |                          |                |
| Service Group  |                           |                          |              |                           |                          |                |
| Natural Resources Commission .....                       | 5.7                       | 5.4                      | (5.0)        | 1.0                       | ...                      | (100.0)        |
| <b>Total</b>   | <b>5.7</b>                | <b>5.4</b>               | <b>(5.0)</b> | <b>1.0</b>                | <b>...</b>               | <b>(100.0)</b> |
| <b>Office of Sport</b>                                   |                           |                          |              |                           |                          |                |
| Service Group  |                           |                          |              |                           |                          |                |
| Sport and Recreation Services .....                      | 143.6                     | 150.8                    | 5.0          | 5.9                       | 16.8                     | 183.4          |
| Personnel Services .....                                 | 36.8                      | 39.7                     | 7.7          | ...                       | ...                      | ...            |
| <b>Total</b>   | <b>180.4</b>              | <b>190.5</b>             | <b>5.6</b>   | <b>5.9</b>                | <b>16.8</b>              | <b>183.4</b>   |
| <b>Parliamentary Counsel's Office</b>                    |                           |                          |              |                           |                          |                |
| Service Group  |                           |                          |              |                           |                          |                |
| Parliamentary Counsel's Office .....                     | 9.5                       | 10.0                     | 5.9          | 0.1                       | 0.2                      | 207.5          |
| <b>Total</b>   | <b>9.5</b>                | <b>10.0</b>              | <b>5.9</b>   | <b>0.1</b>                | <b>0.2</b>               | <b>207.5</b>   |
| <b>Sydney Olympic Park Authority</b>                     |                           |                          |              |                           |                          |                |
| Service Group  |                           |                          |              |                           |                          |                |
| Precinct Management and Development .....                | 140.9                     | 134.9                    | (4.3)        | 21.0                      | 25.1                     | 19.6           |
| <b>Total</b>   | <b>140.9</b>              | <b>134.9</b>             | <b>(4.3)</b> | <b>21.0</b>               | <b>25.1</b>              | <b>19.6</b>    |
| <b>Barangaroo Delivery Authority</b>                     |                           |                          |              |                           |                          |                |
| <b>Total</b>   | <b>62.5</b>               | <b>85.4</b>              | <b>36.6</b>  | <b>27.5</b>               | <b>7.3</b>               | <b>(73.7)</b>  |
| <b>Destination NSW</b>                                   |                           |                          |              |                           |                          |                |
| <b>Total</b>   | <b>162.3</b>              | <b>175.2</b>             | <b>7.9</b>   | <b>0.2</b>                | <b>0.2</b>               | <b>...</b>     |
| <b>Audit Office of New South Wales</b>                   |                           |                          |              |                           |                          |                |
| <b>Total</b>   | <b>43.4</b>               | <b>45.1</b>              | <b>4.0</b>   | <b>1.2</b>                | <b>2.0</b>               | <b>58.9</b>    |
| <b>Independent Commission Against Corruption</b>         |                           |                          |              |                           |                          |                |
| Service Group  |                           |                          |              |                           |                          |                |
| Corruption Investigation, Prevention and Education ..... | 24.4                      | 23.6                     | (3.4)        | 0.7                       | 0.7                      | (2.9)          |
| <b>Total</b>   | <b>24.4</b>               | <b>23.6</b>              | <b>(3.4)</b> | <b>0.7</b>                | <b>0.7</b>               | <b>(2.9)</b>   |



| Agency   | Expenses                  |                          |           | Capital Expenditure       |                          |           |
|--|---------------------------|--------------------------|-----------|---------------------------|--------------------------|-----------|
|  | 2015-16<br>Revised<br>\$m | 2016-17<br>Budget<br>\$m | Var.<br>% | 2015-16<br>Revised<br>\$m | 2016-17<br>Budget<br>\$m | Var.<br>% |
| <b>Independent Pricing and Regulatory Tribunal</b>                   |                           |                          |           |                           |                          |           |
| Service Group  |                           |                          |           |                           |                          |           |
| Utilities Pricing, Regulation and Analysis and<br>Policy Work .....  | 34.7                      | 32.5                     | (6.4)     | 0.2                       | 1.4                      | 595.0     |
| Total  | 34.7                      | 32.5                     | (6.4)     | 0.2                       | 1.4                      | 595.0     |
| <b>New South Wales Electoral Commission</b>                          |                           |                          |           |                           |                          |           |
| Service Group  |                           |                          |           |                           |                          |           |
| Conduct and Management of Elections .....                            | 64.1                      | 95.3                     | 48.6      | 3.9                       | 5.8                      | 49.2      |
| Total  | 64.1                      | 95.3                     | 48.6      | 3.9                       | 5.8                      | 49.2      |
| <b>Ombudsman's Office</b>  |                           |                          |           |                           |                          |           |
| Service Group  |                           |                          |           |                           |                          |           |
| Complaint Resolution, Investigation, Oversight<br>and Scrutiny ..... | 33.4                      | 34.1                     | 2.2       | 0.3                       | 2.7                      | 736.4     |
| Total  | 33.4                      | 34.1                     | 2.2       | 0.3                       | 2.7                      | 736.4     |
| <b>Public Service Commission</b>                                     |                           |                          |           |                           |                          |           |
| Service Group  |                           |                          |           |                           |                          |           |
| Services and Capabilities Improvement .....                          | 37.5                      | 37.9                     | 1.1       | 0.4                       | 0.3                      | (40.0)    |
| Total  | 37.5                      | 37.9                     | 1.1       | 0.4                       | 0.3                      | (40.0)    |

## Introduction

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

The cluster supports the delivery of the Premier's 12 Priorities and the Premier's Implementation Unit has been established within the cluster to help progress and support these Priorities. Delivery progress is underway in all 12 Priorities including implementation of focused interventions to achieve the Priorities.

The Premier's Priorities and State Priorities that the Premier and Cabinet cluster are responsible for are to:

- deliver the Government's key infrastructure projects across the state on time and on budget
- double the number of Aboriginal people in senior leadership roles and increase the proportion of women in senior leadership roles to 50 per cent in the government sector in the next ten years.

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

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

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

## Services

The cluster's key services are:

- supporting and coordinating the delivery of government priorities
- coordinating significant infrastructure and investment projects to support economic development
- applying the 20-year State Infrastructure Strategy to assess the State's infrastructure needs and priorities
- monitoring and reviewing major capital projects worth over \$100 million through Infrastructure NSW, in partnership with the Treasury
- coordinating infrastructure funding submissions to Infrastructure Australia

- delivering the foreshore urban renewal project at Barangaroo
- supporting the Cabinet process and the Premier's participation in meetings of the Council of Australian Governments
- coordinating the activities of government agencies to ensure they are aligned at a regional level
- promoting trade and investment within the State through effective international engagement to grow exports and investment
- drafting and publishing legislation
- providing ministerial support
- providing guidance on whole-of-government communications activities to ensure value for money for agency communications expenditure
- using a whole-of-government approach for special events, which includes supporting the Governor, Premier and Ministers
- ensuring the sacrifices of the State's servicemen and women are honoured and remembered with dignity and respect
- supporting the Government's commitment to red tape reduction
- promoting tourism and securing major events
- engaging the sport and recreation industry through partnerships, providing grants to sporting organisations and managing government sporting facilities
- managing and developing the Sydney Olympic Park precinct including coordinating activities for major events.

## **2016-17 Budget Highlights**

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In 2016-17, the Department of Premier and Cabinet will spend \$563 million (\$555 million recurrent and \$7.6 million capital) to lead the NSW public sector to deliver on the Government's commitments and priorities.

### **Department of Premier and Cabinet**

In 2016-17, the Department will spend \$245 million (\$237 million recurrent and \$7.6 million capital) to coordinate policy and services across the whole-of-government; provide sector wide policy advice, counsel and legislative support services; provide administrative and coordination support to the Premier and Ministry; and support the Premier and NSW Government in protocol and ceremonial matters.

Key initiatives include:

- continued funding of \$10.9 million for Countering Violent Extremism initiatives (totalling \$20 million from 2016-17 to 2018-19)
- new funding of \$5.0 million for the establishment and ongoing cost of the Premier's Implementation Unit
- new funding of \$2.2 million to improve the settlement outcomes for the intake of Syrian and Iraqi refugees (\$8.4 million from 2016-17 to 2019-20) out of a total \$145.6 million (over four years) for the refugee assistance package
- \$2.6 million recurrent and \$2.0 million capital expenditure for a Corporate and Shared Services reform project. The project to improve service delivery will cost \$7.1 million in recurrent expenditure and \$4.0 million in capital over 2016-17 to 2017-18.

## International Trade and Investment

In 2016-17, \$10.0 million will be spent to:

- promote international trade and investment, including our international offices embedded in all ten priority markets and export advisors based across New South Wales
- prioritise foreign direct investment in high growth sectors to deliver economic benefits, create jobs and improve productivity
- establish an integrated whole-of-government approach to international trade and investment to reduce investment barriers, attract talent and build the capability of NSW businesses branching into the global market
- boost export education for small to medium enterprises across New South Wales.

## Destination NSW

In 2016-17, Destination NSW will spend \$175 million (\$175 million recurrent and \$160,000 capital) towards integrated tourism and events programs to grow New South Wales as a global tourism and event destination.

Key initiatives include:

- securing new events in 2016-17 which include the International Rugby Board Sydney Sevens, the Australian premiere of Disney's Aladdin, the world premiere of Dream Lover: The Bobby Darin musical, Sydney Sings – Australia's international festival of the voice, American College Football and the McDonalds AFL 9's all secured for Sydney, L'Étape Australia by Le Tour de France, the only Australian round of the FIM Asia Super Moto Championships, the ITU Cross Triathlon World Championships and Artlands Dubbo in regional centres
- continued funding to support events such as Handa Opera on Sydney Harbour, the Sydney International Art Series, Vivid Sydney, the NRL Grand Final and State of Origin Series, World Cup Football Qualifiers, the Australian round of the World Rally Championships, Ironman Australia Port Macquarie, the NSW Pro Surf Series, the Deni Ute Muster and MTV Beats & Eats in Regional New South Wales
- delivering a range of advertising and marketing activities across New South Wales, with a renewed focus on regional activity.

## Office of Sport

In 2016-17, the Office of Sport will spend \$207 million (\$190 million recurrent and \$17 million capital) for a range of sport related programs including coordination of the Government's investment in stadia; providing grants to sporting bodies; managing government owned sporting and recreation facilities; facilitating capacity and capability development for sports in New South Wales; providing personnel services to selected agencies; and providing new and upgraded sporting facilities.

Key initiatives include:

- \$5.9 million in new funding as the NSW contribution to a jointly funded Australian Government and State investment to construct a new national high-performance centre and Olympic training facility at Lennox Head
- \$5.5 million in new funding to assist the Office of Sport's new strategic direction including rebuilding the major stadia network and facilitating sport capacity and capability development
- \$3.0 million in new funding for grants for the expansion of the Surfing Australia High Performance Centre at Casuarina Beach
- \$2.0 million in additional funding for the NSW Institute of Sport
- \$1.0 million in additional funding for Regional Sporting Academies.

## **Infrastructure NSW**

In 2016-17, Infrastructure NSW will spend \$142 million (\$141 million recurrent and \$1.0 million capital), to significantly expand its responsibilities in supporting the Premier's Priority objective of delivering major infrastructure projects on time and on budget.

Total expenses over the next four years will largely relate to delivering projects on behalf of the Department of Justice, including the Walsh Bay Arts Precinct and the New Grafton Correctional Centre.

# Department of Premier and Cabinet

## Policy Support

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

|   | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast        |
|---|-------|-------------------|-------------------|---------------------|--------------------|----------------------------|
| <b>Service measures:</b>  |       |                   |                   |                     |                    |                            |
| Unsolicited private sector proposals that reach Stage 1 of the assessment within 90 Business Days | %     | 95                | 93                | 100                 | 100                | 100                        |
| Number of consultations on the consultation website   | no.   | 220               | 148               | 225                 | 190                | 209                        |
| Number of unique individual visitors to the consultation website <sup>(a)</sup>                   | no.   | 65,565            | 25,171            | 25,000              | 28,000             | 30,800                     |
| <b>Employees:</b> <sup>(b)</sup>  | FTE   | 250               | 235               | 313                 | 325                | 325                        |
|   |       |                   |                   | —————2015-16—————   |                    |                            |
|   |       |                   |                   | Budget<br>\$000     | Revised<br>\$000   | 2016-17<br>Budget<br>\$000 |
| <b>Financial indicators:</b>  |       |                   |                   |                     |                    |                            |
| Total Expenses Excluding Losses   |       |                   |                   | 59,321              | 63,232             | 80,175                     |
| Total expenses include the following:   |       |                   |                   |                     |                    |                            |
| Employee related  |       |                   |                   | 45,169              | 45,503             | 49,724                     |
| Other operating expenses <sup>(c)</sup>   |       |                   |                   | 11,857              | 15,275             | 28,234                     |
| Grants and subsidies  |       |                   |                   | 2,230               | 2,392              | 2,217                      |
| Other expenses  |       |                   |                   | 65                  | 62                 | ...                        |
| Capital Expenditure   |       |                   |                   | 1,095               | 55                 | 150                        |

(a) This measure reflects the visitors to the "haveyoursay.nsw.gov.au" site. From 2014-15, consultation enquiries can be accessed via the general "nsw.gov.au" site, leading to a substantial reduction in visitors.

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

(c) Increase in other operating expenditure is mainly due to funding for Countering Violent Extremism initiatives.

## Administrative Support for Government

**Service description:** This service group covers a range of administrative and coordination functions to support the Premier and Ministry and the operations of the department. It includes human resources, governance, ICT and finance functions.

|   | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|---|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
| <b>Service measures:</b>                            |       |                   |                   |                     |                    |                     |
| Appointments to Government<br>boards and committees | no.   | 1,989             | 1,370             | 1,600               | 1,600              | 1,500               |
| <b>Employees:</b>                                   | FTE   | 325               | 329               | 336                 | 332                | 332                 |
|   |       |                   |                   | —————2015-16—————   |                    | 2016-17             |
|   |       |                   |                   | Budget              | Revised            | Budget              |
|   |       |                   |                   | \$000               | \$000              | \$000               |
| <b>Financial indicators:</b>                        |       |                   |                   |                     |                    |                     |
| Total Expenses Excluding Losses                     |       |                   |                   | 135,051             | 128,375            | 135,289             |
| Total expenses include the following:               |       |                   |                   |                     |                    |                     |
| Employee related                                    |       |                   |                   | 60,946              | 59,659             | 60,699              |
| Other operating expenses                            |       |                   |                   | 60,481              | 50,867             | 59,596              |
| Grants and subsidies                                |       |                   |                   | 5,897               | 10,412             | 5,863               |
| Other expenses                                      |       |                   |                   | 7,727               | 7,437              | 9,131               |
| Capital Expenditure                                 |       |                   |                   | 9,527               | 7,040              | 4,739               |

## Protocol and Special Events

**Service description:** This service group provides management and coordination services for the Premier and NSW Government in protocol and ceremonial matters, special events, honours and awards and community programs. It also provides administrative support to former Office Holders and supports the Governor in constitutional, ceremonial and community roles and houses the Office of Veterans' Affairs.

|   | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|---|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
| <b>Service measures:</b>                              |       |                   |                   |                     |                    |                     |
| Protocol and official<br>hospitality events organised | no.   | 93                | 109               | 110                 | 110                | 110                 |
| <b>Employees:</b> <sup>(a)</sup>                      | FTE   | 81                | 76                | 82                  | 73                 | 73                  |
|   |       |                   |                   | —————2015-16—————   |                    |                     |
|   |       |                   |                   | Budget              | Revised            | 2016-17             |
|   |       |                   |                   | \$000               | \$000              | Budget              |
|   |       |                   |                   | \$000               | \$000              | \$000               |
| <b>Financial indicators:</b>                          |       |                   |                   |                     |                    |                     |
| Total Expenses Excluding Losses                       |       |                   |                   | 36,404              | 38,460             | 21,798              |
| Total expenses include the following:                 |       |                   |                   |                     |                    |                     |
| Employee related                                      |       |                   |                   | 11,058              | 11,074             | 10,921              |
| Other operating expenses                              |       |                   |                   | 5,199               | 5,366              | 6,591               |
| Grants and subsidies                                  |       |                   |                   | 20,147              | 22,020             | 4,286               |
|   |       |                   |                   | —————               | —————              | —————               |
| Capital Expenditure                                   |       |                   |                   | 1,979               | 939                | 2,749               |

(a) From 1 July 2014, the *Administrative Arrangements (Administrative Changes-Miscellaneous Agencies) Order 2014* transferred the Office of Veterans' Affairs to the Department of Premier and Cabinet, increasing staff by five FTEs.



## Cluster Grant Funding

**Service description:** This service group covers the provision of grant funding to agencies within the Premier and Cabinet cluster. For 2016-17, grant funding will be provided to the Office of Sport, Sydney Olympic Park Authority, Infrastructure NSW, Natural Resources Commission, Parliamentary Counsel's Office and Destination NSW.

|                                       | 2015-16         |                  | 2016-17         |
|---------------------------------------|-----------------|------------------|-----------------|
|                                       | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Financial indicators:</b>          |                 |                  |                 |
| Total Expenses Excluding Losses       | 282,760         | 268,238          | 317,605         |
| Total expenses include the following: |                 |                  |                 |
| Grants and subsidies                  | 282,760         | 268,238          | 317,605         |
| Office of Sport                       | 97,580          | 95,628           | 105,617         |
| Sydney Olympic Park Authority         | 81              | 81               | 28,988          |
| Infrastructure NSW                    | 10,605          | 10,605           | 13,804          |
| Natural Resources Commission          | 6,365           | 6,195            | 4,308           |
| Parliamentary Counsel's Office        | 8,484           | 8,484            | 9,212           |
| Destination NSW                       | 159,645         | 147,245          | 155,676         |

## Financial Statements

### Operating Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>                                      |                 |                  |                 |
| Operating Expenses -  |                 |                  |                 |
| Employee related  | 117,173         | 116,236          | 121,344         |
| Other operating expenses  | 77,537          | 71,508           | 94,421          |
| Depreciation and amortisation   | 7,564           | 7,313            | 8,962           |
| Grants and subsidies  | 311,034         | 303,062          | 329,971         |
| Finance costs   | 163             | 186              | 169             |
| Other expenses  | 65              | ...              | ...             |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>513,536</b>  | <b>498,305</b>   | <b>554,867</b>  |
| <b>Revenue</b>  |                 |                  |                 |
| Appropriation   | 514,991         | 495,489          | 540,473         |
| Sales of goods and services   | 1,492           | 3,934            | 2,138           |
| Grants and contributions  | 2,659           | 3,236            | 2,674           |
| Acceptance by Crown Entity of employee benefits and other liabilities | 3,528           | 3,526            | 4,167           |
| Other revenue   | 644             | ...              | ...             |
| <b>Total Revenue</b>  | <b>523,314</b>  | <b>506,185</b>   | <b>549,452</b>  |
| Gain/(loss) on disposal of non current assets                         | ...             | (26)             | ...             |
| Other gains/(losses)  | ...             | (1,527)          | ...             |
| <b>Net Result</b>   | <b>9,778</b>    | <b>6,327</b>     | <b>(5,415)</b>  |

## Balance Sheet

|                                      | 2015-16         |                  | 2016-17         |
|--------------------------------------|-----------------|------------------|-----------------|
|                                      | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>                        |                 |                  |                 |
| <b>Current Assets</b>                |                 |                  |                 |
| Cash assets                          | 7,191           | 6,633            | 4,400           |
| Receivables                          | 1,459           | 5,317            | 4,070           |
| <b>Total Current Assets</b>          | <b>8,650</b>    | <b>11,950</b>    | <b>8,470</b>    |
| <b>Non Current Assets</b>            |                 |                  |                 |
| Receivables                          | ...             | 58               | 58              |
| Property, plant and equipment -      |                 |                  |                 |
| Land and building                    | 100,164         | 103,781          | 106,354         |
| Plant and equipment                  | 57,073          | 53,658           | 48,867          |
| Intangibles                          | 6,865           | 4,402            | 5,296           |
| <b>Total Non Current Assets</b>      | <b>164,102</b>  | <b>161,899</b>   | <b>160,575</b>  |
| <b>Total Assets</b>                  | <b>172,752</b>  | <b>173,849</b>   | <b>169,045</b>  |
| <b>Liabilities</b>                   |                 |                  |                 |
| <b>Current Liabilities</b>           |                 |                  |                 |
| Payables                             | 9,721           | 7,979            | 9,708           |
| Provisions                           | 11,816          | 9,042            | 9,426           |
| Other                                | 3,184           | 3,191            | 3,191           |
| <b>Total Current Liabilities</b>     | <b>24,721</b>   | <b>20,212</b>    | <b>22,325</b>   |
| <b>Non Current Liabilities</b>       |                 |                  |                 |
| Provisions                           | 5,517           | 5,196            | 5,739           |
| Other                                | 28,423          | 30,494           | 28,449          |
| <b>Total Non Current Liabilities</b> | <b>33,940</b>   | <b>35,690</b>    | <b>34,188</b>   |
| <b>Total Liabilities</b>             | <b>58,661</b>   | <b>55,902</b>    | <b>56,513</b>   |
| <b>Net Assets</b>                    | <b>114,091</b>  | <b>117,947</b>   | <b>112,532</b>  |
| <b>Equity</b>                        |                 |                  |                 |
| Reserves                             | ...             | 4,722            | 4,722           |
| Accumulated funds                    | 114,091         | 113,225          | 107,810         |
| <b>Total Equity</b>                  | <b>114,091</b>  | <b>117,947</b>   | <b>112,532</b>  |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Employee related                                | 115,426         | 117,361          | 113,496         |
| Grants and subsidies                            | 311,034         | 303,062          | 329,971         |
| Finance costs                                   | ...             | 62               | ...             |
| Other   | 88,346          | 78,328           | 103,383         |
| <b>Total Payments</b>                           | <b>514,806</b>  | <b>498,813</b>   | <b>546,850</b>  |
| <b>Receipts</b>                                 |                 |                  |                 |
| Appropriation                                   | 514,991         | 495,489          | 540,473         |
| Sale of goods and services                      | 1,492           | 3,916            | 2,138           |
| Interest received                               | 90              | 89               | ...             |
| Grants and contributions                        | 109             | 212              | 109             |
| Other   | 11,463          | 8,277            | 9,535           |
| <b>Total Receipts</b>                           | <b>528,145</b>  | <b>507,983</b>   | <b>552,255</b>  |
| <b>Net Cash Flows From Operating Activities</b> | <b>13,339</b>   | <b>9,170</b>     | <b>5,405</b>    |
| <b>Cash Flows From Investing Activities</b>     |                 |                  |                 |
| Purchases of property, plant and equipment      | (9,156)         | (7,199)          | (5,123)         |
| Other   | (3,445)         | (580)            | (2,515)         |
| <b>Net Cash Flows From Investing Activities</b> | <b>(12,601)</b> | <b>(7,779)</b>   | <b>(7,638)</b>  |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>738</b>      | <b>1,391</b>     | <b>(2,233)</b>  |
| Opening Cash and Cash Equivalents               | 6,453           | 5,242            | 6,633           |
| <b>Closing Cash and Cash Equivalents</b>        | <b>7,191</b>    | <b>6,633</b>     | <b>4,400</b>    |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | 9,778           | 6,327            | (5,415)         |
| Non cash items added back                       | 7,564           | 8,781            | 8,962           |
| Change in operating assets and liabilities      | (4,003)         | (5,938)          | 1,858           |
| <b>Net Cash Flows From Operating Activities</b> | <b>13,339</b>   | <b>9,170</b>     | <b>5,405</b>    |

## Financial Statements

### Operating Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>                                      |                 |                  |                 |
| Operating Expenses -  |                 |                  |                 |
| Employee related  | 5,464           | 4,912            | 4,768           |
| Other operating expenses <sup>(a)</sup>                               | 11,383          | 18,958           | 136,418         |
| Depreciation and amortisation   | 106             | 179              | 304             |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>16,953</b>   | <b>24,049</b>    | <b>141,490</b>  |
| <b>Revenue</b>  |                 |                  |                 |
| Sales of goods and services <sup>(a)</sup>                            | 5,277           | 11,357           | 107,740         |
| Grants and contributions <sup>(a)</sup>                               | 11,294          | 12,611           | 35,324          |
| Acceptance by Crown Entity of employee benefits and other liabilities | 81              | 273              | 83              |
| <b>Total Revenue</b>  | <b>16,652</b>   | <b>24,241</b>    | <b>143,147</b>  |
| <b>Net Result</b>   | <b>(301)</b>    | <b>192</b>       | <b>1,657</b>    |

(a) Additional expenses were approved for 2015-16 and 2016-17 for the delivery of the Walsh Bay Arts Precinct, the New Grafton Correctional Centre and the Hawkesbury-Nepean Valley Flood Risk Management Strategy, funded through fee for services and grants.

## Balance Sheet

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>  |                 |                  |                 |
| <b>Current Assets</b>                                  |                 |                  |                 |
| Cash assets  | 1,230           | 3,022            | 4,000           |
| Receivables  | 2,641           | 2,042            | 914             |
| <b>Total Current Assets</b>                            | <b>3,871</b>    | <b>5,064</b>     | <b>4,914</b>    |
| <b>Non Current Assets</b>                              |                 |                  |                 |
| Property, plant and equipment -<br>Plant and equipment | 112             | 230              | 187             |
| Intangibles  | 32              | 51               | 790             |
| <b>Total Non Current Assets</b>                        | <b>144</b>      | <b>281</b>       | <b>977</b>      |
| <b>Total Assets</b>                                    | <b>4,015</b>    | <b>5,345</b>     | <b>5,891</b>    |
| <b>Liabilities</b>                                     |                 |                  |                 |
| <b>Current Liabilities</b>                             |                 |                  |                 |
| Payables   | 1,779           | 3,152            | 2,041           |
| Provisions   | 327             | 468              | 468             |
| <b>Total Current Liabilities</b>                       | <b>2,106</b>    | <b>3,620</b>     | <b>2,509</b>    |
| <b>Non Current Liabilities</b>                         |                 |                  |                 |
| Provisions   | 319             | 111              | 111             |
| <b>Total Non Current Liabilities</b>                   | <b>319</b>      | <b>111</b>       | <b>111</b>      |
| <b>Total Liabilities</b>                               | <b>2,425</b>    | <b>3,731</b>     | <b>2,620</b>    |
| <b>Net Assets</b>                                      | <b>1,590</b>    | <b>1,614</b>     | <b>3,271</b>    |
| <b>Equity</b>  |                 |                  |                 |
| Accumulated funds                                      | 1,590           | 1,614            | 3,271           |
| <b>Total Equity</b>                                    | <b>1,590</b>    | <b>1,614</b>     | <b>3,271</b>    |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Employee related                                | 5,383           | 4,639            | 4,685           |
| Other   | 11,383          | 18,958           | 137,529         |
| <b>Total Payments</b>                           | <b>16,766</b>   | <b>23,597</b>    | <b>142,214</b>  |
| <b>Receipts</b>                                 |                 |                  |                 |
| Sale of goods and services                      | 5,277           | 11,357           | 107,740         |
| Grants and contributions                        | 11,294          | 12,611           | 35,324          |
| Other   | ...             | ...              | 1,128           |
| <b>Total Receipts</b>                           | <b>16,571</b>   | <b>23,968</b>    | <b>144,192</b>  |
| <b>Net Cash Flows From Operating Activities</b> | <b>(195)</b>    | <b>371</b>       | <b>1,978</b>    |
| <b>Cash Flows From Investing Activities</b>     |                 |                  |                 |
| Purchases of property, plant and equipment      | ...             | (198)            | ...             |
| Other   | ...             | (70)             | (1,000)         |
| <b>Net Cash Flows From Investing Activities</b> | <b>...</b>      | <b>(268)</b>     | <b>(1,000)</b>  |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>(195)</b>    | <b>103</b>       | <b>978</b>      |
| Opening Cash and Cash Equivalents               | 1,425           | 2,919            | 3,022           |
| <b>Closing Cash and Cash Equivalents</b>        | <b>1,230</b>    | <b>3,022</b>     | <b>4,000</b>    |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | (301)           | 192              | 1,657           |
| Non cash items added back                       | 106             | 179              | 304             |
| Change in operating assets and liabilities      | ...             | ...              | 17              |
| <b>Net Cash Flows From Operating Activities</b> | <b>(195)</b>    | <b>371</b>       | <b>1,978</b>    |

# Natural Resources Commission

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## Service Group Statements

### Natural Resources Commission

**Service description:** This service group covers provision of independent advice to the Government on natural resource management (NRM) issues which enables NRM decisions to be based on sound science and best practice management balancing economic, social and environmental interests of the State.

|  | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|--|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
| <b>Service measures:</b>   |       |                   |                   |                     |                    |                     |
| Reviews and audits of the<br>Catchment Action Plans and<br>Local Land Services | no.   | 0                 | 3                 | 4                   | 14                 | 2                   |
| Reviews of scientific,<br>technical and complex issues                         | no.   | 6                 | 7                 | 6                   | 5                  | 4                   |
| Independent review and audits<br>commissioned                                  | no.   | 8                 | 9                 | 8                   | 10                 | 9                   |
| <b>Employees:</b>  | FTE   | 20                | 20                | 20                  | 19                 | 21                  |
|  |       |                   |                   | —————2015-16—————   |                    | 2016-17             |
|  |       |                   |                   | Budget              | Revised            | Budget              |
|  |       |                   |                   | \$000               | \$000              | \$000               |
| <b>Financial indicators:</b>   |       |                   |                   |                     |                    |                     |
| Total Expenses Excluding Losses  |       |                   |                   | 5,764               | 5,674              | 5,388               |
| Total expenses include the following:  |       |                   |                   |                     |                    |                     |
| Employee related   |       |                   |                   | 3,269               | 3,145              | 3,348               |
| Other operating expenses   |       |                   |                   | 2,225               | 2,373              | 1,842               |
| Capital Expenditure  |       |                   |                   | 1,000               | 1,000              | ...                 |



## Financial Statements

### Operating Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>                                      |                 |                  |                 |
| Operating Expenses -  |                 |                  |                 |
| Employee related  | 3,269           | 3,145            | 3,348           |
| Other operating expenses  | 2,225           | 2,373            | 1,842           |
| Depreciation and amortisation   | 270             | 156              | 198             |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>5,764</b>    | <b>5,674</b>     | <b>5,388</b>    |
| <b>Revenue</b>  |                 |                  |                 |
| Grants and contributions  | 6,365           | 6,195            | 4,308           |
| Acceptance by Crown Entity of employee benefits and other liabilities | 50              | 36               | 51              |
| Other revenue   | 98              | 200              | 105             |
| <b>Total Revenue</b>  | <b>6,513</b>    | <b>6,431</b>     | <b>4,464</b>    |
| Gain/(loss) on disposal of non current assets                         | ...             | (9)              | ...             |
| <b>Net Result</b>   | <b>749</b>      | <b>748</b>       | <b>(924)</b>    |

## Balance Sheet

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>  |                 |                  |                 |
| <b>Current Assets</b>                                  |                 |                  |                 |
| Cash assets  | 178             | 779              | 150             |
| Receivables  | 46              | 30               | 30              |
| <b>Total Current Assets</b>                            | <b>224</b>      | <b>809</b>       | <b>180</b>      |
| <b>Non Current Assets</b>                              |                 |                  |                 |
| Property, plant and equipment -<br>Plant and equipment | 1,413           | 1,490            | 1,292           |
| <b>Total Non Current Assets</b>                        | <b>1,413</b>    | <b>1,490</b>     | <b>1,292</b>    |
| <b>Total Assets</b>                                    | <b>1,637</b>    | <b>2,299</b>     | <b>1,472</b>    |
| <b>Liabilities</b>                                     |                 |                  |                 |
| <b>Current Liabilities</b>                             |                 |                  |                 |
| Payables   | 131             | 262              | 250             |
| Provisions   | 229             | 272              | 272             |
| <b>Total Current Liabilities</b>                       | <b>360</b>      | <b>534</b>       | <b>522</b>      |
| <b>Non Current Liabilities</b>                         |                 |                  |                 |
| Provisions   | 223             | 17               | 126             |
| <b>Total Non Current Liabilities</b>                   | <b>223</b>      | <b>17</b>        | <b>126</b>      |
| <b>Total Liabilities</b>                               | <b>583</b>      | <b>551</b>       | <b>648</b>      |
| <b>Net Assets</b>                                      | <b>1,054</b>    | <b>1,748</b>     | <b>824</b>      |
| <b>Equity</b>  |                 |                  |                 |
| Accumulated funds                                      | 1,054           | 1,748            | 824             |
| <b>Total Equity</b>                                    | <b>1,054</b>    | <b>1,748</b>     | <b>824</b>      |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Employee related                                | 3,279           | 3,129            | 3,297           |
| Other   | 2,297           | 2,541            | 1,745           |
| <b>Total Payments</b>                           | <b>5,576</b>    | <b>5,670</b>     | <b>5,042</b>    |
| <b>Receipts</b>                                 |                 |                  |                 |
| Interest received                               | ...             | 21               | ...             |
| Grants and contributions                        | 6,365           | 6,195            | 4,308           |
| Other   | 98              | 278              | 105             |
| <b>Total Receipts</b>                           | <b>6,463</b>    | <b>6,494</b>     | <b>4,413</b>    |
| <b>Net Cash Flows From Operating Activities</b> | <b>887</b>      | <b>824</b>       | <b>(629)</b>    |
| <b>Cash Flows From Investing Activities</b>     |                 |                  |                 |
| Purchases of property, plant and equipment      | (1,000)         | (1,000)          | ...             |
| <b>Net Cash Flows From Investing Activities</b> | <b>(1,000)</b>  | <b>(1,000)</b>   | <b>...</b>      |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>(113)</b>    | <b>(176)</b>     | <b>(629)</b>    |
| Opening Cash and Cash Equivalents               | 291             | 955              | 779             |
| <b>Closing Cash and Cash Equivalents</b>        | <b>178</b>      | <b>779</b>       | <b>150</b>      |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | 749             | 748              | (924)           |
| Non cash items added back                       | 270             | 156              | 198             |
| Change in operating assets and liabilities      | (132)           | (80)             | 97              |
| <b>Net Cash Flows From Operating Activities</b> | <b>887</b>      | <b>824</b>       | <b>(629)</b>    |

## Service Group Statements

### Sport and Recreation Services

**Service description:** This service group covers the development and delivery of the government's sport strategy and policy coordination for its investment in stadia. It also provides sport and recreation programs, sport policy and regulatory frameworks, compliance and education programs and grants to sporting bodies and manages government-owned sporting facilities.

|   | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|---|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
| <b>Service measures:</b>                                  |       |                   |                   |                     |                    |                     |
| Grants to industry organisations                          | \$m   | 5                 | 5                 | 5                   | 5                  | 5                   |
| Participation in NSW Sport and Recreation Centre programs | no.   | 186,000           | 199,750           | 195,000             | 200,000            | 205,000             |
| <b>Employees:</b>   | FTE   | 427               | 386               | 393                 | 391                | 417                 |
|   |       |                   |                   | —————2015-16—————   |                    |                     |
|   |       |                   |                   | Budget              | Revised            | 2016-17             |
|   |       |                   |                   | \$000               | \$000              | Budget              |
|   |       |                   |                   |                     |                    | \$000               |
| <b>Financial indicators:</b>                              |       |                   |                   |                     |                    |                     |
| Total Expenses Excluding Losses                           |       |                   |                   | 142,700             | 143,578            | 150,795             |
| Total expenses include the following:                     |       |                   |                   |                     |                    |                     |
| Employee related  |       |                   |                   | 40,656              | 42,863             | 48,200              |
| Other operating expenses                                  |       |                   |                   | 34,679              | 40,134             | 39,192              |
| Grants and subsidies                                      |       |                   |                   | 60,759              | 53,966             | 56,484              |
| Capital Expenditure                                       |       |                   |                   | 5,943               | 5,943              | 16,843              |

(a) Institute of Sport Staff Agency was abolished and transferred to the Office of Sport on 2 September 2015 per the *Administrative Arrangements (Administrative Changes – Miscellaneous) Order 2015*.

## Personnel Services

**Service description:** This service group provides personnel services to selected agencies. Agencies include Sydney Olympic Park Authority, Venues NSW and Combat Sports Authority NSW.

|                                       | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|---------------------------------------|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
| <b>Employees:</b>                     |       |                   |                   |                     |                    |                     |
| Sydney Olympic Park Authority         | FTE   | 257               | 255               | 267                 | 254                | 264                 |
| Venues NSW                            | FTE   | 36                | 35                | 36                  | 36                 | 36                  |
| Combat Sports Authority NSW           | FTE   | 5                 | 5                 | 5                   | 5                  | 5                   |
| NSW Institute of Sport <sup>(a)</sup> | FTE   | N/A               | N/A               | N/A                 | 74                 | 74                  |

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |

### Financial indicators:

|                                       |        |        |        |
|---------------------------------------|--------|--------|--------|
| Total Expenses Excluding Losses       | 32,496 | 36,842 | 39,664 |
| Total expenses include the following: |        |        |        |
| Employee related                      | 32,496 | 36,842 | 39,664 |

(a) Under the *Administrative Arrangements (Administrative Changes - Miscellaneous) Order 2015*, staff of the NSW Institute of Sport were transferred to the employment of the Office of Sport and a Personnel Services arrangement was commenced, effective from 2 September 2015.

## Financial Statements

### Operating Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>                                      |                 |                  |                 |
| Operating Expenses -  |                 |                  |                 |
| Employee related  | 73,152          | 79,705           | 87,864          |
| Other operating expenses  | 34,679          | 40,134           | 39,192          |
| Depreciation and amortisation   | 6,606           | 6,606            | 6,919           |
| Grants and subsidies  | 60,759          | 53,966           | 56,484          |
| Finance costs   | ...             | 9                | ...             |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>175,196</b>  | <b>180,420</b>   | <b>190,459</b>  |
| <b>Revenue</b>  |                 |                  |                 |
| Sales of goods and services   | 66,419          | 71,123           | 74,277          |
| Investment revenue  | ...             | 4                | ...             |
| Retained taxes, fees and fines  | ...             | 2                | ...             |
| Grants and contributions  | 107,063         | 105,111          | 120,397         |
| Acceptance by Crown Entity of employee benefits and other liabilities | 3,080           | 4,161            | 3,134           |
| Other revenue   | 369             | 1,711            | 378             |
| <b>Total Revenue</b>  | <b>176,931</b>  | <b>182,112</b>   | <b>198,186</b>  |
| Gain/(loss) on disposal of non current assets                         | ...             | 20               | ...             |
| Other gains/(losses)  | 64              | 64               | 64              |
| <b>Net Result</b>   | <b>1,799</b>    | <b>1,776</b>     | <b>7,791</b>    |

## Balance Sheet

|                                      | 2015-16         |                  | 2016-17         |
|--------------------------------------|-----------------|------------------|-----------------|
|                                      | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>                        |                 |                  |                 |
| <b>Current Assets</b>                |                 |                  |                 |
| Cash assets                          | 9,607           | 20,240           | 8,264           |
| Receivables                          | 9,995           | 10,005           | 10,005          |
| Other financial assets               | 320             | 320              | 320             |
| <b>Total Current Assets</b>          | <b>19,922</b>   | <b>30,565</b>    | <b>18,589</b>   |
| <b>Non Current Assets</b>            |                 |                  |                 |
| Receivables                          | 37              | 64               | 64              |
| Other financial assets               | 700             | 428              | 428             |
| Property, plant and equipment -      |                 |                  |                 |
| Land and building                    | 168,407         | 159,077          | 169,907         |
| Plant and equipment                  | 13,142          | 13,788           | 13,161          |
| Intangibles                          | 569             | 478              | 199             |
| <b>Total Non Current Assets</b>      | <b>182,855</b>  | <b>173,835</b>   | <b>183,759</b>  |
| <b>Total Assets</b>                  | <b>202,777</b>  | <b>204,400</b>   | <b>202,348</b>  |
| <b>Liabilities</b>                   |                 |                  |                 |
| <b>Current Liabilities</b>           |                 |                  |                 |
| Payables                             | 2,116           | 12,140           | 2,297           |
| Provisions                           | 7,424           | 8,967            | 8,967           |
| Other                                | 2,534           | 2,534            | 2,534           |
| <b>Total Current Liabilities</b>     | <b>12,074</b>   | <b>23,641</b>    | <b>13,798</b>   |
| <b>Non Current Liabilities</b>       |                 |                  |                 |
| Provisions                           | 888             | 915              | 915             |
| <b>Total Non Current Liabilities</b> | <b>888</b>      | <b>915</b>       | <b>915</b>      |
| <b>Total Liabilities</b>             | <b>12,962</b>   | <b>24,556</b>    | <b>14,713</b>   |
| <b>Net Assets</b>                    | <b>189,815</b>  | <b>179,844</b>   | <b>187,635</b>  |
| <b>Equity</b>                        |                 |                  |                 |
| Reserves                             | 16,876          | 26,718           | 26,718          |
| Accumulated funds                    | 172,939         | 153,126          | 160,917         |
| <b>Total Equity</b>                  | <b>189,815</b>  | <b>179,844</b>   | <b>187,635</b>  |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>         |                 |                  |                 |
| <b>Payments</b>                                     |                 |                  |                 |
| Employee related                                    | 71,649          | 76,401           | 84,573          |
| Grants and subsidies                                | 60,759          | 53,966           | 56,484          |
| Other   | 43,970          | 49,219           | 56,003          |
| <b>Total Payments</b>                               | <b>176,378</b>  | <b>179,586</b>   | <b>197,060</b>  |
| <b>Receipts</b>                                     |                 |                  |                 |
| Sale of goods and services                          | 65,865          | 68,733           | 74,341          |
| Interest received                                   | ...             | 571              | ...             |
| Grants and contributions                            | 100,192         | 98,180           | 113,354         |
| Other   | 16,499          | 15,673           | 14,232          |
| <b>Total Receipts</b>                               | <b>182,556</b>  | <b>183,157</b>   | <b>201,927</b>  |
| <b>Net Cash Flows From Operating Activities</b>     | <b>6,178</b>    | <b>3,571</b>     | <b>4,867</b>    |
| <b>Cash Flows From Investing Activities</b>         |                 |                  |                 |
| Proceeds from sale of property, plant and equipment | ...             | 50               | ...             |
| Advance repayments received                         | ...             | 140              | ...             |
| Purchases of property, plant and equipment          | (5,943)         | (5,943)          | (16,843)        |
| Advances made                                       | ...             | (228)            | ...             |
| <b>Net Cash Flows From Investing Activities</b>     | <b>(5,943)</b>  | <b>(5,981)</b>   | <b>(16,843)</b> |
| <b>Net Increase/(Decrease) in Cash</b>              | <b>235</b>      | <b>(2,410)</b>   | <b>(11,976)</b> |
| Opening Cash and Cash Equivalents                   | 9,372           | 22,650           | 20,240          |
| <b>Closing Cash and Cash Equivalents</b>            | <b>9,607</b>    | <b>20,240</b>    | <b>8,264</b>    |
| <b>Cash Flow Reconciliation</b>                     |                 |                  |                 |
| Net result  | 1,799           | 1,776            | 7,791           |
| Non cash items added back                           | 6,606           | 6,606            | 6,919           |
| Change in operating assets and liabilities          | (2,227)         | (4,811)          | (9,843)         |
| <b>Net Cash Flows From Operating Activities</b>     | <b>6,178</b>    | <b>3,571</b>     | <b>4,867</b>    |



# Parliamentary Counsel's Office

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## Service Group Statements

### Parliamentary Counsel's Office

**Service description:** This service group covers the provision of drafting, publishing and legislative support services.

|   | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|---|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
| <b>Service measures:</b>                    |       |                   |                   |                     |                    |                     |
| Items of legislation drafted <sup>(a)</sup> | no.   | 788               | 870               | 890                 | 896                | 900                 |
| Pages of legislation drafted                | thous | 12.1              | 7.1               | 8.4                 | 6.2                | 8.0                 |
| Legislative website visits <sup>(b)</sup>   | mill  | 411               | 705               | 440                 | 724                | 730                 |
| Employees                                   | FTE   | 46                | 44                | 46                  | 45                 | 48                  |

|  |  | 2015-16         |                  | 2016-17         |
|--|--|-----------------|------------------|-----------------|
|  |  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |

#### Financial indicators:

|                                       |  |       |       |        |
|---------------------------------------|--|-------|-------|--------|
| Total Expenses Excluding Losses       |  | 9,454 | 9,471 | 10,028 |
| Total expenses include the following: |  |       |       |        |
| Employee related                      |  | 7,383 | 7,383 | 7,892  |
| Other operating expenses              |  | 1,774 | 1,784 | 1,856  |
| <hr/>                                 |  |       |       |        |
| Capital Expenditure                   |  | 80    | 80    | 246    |

(a) Items drafted and page counts are for Bills introduced and instruments made. The print layout of legislation was redesigned to enable more text to appear on each page. The page count for previous years has been adjusted so that the figures are on a comparable basis.

(b) In 2014-15, the NSW legislation website ([www.legislation.nsw.gov.au](http://www.legislation.nsw.gov.au)) began publishing the Government Gazette leading to an increase in website visits.

## Financial Statements

### Operating Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>                                      |                 |                  |                 |
| Operating Expenses -  |                 |                  |                 |
| Employee related  | 7,383           | 7,383            | 7,892           |
| Other operating expenses  | 1,774           | 1,784            | 1,856           |
| Depreciation and amortisation   | 297             | 300              | 276             |
| Finance costs   | ...             | 4                | 4               |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>9,454</b>    | <b>9,471</b>     | <b>10,028</b>   |
| <b>Revenue</b>  |                 |                  |                 |
| Sales of goods and services   | 168             | 185              | 182             |
| Grants and contributions  | 8,484           | 8,484            | 9,212           |
| Acceptance by Crown Entity of employee benefits and other liabilities | 238             | 413              | 372             |
| <b>Total Revenue</b>  | <b>8,890</b>    | <b>9,082</b>     | <b>9,766</b>    |
| <b>Net Result</b>   | <b>(564)</b>    | <b>(389)</b>     | <b>(262)</b>    |

## Balance Sheet

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>  |                 |                  |                 |
| <b>Current Assets</b>                                  |                 |                  |                 |
| Cash assets  | 217             | 389              | 188             |
| Receivables  | 28              | 170              | 170             |
| <b>Total Current Assets</b>                            | <b>245</b>      | <b>559</b>       | <b>358</b>      |
| <b>Non Current Assets</b>                              |                 |                  |                 |
| Property, plant and equipment -<br>Plant and equipment | 368             | 333              | 227             |
| Intangibles  | 227             | 274              | 350             |
| <b>Total Non Current Assets</b>                        | <b>595</b>      | <b>607</b>       | <b>577</b>      |
| <b>Total Assets</b>                                    | <b>840</b>      | <b>1,166</b>     | <b>935</b>      |
| <b>Liabilities</b>                                     |                 |                  |                 |
| <b>Current Liabilities</b>                             |                 |                  |                 |
| Payables   | 228             | 212              | 208             |
| Provisions   | 650             | 804              | 839             |
| <b>Total Current Liabilities</b>                       | <b>878</b>      | <b>1,016</b>     | <b>1,047</b>    |
| <b>Non Current Liabilities</b>                         |                 |                  |                 |
| Provisions   | 262             | 270              | 270             |
| <b>Total Non Current Liabilities</b>                   | <b>262</b>      | <b>270</b>       | <b>270</b>      |
| <b>Total Liabilities</b>                               | <b>1,140</b>    | <b>1,286</b>     | <b>1,317</b>    |
| <b>Net Assets</b>                                      | <b>(300)</b>    | <b>(120)</b>     | <b>(382)</b>    |
| <b>Equity</b>  |                 |                  |                 |
| Accumulated funds                                      | (300)           | (120)            | (382)           |
| <b>Total Equity</b>                                    | <b>(300)</b>    | <b>(120)</b>     | <b>(382)</b>    |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Employee related                                | 7,203           | 7,036            | 7,485           |
| Other   | 1,969           | 1,980            | 2,059           |
| <b>Total Payments</b>                           | <b>9,172</b>    | <b>9,016</b>     | <b>9,544</b>    |
| <b>Receipts</b>                                 |                 |                  |                 |
| Sale of goods and services                      | 168             | 185              | 182             |
| Interest received                               | ...             | 7                | ...             |
| Grants and contributions                        | 8,484           | 8,484            | 9,212           |
| Other   | 195             | 86               | 195             |
| <b>Total Receipts</b>                           | <b>8,847</b>    | <b>8,762</b>     | <b>9,589</b>    |
| <b>Net Cash Flows From Operating Activities</b> | <b>(325)</b>    | <b>(254)</b>     | <b>45</b>       |
| <b>Cash Flows From Investing Activities</b>     |                 |                  |                 |
| Purchases of property, plant and equipment      | ...             | ...              | (30)            |
| Other   | (80)            | (80)             | (216)           |
| <b>Net Cash Flows From Investing Activities</b> | <b>(80)</b>     | <b>(80)</b>      | <b>(246)</b>    |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>(405)</b>    | <b>(334)</b>     | <b>(201)</b>    |
| Opening Cash and Cash Equivalents               | 622             | 723              | 389             |
| <b>Closing Cash and Cash Equivalents</b>        | <b>217</b>      | <b>389</b>       | <b>188</b>      |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | (564)           | (389)            | (262)           |
| Non cash items added back                       | 297             | 300              | 276             |
| Change in operating assets and liabilities      | (58)            | (165)            | 31              |
| <b>Net Cash Flows From Operating Activities</b> | <b>(325)</b>    | <b>(254)</b>     | <b>45</b>       |

# Sydney Olympic Park Authority

## Service Group Statements

### Precinct Management and Development

**Service description:** This service group covers the promotion, development and management of the Sydney Olympic Park precinct.

|  | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|--|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
| <b>Service measures:</b>                             |       |                   |                   |                     |                    |                     |
| Cost of services per venue event day                 | \$000 | 11                | 11                | 11                  | 12                 | 11                  |
| Cost of services per \$1 million of asset book value | \$000 | 9                 | 9                 | 9                   | 9                  | 9                   |
| Car parking revenue                                  | \$m   | 19.9              | 21.3              | 18.0                | 19.4               | 18.4                |
| Cash ratio of revenue to expenditure <sup>(a)</sup>  | %     | 71                | 73                | 65                  | 68                 | 66                  |
|  |       |                   |                   | -----2015-16-----   |                    |                     |
|  |       |                   |                   | Budget              | Revised            | 2016-17             |
|  |       |                   |                   | \$000               | \$000              | Budget              |
|  |       |                   |                   |                     |                    | \$000               |
| <b>Financial indicators:</b>                         |       |                   |                   |                     |                    |                     |
| Total Expenses Excluding Losses                      |       |                   |                   | 131,289             | 140,948            | 134,944             |
| Total expenses include the following:                |       |                   |                   |                     |                    |                     |
| Other operating expenses                             |       |                   |                   | 77,240              | 74,812             | 78,433              |
| Grants and subsidies                                 |       |                   |                   | ...                 | 10,000             | ...                 |
| Capital Expenditure                                  |       |                   |                   | 23,889              | 20,989             | 25,094              |

(a) Excludes grant funding from principal department.

## Financial Statements

### Operating Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>              |                 |                  |                 |
| Operating Expenses -                          |                 |                  |                 |
| Other operating expenses                      | 77,240          | 74,812           | 78,433          |
| Depreciation and amortisation                 | 54,049          | 56,136           | 56,511          |
| Grants and subsidies                          | ...             | 10,000           | ...             |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>        | <b>131,289</b>  | <b>140,948</b>   | <b>134,944</b>  |
| <b>Revenue</b>                                |                 |                  |                 |
| Transfers to the Crown Entity                 | (5,935)         | (5,935)          | ...             |
| Sales of goods and services                   | 47,911          | 49,948           | 48,989          |
| Investment revenue                            | 6,003           | 7,906            | 6,661           |
| Retained taxes, fees and fines                | 578             | 900              | 591             |
| Grants and contributions                      | 13,237          | 17,695           | 53,183          |
| Other revenue                                 | 38,184          | 29,892           | 39,594          |
| <b>Total Revenue</b>                          | <b>99,978</b>   | <b>100,406</b>   | <b>149,018</b>  |
| Gain/(loss) on disposal of non current assets | 36,699          | 24,932           | 30,025          |
| Other gains/(losses)                          | (4,886)         | (4,886)          | (5,398)         |
| <b>Net Result</b>                             | <b>502</b>      | <b>(20,496)</b>  | <b>38,701</b>   |

## Balance Sheet

|                                      | 2015-16          |                  | 2016-17          |
|--------------------------------------|------------------|------------------|------------------|
|                                      | Budget<br>\$000  | Revised<br>\$000 | Budget<br>\$000  |
| <b>Assets</b>                        |                  |                  |                  |
| <b>Current Assets</b>                |                  |                  |                  |
| Cash assets                          | 128,194          | 99,275           | 150,958          |
| Receivables                          | 17,907           | 15,477           | 16,008           |
| Inventories                          | 95               | 65               | 65               |
| <b>Total Current Assets</b>          | <b>146,196</b>   | <b>114,817</b>   | <b>167,031</b>   |
| <b>Non Current Assets</b>            |                  |                  |                  |
| Receivables                          | 92,132           | 92,132           | 85,351           |
| Property, plant and equipment -      |                  |                  |                  |
| Land and building                    | 1,099,339        | 1,156,635        | 1,156,963        |
| Plant and equipment                  | 56,609           | 59,075           | 65,982           |
| Infrastructure systems               | 371,474          | 379,413          | 385,676          |
| Other                                | 402,194          | 393,830          | 431,071          |
| <b>Total Non Current Assets</b>      | <b>2,021,748</b> | <b>2,081,085</b> | <b>2,125,043</b> |
| <b>Total Assets</b>                  | <b>2,167,944</b> | <b>2,195,902</b> | <b>2,292,074</b> |
| <b>Liabilities</b>                   |                  |                  |                  |
| <b>Current Liabilities</b>           |                  |                  |                  |
| Payables                             | 5,756            | 6,599            | 6,599            |
| Provisions                           | 2,670            | 3,547            | 3,547            |
| Other                                | 10,250           | 11,779           | 11,661           |
| <b>Total Current Liabilities</b>     | <b>18,676</b>    | <b>21,925</b>    | <b>21,807</b>    |
| <b>Non Current Liabilities</b>       |                  |                  |                  |
| Other                                | 1,692            | 1,728            | 1,707            |
| <b>Total Non Current Liabilities</b> | <b>1,692</b>     | <b>1,728</b>     | <b>1,707</b>     |
| <b>Total Liabilities</b>             | <b>20,368</b>    | <b>23,653</b>    | <b>23,514</b>    |
| <b>Net Assets</b>                    | <b>2,147,576</b> | <b>2,172,249</b> | <b>2,268,560</b> |
| <b>Equity</b>                        |                  |                  |                  |
| Reserves                             | 910,894          | 959,415          | 1,017,025        |
| Accumulated funds                    | 1,236,682        | 1,212,834        | 1,251,535        |
| <b>Total Equity</b>                  | <b>2,147,576</b> | <b>2,172,249</b> | <b>2,268,560</b> |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>         |                 |                  |                 |
| <b>Payments</b>                                     |                 |                  |                 |
| Grants and subsidies                                | ...             | 10,000           | ...             |
| Other   | 87,370          | 83,125           | 86,679          |
| <b>Total Payments</b>                               | <b>87,370</b>   | <b>93,125</b>    | <b>86,679</b>   |
| <b>Receipts</b>                                     |                 |                  |                 |
| Transfers to the Crown Entity                       | (5,935)         | (5,935)          | ...             |
| Sale of goods and services                          | 47,911          | 49,948           | 48,989          |
| Interest received                                   | 5,986           | 8,423            | 6,110           |
| Grants and contributions                            | 81              | 81               | 28,988          |
| Other   | 19,324          | 16,453           | 26,569          |
| <b>Total Receipts</b>                               | <b>67,367</b>   | <b>68,970</b>    | <b>110,656</b>  |
| <b>Net Cash Flows From Operating Activities</b>     | <b>(20,003)</b> | <b>(24,155)</b>  | <b>23,977</b>   |
| <b>Cash Flows From Investing Activities</b>         |                 |                  |                 |
| Proceeds from sale of property, plant and equipment | 56,050          | 27,400           | 52,800          |
| Purchases of property, plant and equipment          | (23,889)        | (26,489)         | (25,094)        |
| <b>Net Cash Flows From Investing Activities</b>     | <b>32,161</b>   | <b>911</b>       | <b>27,706</b>   |
| <b>Net Increase/(Decrease) in Cash</b>              | <b>12,158</b>   | <b>(23,244)</b>  | <b>51,683</b>   |
| Opening Cash and Cash Equivalents                   | 116,036         | 122,519          | 99,275          |
| <b>Closing Cash and Cash Equivalents</b>            | <b>128,194</b>  | <b>99,275</b>    | <b>150,958</b>  |
| <b>Cash Flow Reconciliation</b>                     |                 |                  |                 |
| Net result  | 502             | (20,496)         | 38,701          |
| Non cash items added back                           | 18,167          | 20,895           | 15,971          |
| Change in operating assets and liabilities          | (38,672)        | (24,554)         | (30,695)        |
| <b>Net Cash Flows From Operating Activities</b>     | <b>(20,003)</b> | <b>(24,155)</b>  | <b>23,977</b>   |



# Barangaroo Delivery Authority

## Financial Statements

### Operating Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>              |                 |                  |                 |
| Operating Expenses -                          |                 |                  |                 |
| Employee related                              | 10,359          | 10,814           | 11,714          |
| Other operating expenses                      | 20,488          | 23,923           | 29,748          |
| Depreciation and amortisation                 | 100             | 6,239            | 6,391           |
| Grants and subsidies                          | ...             | 1,467            | ...             |
| Finance costs                                 | 26,499          | 20,039           | 37,524          |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>        | <b>57,446</b>   | <b>62,482</b>    | <b>85,377</b>   |
| <b>Revenue</b>                                |                 |                  |                 |
| Investment revenue                            | 14,178          | 16,083           | 24,580          |
| Grants and contributions                      | 21,388          | 6,211            | 32,205          |
| Other revenue                                 | 391             | 5,562            | 3,644           |
| <b>Total Revenue</b>                          | <b>35,957</b>   | <b>27,856</b>    | <b>60,429</b>   |
| Gain/(loss) on disposal of non current assets | ...             | (66)             | ...             |
| <b>Net Result</b>                             | <b>(21,489)</b> | <b>(34,692)</b>  | <b>(24,948)</b> |

## Balance Sheet

|                                      | 2015-16         |                  | 2016-17          |
|--------------------------------------|-----------------|------------------|------------------|
|                                      | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000  |
| <b>Assets</b>                        |                 |                  |                  |
| <b>Current Assets</b>                |                 |                  |                  |
| Cash assets                          | 2               | 202              | 202              |
| Receivables                          | 89,469          | 89,469           | 9,351            |
| Assets held for sale                 | 10,394          | 36,333           | 7,448            |
| <b>Total Current Assets</b>          | <b>99,865</b>   | <b>126,004</b>   | <b>17,001</b>    |
| <b>Non Current Assets</b>            |                 |                  |                  |
| Receivables                          | 285,235         | 253,621          | 433,268          |
| Property, plant and equipment -      |                 |                  |                  |
| Land and building                    | 437,639         | 247,086          | 265,771          |
| Plant and equipment                  | 267             | 4,258            | 11,363           |
| Infrastructure systems               | ...             | 290,416          | 284,170          |
| <b>Total Non Current Assets</b>      | <b>723,141</b>  | <b>795,381</b>   | <b>994,572</b>   |
| <b>Total Assets</b>                  | <b>823,006</b>  | <b>921,385</b>   | <b>1,011,573</b> |
| <b>Liabilities</b>                   |                 |                  |                  |
| <b>Current Liabilities</b>           |                 |                  |                  |
| Payables                             | 15,563          | 15,563           | 15,562           |
| Borrowings at amortised cost         | 102,724         | 104,000          | 54,404           |
| Provisions                           | 9,161           | 23,341           | 77,922           |
| Other                                | ...             | 16,528           | 16,528           |
| <b>Total Current Liabilities</b>     | <b>127,448</b>  | <b>159,432</b>   | <b>164,416</b>   |
| <b>Non Current Liabilities</b>       |                 |                  |                  |
| Borrowings at amortised cost         | 464,930         | 462,093          | 670,533          |
| Provisions                           | 189,001         | 189,001          | 64,580           |
| <b>Total Non Current Liabilities</b> | <b>653,931</b>  | <b>651,094</b>   | <b>735,113</b>   |
| <b>Total Liabilities</b>             | <b>781,379</b>  | <b>810,526</b>   | <b>899,529</b>   |
| <b>Net Assets</b>                    | <b>41,627</b>   | <b>110,859</b>   | <b>112,044</b>   |
| <b>Equity</b>                        |                 |                  |                  |
| Reserves                             | ...             | 62,600           | 88,733           |
| Accumulated funds                    | 41,627          | 48,259           | 23,311           |
| <b>Total Equity</b>                  | <b>41,627</b>   | <b>110,859</b>   | <b>112,044</b>   |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>         |                 |                  |                 |
| <b>Payments</b>                                     |                 |                  |                 |
| Employee related                                    | 10,073          | 10,380           | 11,461          |
| Grants and subsidies                                | ...             | 1,467            | ...             |
| Finance costs                                       | 26,499          | 17,472           | 34,588          |
| Other   | 73,488          | 129,580          | 112,778         |
| <b>Total Payments</b>                               | <b>110,060</b>  | <b>158,899</b>   | <b>158,827</b>  |
| <b>Receipts</b>                                     |                 |                  |                 |
| Interest received                                   | 14,178          | 16,083           | 24,580          |
| Other   | 31,779          | 39,730           | 45,849          |
| <b>Total Receipts</b>                               | <b>45,957</b>   | <b>55,813</b>    | <b>70,429</b>   |
| <b>Net Cash Flows From Operating Activities</b>     | <b>(64,103)</b> | <b>(103,086)</b> | <b>(88,398)</b> |
| <b>Cash Flows From Investing Activities</b>         |                 |                  |                 |
| Proceeds from sale of property, plant and equipment | 62,614          | 23,049           | 36,333          |
| Purchases of property, plant and equipment          | (10,500)        | (27,544)         | (7,250)         |
| Advances made                                       | (87,417)        | (33,542)         | (99,529)        |
| <b>Net Cash Flows From Investing Activities</b>     | <b>(35,303)</b> | <b>(38,037)</b>  | <b>(70,446)</b> |
| <b>Cash Flows From Financing Activities</b>         |                 |                  |                 |
| Proceeds from borrowings and advances               | 160,091         | 161,726          | 262,844         |
| Repayment of borrowings and advances                | (60,685)        | (60,685)         | (104,000)       |
| <b>Net Cash Flows From Financing Activities</b>     | <b>99,406</b>   | <b>101,041</b>   | <b>158,844</b>  |
| <b>Net Increase/(Decrease) in Cash</b>              | <b>...</b>      | <b>(40,082)</b>  | <b>...</b>      |
| Opening Cash and Cash Equivalents                   | 2               | 40,284           | 202             |
| <b>Closing Cash and Cash Equivalents</b>            | <b>2</b>        | <b>202</b>       | <b>202</b>      |
| <b>Cash Flow Reconciliation</b>                     |                 |                  |                 |
| Net result  | (21,489)        | (34,692)         | (24,948)        |
| Non cash items added back                           | 100             | 6,239            | 6,391           |
| Change in operating assets and liabilities          | (42,714)        | (74,633)         | (69,841)        |
| <b>Net Cash Flows From Operating Activities</b>     | <b>(64,103)</b> | <b>(103,086)</b> | <b>(88,398)</b> |

# Destination NSW

## Financial Statements

### Operating Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>                                      |                 |                  |                 |
| Operating Expenses -  |                 |                  |                 |
| Employee related  | 18,990          | 18,990           | 20,295          |
| Other operating expenses  | 10,627          | 10,406           | 11,510          |
| Depreciation and amortisation   | 1,759           | 1,901            | 1,946           |
| Grants and subsidies  | 14,900          | 4,450            | 12,700          |
| Other expenses  | 129,794         | 126,549          | 128,721         |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>176,070</b>  | <b>162,296</b>   | <b>175,172</b>  |
| <b>Revenue</b>  |                 |                  |                 |
| Investment revenue  | 750             | 5                | ...             |
| Grants and contributions  | 165,145         | 152,745          | 161,676         |
| Acceptance by Crown Entity of employee benefits and other liabilities | 325             | 325              | 325             |
| <b>Total Revenue</b>  | <b>166,220</b>  | <b>153,075</b>   | <b>162,001</b>  |
| Gain/(loss) on disposal of non current assets                         | ...             | (79)             | ...             |
| <b>Net Result</b>   | <b>(9,850)</b>  | <b>(9,300)</b>   | <b>(13,171)</b> |

## Balance Sheet

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>  |                 |                  |                 |
| <b>Current Assets</b>                                  |                 |                  |                 |
| Cash assets  | 13,765          | 21,149           | 9,934           |
| Receivables  | 4,317           | 5,480            | 5,310           |
| <b>Total Current Assets</b>                            | <b>18,082</b>   | <b>26,629</b>    | <b>15,244</b>   |
| <b>Non Current Assets</b>                              |                 |                  |                 |
| Property, plant and equipment -<br>Plant and equipment | 2,142           | 2,046            | 1,330           |
| Infrastructure systems                                 | 2,357           | 2,678            | 1,608           |
| Intangibles  | ...             | 111              | 111             |
| <b>Total Non Current Assets</b>                        | <b>4,499</b>    | <b>4,835</b>     | <b>3,049</b>    |
| <b>Total Assets</b>                                    | <b>22,581</b>   | <b>31,464</b>    | <b>18,293</b>   |
| <b>Liabilities</b>                                     |                 |                  |                 |
| <b>Current Liabilities</b>                             |                 |                  |                 |
| Payables   | 12,768          | 21,272           | 21,272          |
| Provisions   | 3,009           | 2,805            | 2,805           |
| <b>Total Current Liabilities</b>                       | <b>15,777</b>   | <b>24,077</b>    | <b>24,077</b>   |
| <b>Non Current Liabilities</b>                         |                 |                  |                 |
| Provisions   | 892             | 919              | 919             |
| <b>Total Non Current Liabilities</b>                   | <b>892</b>      | <b>919</b>       | <b>919</b>      |
| <b>Total Liabilities</b>                               | <b>16,669</b>   | <b>24,996</b>    | <b>24,996</b>   |
| <b>Net Assets</b>                                      | <b>5,912</b>    | <b>6,468</b>     | <b>(6,703)</b>  |
| <b>Equity</b>  |                 |                  |                 |
| Accumulated funds                                      | 5,912           | 6,468            | (6,703)         |
| <b>Total Equity</b>                                    | <b>5,912</b>    | <b>6,468</b>     | <b>(6,703)</b>  |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Employee related                                | 18,665          | 18,665           | 19,970          |
| Grants and subsidies                            | 14,900          | 4,450            | 12,700          |
| Other   | 145,921         | 142,955          | 145,731         |
| <b>Total Payments</b>                           | <b>179,486</b>  | <b>166,070</b>   | <b>178,401</b>  |
| <b>Receipts</b>                                 |                 |                  |                 |
| Interest received                               | 750             | 5                | ...             |
| Grants and contributions                        | 160,145         | 147,745          | 156,176         |
| Other   | 10,670          | 11,170           | 11,170          |
| <b>Total Receipts</b>                           | <b>171,565</b>  | <b>158,920</b>   | <b>167,346</b>  |
| <b>Net Cash Flows From Operating Activities</b> | <b>(7,921)</b>  | <b>(7,150)</b>   | <b>(11,055)</b> |
| <b>Cash Flows From Investing Activities</b>     |                 |                  |                 |
| Purchases of property, plant and equipment      | (60)            | (60)             | (60)            |
| Other   | (100)           | (100)            | (100)           |
| <b>Net Cash Flows From Investing Activities</b> | <b>(160)</b>    | <b>(160)</b>     | <b>(160)</b>    |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>(8,081)</b>  | <b>(7,310)</b>   | <b>(11,215)</b> |
| Opening Cash and Cash Equivalents               | 21,846          | 28,459           | 21,149          |
| <b>Closing Cash and Cash Equivalents</b>        | <b>13,765</b>   | <b>21,149</b>    | <b>9,934</b>    |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | (9,850)         | (9,300)          | (13,171)        |
| Non cash items added back                       | 1,759           | 1,901            | 1,946           |
| Change in operating assets and liabilities      | 170             | 249              | 170             |
| <b>Net Cash Flows From Operating Activities</b> | <b>(7,921)</b>  | <b>(7,150)</b>   | <b>(11,055)</b> |

## Introduction

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The Audit Office of New South Wales audits government activity and prepares reports on behalf of the Auditor General. It reports to the Parliament of New South Wales and helps to hold the Government accountable for its use of community resources and legal powers.

The Office is funded through services charged back to agencies. It also receives funding for special-purpose and performance audits.

The Audit Office of New South Wales, a statutory authority, operates under the *Public Finance and Audit Act 1983*.

## Services

The Audit Office's key services are:

- auditing Government agencies' financial statements
- auditing Government agencies' performance
- providing Auditor General's reports to Parliament
- investigating claims about the misuse of public money.

## 2016-17 Budget Highlights

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In 2016-17, the Audit Office will spend \$47 million (\$45 million recurrent and \$2.0 million capital) on undertaking financial, performance and compliance audits of government agencies and reporting the results to parliament.

## Financial Statements

### Operating Statement

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>       |                 |                  |                 |
| Operating Expenses -                   |                 |                  |                 |
| Employee related                       | 33,424          | 31,880           | 33,560          |
| Other operating expenses               | 8,777           | 9,641            | 10,158          |
| Depreciation and amortisation          | 1,761           | 1,727            | 1,239           |
| Finance costs                          | 19              | 19               | 19              |
| Other expenses                         | 141             | 141              | 160             |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b> | <b>44,122</b>   | <b>43,408</b>    | <b>45,136</b>   |
| <b>Revenue</b>                         |                 |                  |                 |
| Sales of goods and services            | 44,540          | 43,942           | 46,216          |
| Investment revenue                     | 150             | 150              | 150             |
| Other revenue                          | 206             | 390              | 206             |
| <b>Total Revenue</b>                   | <b>44,896</b>   | <b>44,482</b>    | <b>46,572</b>   |
| <b>Net Result</b>                      | <b>774</b>      | <b>1,074</b>     | <b>1,436</b>    |



## Balance Sheet

|                                      | 2015-16         |                  | 2016-17         |
|--------------------------------------|-----------------|------------------|-----------------|
|                                      | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>                        |                 |                  |                 |
| <b>Current Assets</b>                |                 |                  |                 |
| Cash assets                          | 6,321           | 10,432           | 11,137          |
| Receivables                          | 5,447           | 4,885            | 4,885           |
| Other                                | 7,933           | 6,954            | 6,954           |
| <b>Total Current Assets</b>          | <b>19,701</b>   | <b>22,271</b>    | <b>22,976</b>   |
| <b>Non Current Assets</b>            |                 |                  |                 |
| Property, plant and equipment -      |                 |                  |                 |
| Land and building                    | 135             | 52               | ...             |
| Plant and equipment                  | 948             | 636              | 1,210           |
| Intangibles                          | 5,760           | 3,606            | 3,815           |
| Other                                | 357             | 529              | 529             |
| <b>Total Non Current Assets</b>      | <b>7,200</b>    | <b>4,823</b>     | <b>5,554</b>    |
| <b>Total Assets</b>                  | <b>26,901</b>   | <b>27,094</b>    | <b>28,530</b>   |
| <b>Liabilities</b>                   |                 |                  |                 |
| <b>Current Liabilities</b>           |                 |                  |                 |
| Payables                             | 2,336           | 2,380            | 2,383           |
| Provisions                           | 9,487           | 8,789            | 8,826           |
| Other                                | 37              | 37               | ...             |
| <b>Total Current Liabilities</b>     | <b>11,860</b>   | <b>11,206</b>    | <b>11,209</b>   |
| <b>Non Current Liabilities</b>       |                 |                  |                 |
| Provisions                           | 35,922          | 41,507           | 41,507          |
| Other                                | 40              | 3                | ...             |
| <b>Total Non Current Liabilities</b> | <b>35,962</b>   | <b>41,510</b>    | <b>41,507</b>   |
| <b>Total Liabilities</b>             | <b>47,822</b>   | <b>52,716</b>    | <b>52,716</b>   |
| <b>Net Assets</b>                    | <b>(20,921)</b> | <b>(25,622)</b>  | <b>(24,186)</b> |
| <b>Equity</b>                        |                 |                  |                 |
| Accumulated funds                    | (20,921)        | (25,622)         | (24,186)        |
| <b>Total Equity</b>                  | <b>(20,921)</b> | <b>(25,622)</b>  | <b>(24,186)</b> |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Employee related                                | 33,424          | 31,875           | 33,528          |
| Other   | 8,937           | 9,806            | 10,369          |
| <b>Total Payments</b>                           | <b>42,361</b>   | <b>41,681</b>    | <b>43,897</b>   |
| <b>Receipts</b>                                 |                 |                  |                 |
| Sale of goods and services                      | 44,540          | 43,942           | 46,216          |
| Interest received                               | 150             | 150              | 150             |
| Other   | 206             | 390              | 206             |
| <b>Total Receipts</b>                           | <b>44,896</b>   | <b>44,482</b>    | <b>46,572</b>   |
| <b>Net Cash Flows From Operating Activities</b> | <b>2,535</b>    | <b>2,801</b>     | <b>2,675</b>    |
| <b>Cash Flows From Investing Activities</b>     |                 |                  |                 |
| Purchases of property, plant and equipment      | (540)           | (540)            | (970)           |
| Other   | (1,700)         | (700)            | (1,000)         |
| <b>Net Cash Flows From Investing Activities</b> | <b>(2,240)</b>  | <b>(1,240)</b>   | <b>(1,970)</b>  |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>295</b>      | <b>1,561</b>     | <b>705</b>      |
| Opening Cash and Cash Equivalents               | 6,026           | 8,871            | 10,432          |
| <b>Closing Cash and Cash Equivalents</b>        | <b>6,321</b>    | <b>10,432</b>    | <b>11,137</b>   |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | 774             | 1,074            | 1,436           |
| Non cash items added back                       | 1,761           | 1,727            | 1,239           |
| <b>Net Cash Flows From Operating Activities</b> | <b>2,535</b>    | <b>2,801</b>     | <b>2,675</b>    |

## Introduction

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The Independent Commission Against Corruption (ICAC) promotes and improves integrity in the public sector. It has special powers to investigate, expose and minimise corruption. The ICAC operates under the *Independent Commission Against Corruption Act 1988* as amended in September 2015.

## Services

The Commission's key service involves investigating corruption complaints, preventing corrupt conduct where possible and promoting the integrity and good repute of public administration.

## 2016-17 Budget Highlights

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In 2016-17, ICAC will spend \$24.2 million (\$23.6 million recurrent and \$680,000 capital) on investigating corruption complaints, preventing corruption and educating the public sector to promote awareness. This includes \$280,000 carried forward from 2015-16 to replace its management of cases, complaints and assessment software.

## Service Group Statements

### Corruption Investigation, Prevention and Education

**Service description:** This service group covers assessing and dealing with complaints about corrupt conduct, investigating, exposing and preventing corruption and educating the public sector and community about corruption and its detrimental effects.

|  | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|--|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
| <b>Service measures:</b>                                 |       |                   |                   |                     |                    |                     |
| Average days to deal with complaints                     | no.   | 28                | 24                | 55                  | 30                 | 42                  |
| Investigations completed within 16 months <sup>(a)</sup> | %     | 71                | 73                | 80                  | 70                 | 80                  |
| Engagements (training and presentations) delivered       | no.   | 177               | 194               | 100                 | 160                | 100                 |
| Number of publications and reports released              | no.   | 15                | 8                 | 13                  | 6                  | 11                  |
| <b>Employees:</b>  | FTE   | 126               | 122               | 114                 | 119                | 109                 |
|  |       |                   |                   | —————2015-16—————   |                    |                     |
|  |       |                   |                   | Budget              | Revised            | 2016-17             |
|  |       |                   |                   | \$000               | \$000              | Budget              |
|  |       |                   |                   |                     |                    | \$000               |
| <b>Financial indicators:</b>                             |       |                   |                   |                     |                    |                     |
| Total Expenses Excluding Losses <sup>(b)</sup>           |       |                   |                   | 24,238              | 24,381             | 23,555              |
| Total expenses include the following:                    |       |                   |                   |                     |                    |                     |
| Employee related   |       |                   |                   | 17,021              | 16,287             | 16,694              |
| Other operating expenses                                 |       |                   |                   | 4,422               | 5,449              | 4,066               |
| Capital Expenditure                                      |       |                   |                   | 1,180               | 700                | 680                 |

(a) The time frame for this service measure has been increased from 12 to 16 months to take into account time taken to undertake preliminary investigations which was previously excluded.

(b) Over the last four years, total expenses have included an average of \$2.2 million of within-year additional contributions (including for special investigations) from the Premier and Cabinet cluster. The 2016-17 Budget includes \$529,000 in additional contributions from the cluster. Any additional funding requirement will be assessed during the 2016-17 financial year.

## Financial Statements

### Operating Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>                                      |                 |                  |                 |
| Operating Expenses -  |                 |                  |                 |
| Employee related  | 17,021          | 16,287           | 16,694          |
| Other operating expenses  | 4,422           | 5,449            | 4,066           |
| Depreciation and amortisation   | 2,795           | 2,645            | 2,795           |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>24,238</b>   | <b>24,381</b>    | <b>23,555</b>   |
| <b>Revenue</b>  |                 |                  |                 |
| Appropriation   | 20,818          | 20,338           | 21,213          |
| Sales of goods and services   | 375             | 367              | 92              |
| Grants and contributions  | 840             | 1,327            | 529             |
| Acceptance by Crown Entity of employee benefits and other liabilities | 503             | 416              | 363             |
| Other revenue   | 25              | 15               | 25              |
| <b>Total Revenue</b>  | <b>22,561</b>   | <b>22,463</b>    | <b>22,222</b>   |
| <b>Net Result</b>   | <b>(1,677)</b>  | <b>(1,918)</b>   | <b>(1,333)</b>  |

## Balance Sheet

|                                      | 2015-16         |                  | 2016-17         |
|--------------------------------------|-----------------|------------------|-----------------|
|                                      | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>                        |                 |                  |                 |
| <b>Current Assets</b>                |                 |                  |                 |
| Cash assets                          | 560             | 543              | 543             |
| Receivables                          | 210             | 475              | 780             |
| <b>Total Current Assets</b>          | <b>770</b>      | <b>1,018</b>     | <b>1,323</b>    |
| <b>Non Current Assets</b>            |                 |                  |                 |
| Property, plant and equipment -      |                 |                  |                 |
| Land and building                    | 4,155           | 4,283            | 3,308           |
| Plant and equipment                  | 2,085           | 1,749            | 1,124           |
| Intangibles                          | 2,417           | 2,436            | 1,921           |
| <b>Total Non Current Assets</b>      | <b>8,657</b>    | <b>8,468</b>     | <b>6,353</b>    |
| <b>Total Assets</b>                  | <b>9,427</b>    | <b>9,486</b>     | <b>7,676</b>    |
| <b>Liabilities</b>                   |                 |                  |                 |
| <b>Current Liabilities</b>           |                 |                  |                 |
| Payables                             | 490             | 597              | 571             |
| Provisions                           | 2,667           | 1,882            | 1,487           |
| <b>Total Current Liabilities</b>     | <b>3,157</b>    | <b>2,479</b>     | <b>2,058</b>    |
| <b>Non Current Liabilities</b>       |                 |                  |                 |
| Provisions                           | 2,254           | 2,665            | 2,609           |
| <b>Total Non Current Liabilities</b> | <b>2,254</b>    | <b>2,665</b>     | <b>2,609</b>    |
| <b>Total Liabilities</b>             | <b>5,411</b>    | <b>5,144</b>     | <b>4,667</b>    |
| <b>Net Assets</b>                    | <b>4,016</b>    | <b>4,342</b>     | <b>3,009</b>    |
| <b>Equity</b>                        |                 |                  |                 |
| Accumulated funds                    | 4,016           | 4,342            | 3,009           |
| <b>Total Equity</b>                  | <b>4,016</b>    | <b>4,342</b>     | <b>3,009</b>    |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Employee related                                | 17,068          | 16,564           | 16,726          |
| Other   | 5,253           | 6,657            | 4,675           |
| <b>Total Payments</b>                           | <b>22,321</b>   | <b>23,221</b>    | <b>21,401</b>   |
| <b>Receipts</b>                                 |                 |                  |                 |
| Appropriation                                   | 20,818          | 20,338           | 21,213          |
| Sale of goods and services                      | 375             | 367              | 92              |
| Interest received                               | ...             | 24               | ...             |
| Grants and contributions                        | 840             | 1,327            | 529             |
| Other   | 919             | 768              | 247             |
| <b>Total Receipts</b>                           | <b>22,952</b>   | <b>22,824</b>    | <b>22,081</b>   |
| <b>Net Cash Flows From Operating Activities</b> | <b>631</b>      | <b>(397)</b>     | <b>680</b>      |
| <b>Cash Flows From Investing Activities</b>     |                 |                  |                 |
| Purchases of property, plant and equipment      | (552)           | (462)            | (200)           |
| Other   | (628)           | (238)            | (480)           |
| <b>Net Cash Flows From Investing Activities</b> | <b>(1,180)</b>  | <b>(700)</b>     | <b>(680)</b>    |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>(549)</b>    | <b>(1,097)</b>   | <b>...</b>      |
| Opening Cash and Cash Equivalents               | 1,109           | 1,640            | 543             |
| <b>Closing Cash and Cash Equivalents</b>        | <b>560</b>      | <b>543</b>       | <b>543</b>      |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | (1,677)         | (1,918)          | (1,333)         |
| Non cash items added back                       | 2,795           | 2,645            | 2,795           |
| Change in operating assets and liabilities      | (487)           | (1,124)          | (782)           |
| <b>Net Cash Flows From Operating Activities</b> | <b>631</b>      | <b>(397)</b>     | <b>680</b>      |

## Introduction

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The Independent Pricing and Regulatory Tribunal (IPART) is the independent economic regulator for water, public transport, local government and retail energy industries, as well as the licence administrator of water, electricity and gas and the scheme administrator and regulator for the Energy Savings Scheme. IPART also undertakes reviews and investigations into a wide range of economic and policy issues and performs a number of other roles at the NSW Government's request.

IPART operates under the *Independent Pricing and Regulatory Tribunal Act 1992*.

## Services

IPART provides independent regulatory decisions and advice to protect and promote the ongoing interest of the consumers, tax payers and citizens of New South Wales.

## 2016-17 Budget Highlights

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In 2016-17, IPART will spend \$34 million (\$33 million recurrent and \$1.4 million capital) on price setting for water, public transport and local government; regulating access to water and waste water to encourage competition and re-use; conducting special reviews at the Government's request on issues such as pricing, efficiency, industry structure and competition; administering the Energy Savings Scheme and registering agreements for access to public infrastructure assets and arbitrate disputes on such matters.

In addition, IPART's newly funded initiatives will include:

- \$3.0 million for regulating the safety and reliability of network operators
- \$1.3 million for implementing the *Water Industry Competition Amendment (Review) Act 2014*
- \$1.1 million for regulating rural water charges for WaterNSW.



## Service Group Statements

### Utilities Pricing, Regulation and Analysis and Policy Work

**Service description:** This service group provides independent regulatory decisions and advice to protect and promote the ongoing interest of the consumers, tax payers and citizens of New South Wales.

|   | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|---|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
| <b>Service measures:</b>                          |       |                   |                   |                     |                    |                     |
| Perceived professionalism of staff <sup>(a)</sup> | %     | N/A               | 97                | 93                  | N/A                | 97                  |
| Special review reports submitted to Ministers     | no.   | 6                 | 6                 | 9                   | 7                  | 7                   |
| Energy Savings certificates registered            | mill  | 2.89              | 3.02              | 2.65                | 2.76               | 3.13                |
| <b>Employees:</b> <sup>(b)</sup>                  | FTE   | 122               | 114               | 133                 | 130                | 137                 |

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |

#### Financial indicators:

|                                       |        |        |        |
|---------------------------------------|--------|--------|--------|
| Total Expenses Excluding Losses       | 28,499 | 34,707 | 32,470 |
| Total expenses include the following: |        |        |        |
| Employee related                      | 19,414 | 22,750 | 21,831 |
| Other operating expenses              | 8,081  | 10,953 | 9,717  |

|                     |     |     |       |
|---------------------|-----|-----|-------|
| Capital Expenditure | 580 | 200 | 1,390 |
|---------------------|-----|-----|-------|

(a) The stakeholder survey is conducted every two years.

(b) Increased staff numbers are to support the growth of the Energy Savings Scheme and the newly funded initiative, Regulating the Safety and Reliability of Network Operators.

## Financial Statements

### Operating Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>                                      |                 |                  |                 |
| Operating Expenses -  |                 |                  |                 |
| Employee related  | 19,414          | 22,750           | 21,831          |
| Other operating expenses  | 8,081           | 10,953           | 9,717           |
| Depreciation and amortisation   | 1,004           | 1,004            | 922             |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>28,499</b>   | <b>34,707</b>    | <b>32,470</b>   |
| <b>Revenue</b>  |                 |                  |                 |
| Appropriation   | 17,280          | 17,578           | 30,297          |
| Sales of goods and services   | 1,249           | 4,226            | 1,277           |
| Grants and contributions  | ...             | 3,507            | ...             |
| Acceptance by Crown Entity of employee benefits and other liabilities | 365             | 675              | 374             |
| <b>Total Revenue</b>  | <b>18,894</b>   | <b>25,986</b>    | <b>31,948</b>   |
| <b>Net Result</b>   | <b>(9,605)</b>  | <b>(8,721)</b>   | <b>(522)</b>    |

## Balance Sheet

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>  |                 |                  |                 |
| <b>Current Assets</b>                                  |                 |                  |                 |
| Cash assets  | 737             | 1,881            | 891             |
| Receivables  | 996             | 180              | 180             |
| <b>Total Current Assets</b>                            | <b>1,733</b>    | <b>2,061</b>     | <b>1,071</b>    |
| <b>Non Current Assets</b>                              |                 |                  |                 |
| Property, plant and equipment -<br>Plant and equipment | 3,662           | 3,429            | 3,067           |
| Intangibles  | ...             | ...              | 830             |
| <b>Total Non Current Assets</b>                        | <b>3,662</b>    | <b>3,429</b>     | <b>3,897</b>    |
| <b>Total Assets</b>                                    | <b>5,395</b>    | <b>5,490</b>     | <b>4,968</b>    |
| <b>Liabilities</b>                                     |                 |                  |                 |
| <b>Current Liabilities</b>                             |                 |                  |                 |
| Payables   | 1,778           | 1,064            | 1,064           |
| Provisions   | 1,817           | 1,904            | 1,904           |
| Other  | 519             | 61               | 61              |
| <b>Total Current Liabilities</b>                       | <b>4,114</b>    | <b>3,029</b>     | <b>3,029</b>    |
| <b>Non Current Liabilities</b>                         |                 |                  |                 |
| Provisions   | 589             | 831              | 831             |
| <b>Total Non Current Liabilities</b>                   | <b>589</b>      | <b>831</b>       | <b>831</b>      |
| <b>Total Liabilities</b>                               | <b>4,703</b>    | <b>3,860</b>     | <b>3,860</b>    |
| <b>Net Assets</b>                                      | <b>692</b>      | <b>1,630</b>     | <b>1,108</b>    |
| <b>Equity</b>  |                 |                  |                 |
| Accumulated funds                                      | 692             | 1,630            | 1,108           |
| <b>Total Equity</b>                                    | <b>692</b>      | <b>1,630</b>     | <b>1,108</b>    |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Employee related                                | 19,348          | 22,374           | 21,457          |
| Other   | 9,302           | 12,174           | 10,938          |
| <b>Total Payments</b>                           | <b>28,650</b>   | <b>34,548</b>    | <b>32,395</b>   |
| <b>Receipts</b>                                 |                 |                  |                 |
| Appropriation                                   | 17,280          | 17,578           | 30,297          |
| Sale of goods and services                      | 1,249           | 4,226            | 1,277           |
| Grants and contributions                        | ...             | 3,507            | ...             |
| Other   | 1,221           | 1,221            | 1,221           |
| <b>Total Receipts</b>                           | <b>19,750</b>   | <b>26,532</b>    | <b>32,795</b>   |
| <b>Net Cash Flows From Operating Activities</b> | <b>(8,900)</b>  | <b>(8,016)</b>   | <b>400</b>      |
| <b>Cash Flows From Investing Activities</b>     |                 |                  |                 |
| Purchases of property, plant and equipment      | (580)           | (200)            | (560)           |
| Other   | ...             | ...              | (830)           |
| <b>Net Cash Flows From Investing Activities</b> | <b>(580)</b>    | <b>(200)</b>     | <b>(1,390)</b>  |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>(9,480)</b>  | <b>(8,216)</b>   | <b>(990)</b>    |
| Opening Cash and Cash Equivalents               | 10,217          | 10,097           | 1,881           |
| <b>Closing Cash and Cash Equivalents</b>        | <b>737</b>      | <b>1,881</b>     | <b>891</b>      |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | (9,605)         | (8,721)          | (522)           |
| Non cash items added back                       | 1,004           | 1,004            | 922             |
| Change in operating assets and liabilities      | (299)           | (299)            | ...             |
| <b>Net Cash Flows From Operating Activities</b> | <b>(8,900)</b>  | <b>(8,016)</b>   | <b>400</b>      |

## Introduction

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The New South Wales Electoral Commission manages the electoral roll, elections and referendums. Its work includes:

- running elections for the State, local government, trade unions, statutory boards and registered clubs
- delivering automated electronic enrolments to the electoral roll
- maintaining the lobbyist register and enforcing minimum standards for the registration of lobbyists
- registering political parties and other electoral participants
- regulating compliance with political donations and disclosure laws
- administering the provision of public funding to registered political parties and other electoral participants.

The Commission operates under the *Parliamentary Electorates and Elections Act 1912*.

## Services

The Commission's key service involves conducting and managing elections, including reporting on electoral spending and advising different groups on their rights and responsibilities.

## 2016-17 Budget Highlights

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In 2016-17, the Commission will spend \$101 million (\$95 million recurrent and \$5.8 million capital) on initiatives including:

- \$40.6 million to conduct the Local Government Elections
- \$1.5 million capital to build a system to manage Universal Postal Voting for Local Government councils that prefer this method of voting
- \$1.4 million for the finalisation of a three year project totalling \$5.7 million capital investment to develop a Roll Management System replacing the reliance and the cost of the electoral roll sourced from the Australian Electoral Commission
- \$883,000 capital to build a 'Countback' system to provide an option instead of attendance voting at Local Government by-elections.

## Service Group Statements

### Conduct and Management of Elections

**Service description:** This service group covers the delivery of elections and related services.

|   | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|---|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
| <b>Service measures:</b>  |       |                   |                   |                     |                    |                     |
| Parliamentary general and<br>by-elections conducted                 | no.   | 1                 | 3                 | 2                   | 0                  | 2                   |
| Local Government ordinary<br>election and by-elections<br>conducted | no.   | 8                 | 11                | 1                   | 3                  | 6                   |
| Registered club elections<br>conducted                              | no.   | 13                | 10                | 13                  | 6                  | 11                  |
| Statutory board and industrial<br>ballots conducted                 | no.   | 18                | 13                | 16                  | 18                 | 10                  |
| <b>Employees:</b>   | FTE   | 63                | 79                | 99                  | 87                 | 93                  |
|   |       |                   |                   | 2015-16             |                    |                     |
|   |       |                   |                   | Budget              | Revised            | 2016-17             |
|   |       |                   |                   | \$000               | \$000              | Budget              |
|   |       |                   |                   |                     |                    | \$000               |
| <b>Financial indicators:</b>  |       |                   |                   |                     |                    |                     |
| Total Expenses Excluding Losses                                     |       |                   |                   | 69,555              | 64,128             | 95,274              |
| Total expenses include the following:                               |       |                   |                   |                     |                    |                     |
| Employee related  |       |                   |                   | 15,016              | 15,521             | 16,184              |
| Other operating expenses  |       |                   |                   | 8,326               | 5,856              | 8,060               |
| Other expenses <sup>(a)</sup>                                       |       |                   |                   | 39,280              | 35,813             | 65,336              |
| Capital Expenditure   |       |                   |                   | 8,234               | 3,908              | 5,831               |

(a) The increase in 2016-17 expenditure is due to Local Government elections.

## Financial Statements

### Operating Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>                                      |                 |                  |                 |
| Operating Expenses -  |                 |                  |                 |
| Employee related  | 15,016          | 15,521           | 16,184          |
| Other operating expenses  | 8,326           | 5,856            | 8,060           |
| Depreciation and amortisation   | 6,933           | 6,938            | 5,694           |
| Other expenses  | 39,280          | 35,813           | 65,336          |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>69,555</b>   | <b>64,128</b>    | <b>95,274</b>   |
| <b>Revenue</b>  |                 |                  |                 |
| Appropriation   | 68,291          | 58,028           | 91,174          |
| Transfers to the Crown Entity   | (8,600)         | (3,600)          | (26,000)        |
| Sales of goods and services   | 1,251           | 1,251            | 2,826           |
| Grants and contributions  | ...             | 505              | ...             |
| Acceptance by Crown Entity of employee benefits and other liabilities | 465             | 465              | 476             |
| Other revenue   | 8,600           | 3,600            | 26,151          |
| <b>Total Revenue</b>  | <b>70,007</b>   | <b>60,249</b>    | <b>94,627</b>   |
| <b>Net Result</b>   | <b>452</b>      | <b>(3,879)</b>   | <b>(647)</b>    |

## Balance Sheet

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>  |                 |                  |                 |
| <b>Current Assets</b>                                  |                 |                  |                 |
| Cash assets  | 2,684           | 3,011            | 1,938           |
| Receivables  | 4,466           | 3,084            | 3,373           |
| Inventories  | 121             | 134              | 134             |
| Other  | ...             | 73               | 73              |
| <b>Total Current Assets</b>                            | <b>7,271</b>    | <b>6,302</b>     | <b>5,518</b>    |
| <b>Non Current Assets</b>                              |                 |                  |                 |
| Property, plant and equipment -<br>Plant and equipment | 7,525           | 3,062            | 1,964           |
| Intangibles  | 7,580           | 8,257            | 9,492           |
| <b>Total Non Current Assets</b>                        | <b>15,105</b>   | <b>11,319</b>    | <b>11,456</b>   |
| <b>Total Assets</b>                                    | <b>22,376</b>   | <b>17,621</b>    | <b>16,974</b>   |
| <b>Liabilities</b>                                     |                 |                  |                 |
| <b>Current Liabilities</b>                             |                 |                  |                 |
| Payables   | 2,168           | 2,599            | 2,599           |
| Provisions   | 1,219           | 1,485            | 1,485           |
| Other  | 8               | 31               | 31              |
| <b>Total Current Liabilities</b>                       | <b>3,395</b>    | <b>4,115</b>     | <b>4,115</b>    |
| <b>Non Current Liabilities</b>                         |                 |                  |                 |
| Other  | 489             | 535              | 535             |
| <b>Total Non Current Liabilities</b>                   | <b>489</b>      | <b>535</b>       | <b>535</b>      |
| <b>Total Liabilities</b>                               | <b>3,884</b>    | <b>4,650</b>     | <b>4,650</b>    |
| <b>Net Assets</b>                                      | <b>18,492</b>   | <b>12,971</b>    | <b>12,324</b>   |
| <b>Equity</b>  |                 |                  |                 |
| Accumulated funds                                      | 18,492          | 12,971           | 12,324          |
| <b>Total Equity</b>                                    | <b>18,492</b>   | <b>12,971</b>    | <b>12,324</b>   |



## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Employee related                                | 14,779          | 15,284           | 15,708          |
| Other   | 54,161          | 48,195           | 79,164          |
| <b>Total Payments</b>                           | <b>68,940</b>   | <b>63,479</b>    | <b>94,872</b>   |
| <b>Receipts</b>                                 |                 |                  |                 |
| Appropriation                                   | 68,291          | 58,028           | 91,174          |
| Sale of goods and services                      | 803             | 774              | 3,305           |
| Grants and contributions                        | ...             | 505              | ...             |
| Cash transfers to the Crown Entity              | (8,600)         | (4,194)          | (26,000)        |
| Other   | 13,600          | 8,600            | 31,151          |
| <b>Total Receipts</b>                           | <b>74,094</b>   | <b>63,713</b>    | <b>99,630</b>   |
| <b>Net Cash Flows From Operating Activities</b> | <b>5,154</b>    | <b>234</b>       | <b>4,758</b>    |
| <b>Cash Flows From Investing Activities</b>     |                 |                  |                 |
| Purchases of property, plant and equipment      | (2,769)         | (1,703)          | (100)           |
| Other   | (5,465)         | (2,205)          | (5,731)         |
| <b>Net Cash Flows From Investing Activities</b> | <b>(8,234)</b>  | <b>(3,908)</b>   | <b>(5,831)</b>  |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>(3,080)</b>  | <b>(3,674)</b>   | <b>(1,073)</b>  |
| Opening Cash and Cash Equivalents               | 5,764           | 6,685            | 3,011           |
| <b>Closing Cash and Cash Equivalents</b>        | <b>2,684</b>    | <b>3,011</b>     | <b>1,938</b>    |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | 452             | (3,879)          | (647)           |
| Non cash items added back                       | 6,933           | 6,933            | 5,694           |
| Change in operating assets and liabilities      | (2,231)         | (2,820)          | (289)           |
| <b>Net Cash Flows From Operating Activities</b> | <b>5,154</b>    | <b>234</b>       | <b>4,758</b>    |

## Introduction

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The Ombudsman is an independent review body. It aims to ensure public and private sector bodies within its jurisdiction fulfil their functions properly. The Ombudsman is accountable to the public through the Parliament of New South Wales.

The Office operates under a range of legislation, including the *Ombudsman Act 1974*, the *Community Services (Complaints, Reviews and Monitoring) Act 1993* and the *Police Service Act 1990*.

## Services

The Office's key service involves investigating, resolving, overseeing and scrutinising complaints and notifications.

## 2016-17 Budget Highlights

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In 2016-17, the Ombudsman's Office will spend \$37 million (\$34 million recurrent and \$2.7 million capital) on complaint handling, overseeing investigations and reviewing the delivery of Government services. Key initiatives include:

- \$2.8 million in continued grant funding for the disability reportable incidents role and the disability rights project
- continuing funding of \$1.1 million to support the Ombudsman's employment related child protection function
- \$450,000 in new funding to support complaint and notification workload increases
- finalising the Operation Prospect investigation.

## Service Group Statements

### Complaint Resolution, Investigation, Oversight and Scrutiny

**Service description:** This service group covers the independent resolution, investigation or oversight of complaints and notifications made by the public about agencies within the jurisdiction of the Ombudsman and the scrutiny of complaint handling and other systems of those agencies.

|  | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|--|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
| <b>Service measures:</b>   |       |                   |                   |                     |                    |                     |
| Written complaints and notifications about public sector and certain non-government agencies | no.   | 9,505             | 11,109            | 10,500              | 11,300             | 11,500              |
| Telephone complaints/inquiries received  | no.   | 29,720            | 29,197            | 28,500              | 29,800             | 30,500              |
| Time spent on visiting services by Community Visitors  | hours | 8,262             | 8,671             | 11,500              | 9,000              | 10,000              |
| Initial assessment of complaints within 10 days  | %     | 97                | 95                | 80                  | 80                 | 80                  |
| Initial assessment of agency notifications within 10 days                                    | %     | 86                | 81                | 81                  | 80                 | 80                  |
| <b>Employees:</b>  | FTE   | 193               | 198               | 193                 | 214                | 204                 |
|  |       |                   |                   | —————2015-16—————   |                    |                     |
|  |       |                   |                   | Budget              | Revised            | 2016-17             |
|  |       |                   |                   | \$000               | \$000              | Budget              |
|  |       |                   |                   |                     |                    | \$000               |
| <b>Financial indicators:</b>   |       |                   |                   |                     |                    |                     |
| Total Expenses Excluding Losses  |       |                   |                   | 31,170              | 33,398             | 34,137              |
| Total expenses include the following:  |       |                   |                   |                     |                    |                     |
| Employee related   |       |                   |                   | 25,606              | 27,664             | 28,401              |
| Other operating expenses   |       |                   |                   | 4,884               | 4,793              | 4,563               |
| Capital Expenditure  |       |                   |                   | 1,300               | 319                | 2,668               |

## Financial Statements

### Operating Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>                                      |                 |                  |                 |
| Operating Expenses -  |                 |                  |                 |
| Employee related  | 25,606          | 27,664           | 28,401          |
| Other operating expenses  | 4,884           | 4,793            | 4,563           |
| Depreciation and amortisation   | 675             | 937              | 1,168           |
| Finance costs   | 5               | 4                | 5               |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>31,170</b>   | <b>33,398</b>    | <b>34,137</b>   |
| <b>Revenue</b>  |                 |                  |                 |
| Appropriation   | 27,382          | 24,370           | 31,050          |
| Sales of goods and services   | 781             | 1,031            | 1,036           |
| Investment revenue  | ...             | 1                | ...             |
| Grants and contributions  | 1,939           | 6,167            | 1,399           |
| Acceptance by Crown Entity of employee benefits and other liabilities | 944             | 958              | 968             |
| Other revenue   | 17              | 56               | 17              |
| <b>Total Revenue</b>  | <b>31,063</b>   | <b>32,583</b>    | <b>34,470</b>   |
| Gain/(loss) on disposal of non current assets                         | ...             | (15)             | ...             |
| Other gains/(losses)  | ...             | (18)             | ...             |
| <b>Net Result</b>   | <b>(107)</b>    | <b>(848)</b>     | <b>333</b>      |

## Balance Sheet

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>  |                 |                  |                 |
| <b>Current Assets</b>                                  |                 |                  |                 |
| Cash assets  | 740             | 950              | 681             |
| Receivables  | 431             | 1,734            | 709             |
| Other financial assets                                 | 6               | 6                | ...             |
| <b>Total Current Assets</b>                            | <b>1,177</b>    | <b>2,690</b>     | <b>1,390</b>    |
| <b>Non Current Assets</b>                              |                 |                  |                 |
| Property, plant and equipment -<br>Plant and equipment | 1,460           | 2,110            | 3,747           |
| Intangibles  | 985             | 957              | 820             |
| <b>Total Non Current Assets</b>                        | <b>2,445</b>    | <b>3,067</b>     | <b>4,567</b>    |
| <b>Total Assets</b>                                    | <b>3,622</b>    | <b>5,757</b>     | <b>5,957</b>    |
| <b>Liabilities</b>                                     |                 |                  |                 |
| <b>Current Liabilities</b>                             |                 |                  |                 |
| Payables   | 276             | 276              | 577             |
| Provisions   | 2,120           | 2,120            | 2,241           |
| Other  | 17              | 2,796            | 2,203           |
| <b>Total Current Liabilities</b>                       | <b>2,413</b>    | <b>5,192</b>     | <b>5,021</b>    |
| <b>Non Current Liabilities</b>                         |                 |                  |                 |
| Provisions   | 624             | 624              | 662             |
| <b>Total Non Current Liabilities</b>                   | <b>624</b>      | <b>624</b>       | <b>662</b>      |
| <b>Total Liabilities</b>                               | <b>3,037</b>    | <b>5,816</b>     | <b>5,683</b>    |
| <b>Net Assets</b>                                      | <b>585</b>      | <b>(59)</b>      | <b>274</b>      |
| <b>Equity</b>  |                 |                  |                 |
| Accumulated funds                                      | 585             | (59)             | 274             |
| <b>Total Equity</b>                                    | <b>585</b>      | <b>(59)</b>      | <b>274</b>      |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Employee related                                | 25,415          | 27,783           | 27,096          |
| Other   | 5,231           | 6,613            | 5,584           |
| <b>Total Payments</b>                           | <b>30,646</b>   | <b>34,396</b>    | <b>32,680</b>   |
| <b>Receipts</b>                                 |                 |                  |                 |
| Appropriation                                   | 27,382          | 24,370           | 31,050          |
| Sale of goods and services                      | 781             | 1,031            | 1,036           |
| Interest received                               | 4               | 12               | 2               |
| Grants and contributions                        | 1,939           | 6,167            | 1,399           |
| Other   | 579             | 2,988            | 1,586           |
| <b>Total Receipts</b>                           | <b>30,685</b>   | <b>34,568</b>    | <b>35,073</b>   |
| <b>Net Cash Flows From Operating Activities</b> | <b>39</b>       | <b>172</b>       | <b>2,393</b>    |
| <b>Cash Flows From Investing Activities</b>     |                 |                  |                 |
| Advance repayments received                     | ...             | 1                | 6               |
| Purchases of property, plant and equipment      | (1,210)         | (243)            | (2,578)         |
| Other   | (90)            | (76)             | (90)            |
| <b>Net Cash Flows From Investing Activities</b> | <b>(1,300)</b>  | <b>(318)</b>     | <b>(2,662)</b>  |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>(1,261)</b>  | <b>(146)</b>     | <b>(269)</b>    |
| Opening Cash and Cash Equivalents               | 2,001           | 1,096            | 950             |
| <b>Closing Cash and Cash Equivalents</b>        | <b>740</b>      | <b>950</b>       | <b>681</b>      |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | (107)           | (848)            | 333             |
| Non cash items added back                       | 675             | 955              | 1,168           |
| Change in operating assets and liabilities      | (529)           | 65               | 892             |
| <b>Net Cash Flows From Operating Activities</b> | <b>39</b>       | <b>172</b>       | <b>2,393</b>    |

## Introduction

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The Public Service Commission aims to ensure the public sector workforce is properly equipped to deliver effective programs and services to the people of New South Wales. It leads the sector and advises the Government on workforce-related operational and policy issues. This is achieved through:

- developing and driving the implementation of standards and policies
- delivering key enabling programs
- analysing and providing information covering all aspects of workforce management in the public sector.

## Services

The Commission's key service is to improve government service delivery by enhancing public sector capability and addressing workforce issues.

## 2016-17 Budget Highlights

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In 2016-17, the Public Service Commission will spend \$38 million (\$38 million recurrent and \$255,000 capital) on enhancing public sector capability. The Public Service Commission's key initiatives will include:

- \$5.5 million to further develop the capabilities of our most senior leaders across the sector
- \$2.4 million for continuing the Human Capital Management System project (commenced 2013-14), which will improve agencies' ability to manage capability, performance, workforce planning, and learning and development
- \$240,000 to analyse and report on the results of the annual employee survey the *2017 People Matter Employee Survey*
- \$200,000 on Public Sector Reform to finalise the implementation of major reform initiatives associated with implementing the *Government Sector Employment Act 2013*.

## Service Group Statements

### Services and Capabilities Improvement

**Service description:** This service group covers the promotion and maintenance of the highest levels of integrity, impartiality, accountability, capability and leadership across the public sector through innovative human capital management policies and programs.

|                                       | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|---------------------------------------|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
| <b>Employees:</b>                     | FTE   | 110               | 104               | 118                 | 136                | 136                 |
|                                       |       |                   |                   | —————2015-16—————   |                    |                     |
|                                       |       |                   |                   | Budget              | Revised            | 2016-17             |
|                                       |       |                   |                   | \$000               | \$000              | Budget              |
|                                       |       |                   |                   |                     |                    | \$000               |
| <b>Financial indicators:</b>          |       |                   |                   |                     |                    |                     |
| Total Expenses Excluding Losses       |       |                   |                   | 33,613              | 37,503             | 37,923              |
| Total expenses include the following: |       |                   |                   |                     |                    |                     |
| Employee related                      |       |                   |                   | 16,997              | 16,838             | 17,117              |
| Other operating expenses              |       |                   |                   | 15,039              | 19,100             | 19,348              |
| Grants and subsidies                  |       |                   |                   | ...                 | 29                 | ...                 |
| Capital Expenditure                   |       |                   |                   | 425                 | 425                | 255                 |



## Financial Statements

### Operating Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>                                      |                 |                  |                 |
| Operating Expenses -  |                 |                  |                 |
| Employee related  | 16,997          | 16,838           | 17,117          |
| Other operating expenses  | 15,039          | 19,100           | 19,348          |
| Depreciation and amortisation   | 1,577           | 1,536            | 1,458           |
| Grants and subsidies  | ...             | 29               | ...             |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>33,613</b>   | <b>37,503</b>    | <b>37,923</b>   |
| <b>Revenue</b>  |                 |                  |                 |
| Appropriation   | 26,920          | 20,593           | 30,290          |
| Grants and contributions  | ...             | 6,685            | 2,791           |
| Acceptance by Crown Entity of employee benefits and other liabilities | 427             | 988              | 411             |
| Other revenue   | 1,788           | 1,800            | 3,085           |
| <b>Total Revenue</b>  | <b>29,135</b>   | <b>30,066</b>    | <b>36,577</b>   |
| <b>Net Result</b>   | <b>(4,478)</b>  | <b>(7,437)</b>   | <b>(1,346)</b>  |

## Balance Sheet

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>  |                 |                  |                 |
| <b>Current Assets</b>                                  |                 |                  |                 |
| Cash assets  | 983             | 980              | 879             |
| Receivables  | 1,250           | 637              | 637             |
| <b>Total Current Assets</b>                            | <b>2,233</b>    | <b>1,617</b>     | <b>1,516</b>    |
| <b>Non Current Assets</b>                              |                 |                  |                 |
| Property, plant and equipment -<br>Plant and equipment | 834             | 733              | 608             |
| Intangibles  | 1,285           | 1,497            | 419             |
| <b>Total Non Current Assets</b>                        | <b>2,119</b>    | <b>2,230</b>     | <b>1,027</b>    |
| <b>Total Assets</b>                                    | <b>4,352</b>    | <b>3,847</b>     | <b>2,543</b>    |
| <b>Liabilities</b>                                     |                 |                  |                 |
| <b>Current Liabilities</b>                             |                 |                  |                 |
| Payables   | 895             | 1,384            | 1,444           |
| Provisions   | 1,649           | 1,707            | 1,689           |
| <b>Total Current Liabilities</b>                       | <b>2,544</b>    | <b>3,091</b>     | <b>3,133</b>    |
| <b>Non Current Liabilities</b>                         |                 |                  |                 |
| Provisions   | 209             | 228              | 228             |
| <b>Total Non Current Liabilities</b>                   | <b>209</b>      | <b>228</b>       | <b>228</b>      |
| <b>Total Liabilities</b>                               | <b>2,753</b>    | <b>3,319</b>     | <b>3,361</b>    |
| <b>Net Assets</b>                                      | <b>1,599</b>    | <b>528</b>       | <b>(818)</b>    |
| <b>Equity</b>  |                 |                  |                 |
| Accumulated funds                                      | 1,599           | 528              | (818)           |
| <b>Total Equity</b>                                    | <b>1,599</b>    | <b>528</b>       | <b>(818)</b>    |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Employee related                                | 16,923          | 16,203           | 16,664          |
| Grants and subsidies                            | ...             | 29               | ...             |
| Other   | 16,668          | 25,431           | 20,977          |
| <b>Total Payments</b>                           | <b>33,591</b>   | <b>41,663</b>    | <b>37,641</b>   |
| <b>Receipts</b>                                 |                 |                  |                 |
| Appropriation                                   | 26,920          | 20,593           | 30,290          |
| Grants and contributions                        | ...             | 6,685            | 2,791           |
| Other   | 3,417           | 8,131            | 4,714           |
| <b>Total Receipts</b>                           | <b>30,337</b>   | <b>35,409</b>    | <b>37,795</b>   |
| <b>Net Cash Flows From Operating Activities</b> | <b>(3,254)</b>  | <b>(6,254)</b>   | <b>154</b>      |
| <b>Cash Flows From Investing Activities</b>     |                 |                  |                 |
| Purchases of property, plant and equipment      | (100)           | (100)            | (100)           |
| Other   | (325)           | (325)            | (155)           |
| <b>Net Cash Flows From Investing Activities</b> | <b>(425)</b>    | <b>(425)</b>     | <b>(255)</b>    |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>(3,679)</b>  | <b>(6,679)</b>   | <b>(101)</b>    |
| Opening Cash and Cash Equivalents               | 4,662           | 7,659            | 980             |
| <b>Closing Cash and Cash Equivalents</b>        | <b>983</b>      | <b>980</b>       | <b>879</b>      |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | (4,478)         | (7,437)          | (1,346)         |
| Non cash items added back                       | 1,577           | 1,536            | 1,458           |
| Change in operating assets and liabilities      | (353)           | (353)            | 42              |
| <b>Net Cash Flows From Operating Activities</b> | <b>(3,254)</b>  | <b>(6,254)</b>   | <b>154</b>      |

# 10. TRANSPORT, ROADS AND MARITIME CLUSTER

| Agency   | Expenses                  |                          |              | Capital Expenditure       |                          |              |
|--|---------------------------|--------------------------|--------------|---------------------------|--------------------------|--------------|
|  | 2015-16<br>Revised<br>\$m | 2016-17<br>Budget<br>\$m | Var.<br>%    | 2015-16<br>Revised<br>\$m | 2016-17<br>Budget<br>\$m | Var.<br>%    |
| <b>Transport for NSW</b>                         |                           |                          |              |                           |                          |              |
| Service Group                                    |                           |                          |              |                           |                          |              |
| Asset Maintenance .....                          | 3,111.3                   | 3,398.6 <sup>(a)</sup>   | 9.2          | 203.2                     | 188.7                    | (7.1)        |
| Services and Operations .....                    | 4,584.9                   | 4,487.9 <sup>(a)</sup>   | (2.1)        | 226.1                     | 134.5 <sup>(b)</sup>     | (40.5)       |
| Growth and Improvement .....                     | 6,015.2                   | 6,624.2                  | 10.1         | 1,298.5                   | 2,100.2 <sup>(c)</sup>   | 61.7         |
| Cluster Grant Funding .....                      | 2.4                       | 2.3                      | (6.3)        | ...                       | ...                      | ...          |
| <b>Total</b>                                     | <b>13,713.8</b>           | <b>14,513.0</b>          | <b>5.8</b>   | <b>1,727.8</b>            | <b>2,423.4</b>           | <b>40.3</b>  |
| <b>Roads and Maritime Services</b>               |                           |                          |              |                           |                          |              |
| Service Group                                    |                           |                          |              |                           |                          |              |
| Asset Maintenance .....                          | 937.0                     | 913.5                    | (2.5)        | 553.1                     | 616.7                    | 11.5         |
| Services and Operations .....                    | 3,045.2                   | 3,004.9                  | (1.3)        | 146.4                     | 84.1                     | (42.6)       |
| Growth and Improvement .....                     | 118.1                     | 67.2 <sup>(d)</sup>      | (43.1)       | 3,924.9                   | 4,238.2                  | 8.0          |
| <b>Total</b>                                     | <b>4,100.2</b>            | <b>3,985.5</b>           | <b>(2.8)</b> | <b>4,624.4</b>            | <b>4,938.9</b>           | <b>6.8</b>   |
| <b>Independent Transport Safety Regulator</b>    |                           |                          |              |                           |                          |              |
| Service Group                                    |                           |                          |              |                           |                          |              |
| Rail Safety Regulation .....                     | 13.8                      | 14.4                     | 4.2          | ...                       | 0.1                      | ...          |
| <b>Total</b>                                     | <b>13.8</b>               | <b>14.4</b>              | <b>4.2</b>   | <b>...</b>                | <b>0.1</b>               | <b>...</b>   |
| <b>Office of Transport Safety Investigations</b> |                           |                          |              |                           |                          |              |
| Service Group                                    |                           |                          |              |                           |                          |              |
| Investigation and Risk Mitigation Analysis ..... | 2.5                       | 2.5                      | 0.3          | 0.0                       | 0.0                      | (9.1)        |
| <b>Total</b>                                     | <b>2.5</b>                | <b>2.5</b>               | <b>0.3</b>   | <b>0.0</b>                | <b>0.0</b>               | <b>(9.1)</b> |

(a) The 2016-17 Expenses for Asset Maintenance include employee expenditure on roads maintenance work, previously recorded in the Services and Operations service group.

(b) The 2015-16 Capital Expenditure includes IT systems capital expenditure which is nearing completion and declined over 2016-17.

(c) The 2016-17 Capital Expenditure for Growth and Investment has increased primarily due to expenditure for Sydney Metro City and Southwest and B-Line.

(d) The 2016-17 Expenses for Growth and Improvement have reduced due to reclassification of employee expenses from Expenses to Capital Expenditure.

## Introduction

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The Transport cluster is responsible for planning, infrastructure and service delivery across all modes of transport. It aids the movement of people and goods across New South Wales, grows the State economy and encourages increased use of public transport by providing a better customer experience.

The Transport cluster is the lead cluster delivering the Premier's and State Priorities to:

- maintain or improve reliability of public transport services over the next four years
- increase road travel reliability
- reduce road fatalities by at least 30 per cent from 2011 levels by 2021.

The cluster also supports the Premier's Priorities to deliver key infrastructure projects on time and on budget, create jobs and improve customer satisfaction with government services.

In 2016-17 the Transport cluster is continuing to deliver a number of major transport projects such as WestConnex, Sydney Metro, CBD and South East Light Rail and B-Line.

The Transport cluster's responsibilities include:

- delivering transport for people and freight in New South Wales, including public transport, roads and maritime services
- delivering major transport infrastructure projects
- consolidating planning for roads, rail, buses, light rail, ferries, taxis, rideshare services and waterways
- developing and overseeing policies and regulations
- managing freight
- investigating transport accidents and incidents
- overseeing the development and maintenance of the transport system to ensure it is safe, reliable, clean and efficient.

## Services

The cluster's key services are:

- delivering transport services to provide a seamless network for customers, including ticketing services and customer information
- building and maintaining roads, public transport networks and fleet assets
- ensuring the safety and security of transport customers, staff and the general public
- planning an integrated transport system to increase efficiency and reliability by considering anticipated future changes in land use and travel demand, ensuring adequate access to new growth areas and maintaining access across regional New South Wales
- providing accreditation, compliance and enforcement services
- investigating safety incidents to mitigate risks.

## 2016-17 Budget Highlights

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In 2016-17, Transport for NSW's budget is \$16.9 billion including:

- \$8.7 billion to grow and enhance roads and public transport networks
- \$4.6 billion for services and operations
- \$3.6 billion for maintenance of road and public transport assets
- \$14.5 million for the Independent Transport Safety Regulator
- \$2.5 million for the Office of Transport Safety Investigations.

### Rail Services

Key initiatives in 2016-17 to support the State Priority to maintain or improve the reliability of public transport services include:

- \$1.4 billion to continue property acquisitions and begin early works for Sydney Metro City and Southwest, which includes the second harbour crossing
- \$1.3 billion to maintain Sydney Train's assets including turnout renewals, re-signalling works, control systems upgrade and Tangara technology upgrades
- \$1.3 billion for the Sydney Metro Northwest to continue with delivery of a new rapid transit service for North West Sydney
- \$407 million to plan, develop and deliver enhancements to increase and improve rail services, including more express services to Western Sydney
- \$130 million to commence procurement of new intercity trains
- \$100 million for Automatic Train Protection to improve current levels of safety across the electrified network in Sydney by preventing trains from over-speeding
- \$90 million to progress the implementation of the Rail Operations Centre
- \$44 million for Wynyard Walk, to improve pedestrian access from Wynyard Station to the western central business district and new Barangaroo precinct.

### Light Rail Services

Key initiatives in 2016-17 to support the State Priority to maintain or improve the reliability of public transport services include:

- \$142 million for Newcastle Light Rail to continue delivery to connect the Newcastle city centre to the foreshore and truncation of the heavy rail line at Wickham, including road enabling works
- \$71 million to continue with delivery of CBD and South East Light Rail that will run from Circular Quay along George Street to Moore Park, then on to Kingsford and Randwick, including \$17 million for enabling road works. This excludes the cost incurred by the private sector PPP partner, ALTRAC Light Rail
- \$64 million to progress planning for Parramatta Light Rail to improve public transport accessibility to and within Parramatta CBD, provide opportunities for urban renewal in Western Sydney and support Greater Parramatta as Sydney's second CBD
- \$20 million to operate the existing light rail services in central and inner western Sydney.

## Bus Services

Key initiatives in 2016-17 to support the State Priority to maintain or improve the reliability of public transport services include:

- \$1.4 billion for bus services throughout New South Wales, including rural and regional bus services, school services in country areas, and financing 218 buses to replace older vehicles and provide capacity for growth services
- \$234 million to plan and continue building infrastructure to support bus priority on key corridors, including \$210 million for B-Line.

## Ferry Services

Key initiatives in 2016-17 to support the State Priority to maintain or improve the reliability of public transport services include:

- \$30 million for replacement ferries
- \$17 million to construct a new dual-berth ferry wharf at Barangaroo precinct
- \$8.0 million for new growth ferries for Parramatta River services, as part of the election commitment to provide \$100 million for improvements along the Parramatta River including new ferry vessels, extra services and new and upgraded wharves.

## Point to Point Transport Services

The NSW Government is progressively introducing reforms to the taxi, hire car and rideshare industry, to provide more opportunities for industry, along with stronger safety mechanisms, better competition and choice for consumers.

Key initiatives commencing in 2016-17 include:

- Up to \$250 million for an industry adjustment package over 3 years commencing in 2016-17, including:
  - \$142 million for taxi licensees facing hardship as a result of the changes
  - \$98 million in 2016-17 for transition assistance of \$20,000 per perpetual licence, for up to 2 licences, for taxi licensees who obtained a licence before 1 July 2015, to help them adjust to a more competitive market
  - Up to \$10 million for a buy-back scheme for perpetual hire car licence owners.

This package will be funded by a temporary levy on all point to point transport providers, equivalent to \$1 per trip for up to five years. It will be up to service providers to decide whether or not they pass on this cost to their customers.

- \$15.5 million per annum to help ensure the continued provision of Wheelchair Accessible Taxis, including:
  - increasing the cap for Taxi Transport Subsidy Scheme payments, from \$30 per trip to \$60 per trip
  - increasing Wheelchair Accessible Taxi (WAT) driver incentive payments from \$7.70 (plus GST) to \$15 (plus GST)
  - an expanded interest-free loans scheme, with loans of up to \$100,000 available to cover the full cost of purchasing and converting a vehicle to a wheelchair accessible taxi
  - subsidies for a centralised WAT booking service, saving each Sydney WAT operator \$2,130 per vehicle, per year.

As part of the reforms, a new regulator will hold all point to point services to account. The new regulator will have significant powers to seek court-imposed prison time and fines of millions of dollars to ensure the industry is abiding by the rules and customer safety is protected. For the first time, this regulator will oversee the companies at the top of the value chain, not just the drivers.

## Transport Access Program

The Government will spend \$280 million in 2016-17 to improve access to the public transport network including:

- easy access upgrades at train stations and interchanges
- additional commuter car parking and interchange capacity across the transport network
- improving safety and security across the transport network
- upgrading commuter ferry wharves to promote easy access and improve customer facilities.

## Ticketing, Concessions and Community Transport

Key initiatives in 2016-17 include:

- \$560 million for public transport concessions including pensioners, seniors and people with disabilities
- \$84 million for community transport and Home and Community Care services to assist people with transport disadvantage.

## Roads and Maritime Infrastructure

Key initiatives in 2016-17 to support the State Priority to increase road travel reliability include:

- \$2.9 billion to continue the development and delivery of WestConnex, including \$657 million for planning and pre-construction
- \$1.5 billion to continue the Pacific Highway upgrade program, with the section between Nambucca Heads and Urunga to open later in 2016, construction underway on all remaining sections between Port Macquarie and Glenugie (near Grafton), progressive commencement on the final section between Glenugie and Ballina and continue planning for the future bypass of Coffs Harbour
- \$1.5 billion for maintenance of road and maritime assets, including bridge rebuilding, pavement rehabilitation, traffic facilities maintenance, drainage upgrades and wharf maintenance
- \$338 million for road upgrades to support Western Sydney Airport at Badgerys Creek, with construction continuing on Bringelly Road between Camden Valley Way and King Street, completion of the Werrington Arterial Road between the M4 Motorway and the Great Western Highway, and commencement of construction on the final stage of Bringelly Road and further sections of The Northern Road between Narellan and Penrith
- \$283 million towards construction of NorthConnex
- \$253 million from the Community Road Safety Fund to deliver the NSW Road Safety Strategy
- \$198 million for upgrades on the Princes Highway, including continued construction of the Foxground and Berry bypass, commencement of realignment works at Dignams Creek, preconstruction for the Berry to Bomaderry upgrade and ongoing planning and design for improvements between Picton Road and Bulli Tops and the bypass of Albion Park Rail
- \$195 million for Central Coast roads, which includes commencing construction of the M1 Pacific Motorway widening between Tuggerah and Doyalson and continuing intersection upgrades along Wyong Road. This figure also includes \$45 million for roads maintenance and repair and a range of minor upgrades
- \$160 million to continue upgrading the roads surrounding the new Northern Beaches Hospital at Frenchs Forest
- \$147 million for road upgrades to support population and economic growth in Western Sydney, including completing Richmond Road Stages 2 & 3, Old Wallgrove Road and the second stage of the Schofields Road upgrade, and continuing construction of the third and final stage of Schofields Road



- \$125 million to reduce congestion on Sydney roads by addressing critical pinch points, continue planning for the Smart Motorways program and deliver real time travel information systems and infrastructure on Sydney's motorways
- \$88 million to continue upgrading the Great Western Highway, including improvements at Hartley Valley and Forty Bends and completing the upgrade at Kelso
- \$79 million for major road upgrades in the Sydney Airport precinct, including the Wentworth Avenue extension, widening of Marsh Street and Joyce Drive to reduce congestion and improve the reliability of trips to and from the airport
- \$74 million for upgrades to Hunter roads including continuing construction of the Cormorant Road widening and new Tourle Street bridge, completing the upgrade of New England Highway intersections at Maitland, inviting tenders for the construction of the New England Highway bypass of Scone, continued planning for future bypasses of Singleton and Muswellbrook and planning for the Newcastle Inner City Bypass between Rankin Park and Jesmond
- \$56 million for major road upgrades in regional New South Wales, including commencing construction of the additional bridge over the Clarence River at Grafton and commencing implementation of the Golden Highway Safety and Productivity works
- \$48 million for cycling and pedestrian infrastructure, including the Nepean River Bridge
- \$46 million for upgrades on the Newell Highway, including realignment works at Grong Grong and Trewilga, planning and building overtaking lanes, heavy duty pavement upgrades, planning for a bypass of Parkes and improvements at Coonabarabran and Dubbo
- \$32 million to continue planning for future links on the Sydney Motorway Network including the Western Harbour Tunnel and Beaches Link, Gateway to the South – M1 Extension and Bells Line of Road – Castlereagh Connection
- \$32 million (as part of \$280 million for Transport Access Program) to complete planning and commence construction of Package 2 of the commuter wharf upgrades including upgrades at Chiswick, Milsons Point and McMahons Point
- \$31 million for the maintenance of Transport Management Centre assets, including routine repairs to on-site equipment and replacement of essential operational management systems
- \$28 million to continue construction of the Showground Road upgrade at Castle Hill
- \$21 million from the Waterways Fund to support delivery of 192 priority regional projects under the NSW Boating Now program, and to support delivery of boat trailer parking solutions, boat storage strategies in Lake Macquarie and Pittwater and developing a viable network of slipways along the NSW coast
- \$20 million to continue widening Alford's Point Road between Illawong and the Georges River
- \$20 million to continue the Guanna Hill upgrade on the Mitchell Highway between Orange and Molong
- \$17 million for initial works and planning to improve road access to the Sydney CBD, and support the delivery and operation of light rail in the city centre
- \$12 million to continue the upgrade and sealing of the Cobb and Silver City highways
- \$8.4 million to support both stages of the Bells Line of Road Corridor Improvement Program, including enhanced overtaking opportunities, safety works and road realignments
- \$6.3 million of upgrades on the Oxley Highway, including completing planning and commencing construction of a second road-over-rail bridge in Gunnedah and planning for a program of safety and realignment works along the corridor
- \$6.0 million to continue construction of a realignment on the Kings Highway, River Forest Road
- \$3.0 million for safety upgrades on the Riverina Highway between Sandy Creek and Bethanga Bridge.

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## Freight Infrastructure and Services

Key initiatives in 2016-17 include:

- \$208 million for the maintenance of Country Rail assets, including replacement of timber sleepers with modern long-life steel sleepers, resurfacing track and replacement of bridges and culverts
- \$111 million to support productivity and safety for road freight in regional New South Wales, including continuing the Bridges for the Bush program to upgrade and replace critical timber truss bridges and providing heavy duty pavement upgrades on the Hume Highway
- \$43 million for planning and delivery of rail infrastructure upgrades at key sites including enhancing capacity on key routes, and improving train loading rates for grain on the Country Rail Network
- \$14 million to progress upgrading Gocup Road to support increasing numbers of heavy vehicles carrying timber and general cargo to and from the forest products mills in the Tumut Valley
- \$5.0 million for the Freight Noise Action Plan to address and manage freight rail noise. The Plan includes actions to minimise rail freight noise at its source, and reduce noise impacts at existing hotspots across the rail network
- \$5.0 million for the Cargo Movement Coordination Centre, which will significantly improve efficiency and reliability of freight rail operations throughout New South Wales and increase rail mode share.

## Service Group Statements

### Asset Maintenance

**Service description:** The scope of activities within this service group include maintaining current fleet and infrastructure to applicable standards, replacing infrastructure to current standards at the end of its useful life (which is impacted by deterioration over time and consumption or use), and interventions made to improve cost efficiency and performance of assets in conjunction with the previously listed activities.

|   | Units | 2013-14<br>Actual   | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|---|-------|---------------------|-------------------|---------------------|--------------------|---------------------|
| <b>Service measures:</b>  |       |                     |                   |                     |                    |                     |
| % of fleet maintained by RailCorp available for service each day                          | %     | 91.20               | 91.30             | 90.00               | 91.00              | 91.00               |
| Rail routine maintenance critical inspections compliance (monthly average) <sup>(a)</sup> | %     | 99.87               | 99.98             | 99.90               | 99.90              | 99.90               |
| Intensity of pavement rebuilding <sup>(b)</sup>   | %     | 1.60 <sup>(c)</sup> | 1.53              | 1.10                | 1.10               | 1.15                |
| Annual renewal ratio  | %     | 56.00               | 50.00             | 50.00               | 49.00              | 49.00               |
| <b>Employees:</b> <sup>(d)</sup>  | FTE   | 18                  | 15                | 18                  | 22                 | 22                  |

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |

### Financial indicators:

|                                       |           |           |           |
|---------------------------------------|-----------|-----------|-----------|
| Total Expenses Excluding Losses       | 2,594,710 | 3,111,342 | 3,398,565 |
| Total expenses include the following: |           |           |           |
| Employee related <sup>(e)</sup>       | 4,423     | 369,143   | 406,057   |
| Other operating expenses              | 139,835   | 279,572   | 296,465   |
| Grants and subsidies                  | 2,446,331 | 2,459,241 | 2,692,657 |
| Other expenses                        | 4,121     | 3,386     | 3,386     |

|                     |         |         |         |
|---------------------|---------|---------|---------|
| Capital Expenditure | 255,801 | 203,164 | 188,728 |
|---------------------|---------|---------|---------|

- (a) The Forecast of 99.9 per cent represents the target for this measure. Sydney Trains aims to exceed this target value on an annual basis.
- (b) Achievements through Roads and Maritime Services Capital Maintenance Program.
- (c) The 2013-14 Actual has been adjusted to correct a reporting error.
- (d) The employee numbers are for Transport for NSW staff only.
- (e) The 2015-16 Revised and 2016-17 Budget include Roads and Maritime Services employee expenditure on road maintenance work, previously recorded in the Services and Operations service group.

## Services and Operations

**Service description:** This service group covers work performed in operating and utilising the transport network and fleet to provide the required services to customers. The scope of the activities in the service group includes deploying resources and utilising physical assets in the provision of front line customer services, deploying resources to influence demand and transport user behaviour, replacing fleet at the end of their useful life, work performed by external parties as part of a financing agreement (e.g. public-private partnerships, leases or grants), and shared corporate and employee services.

|  | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast        | 2015-16<br>Revised          | 2016-17<br>Forecast        |
|--|-------|-------------------|-------------------|----------------------------|-----------------------------|----------------------------|
| <b>Service measures:</b>                                     |       |                   |                   |                            |                             |                            |
| Suburban and rail revenue carriage kilometres <sup>(a)</sup> | mill  | 260.28            | 261.58            | 264.46                     | 264.16                      | 266.16                     |
| Metropolitan Bus in-service kilometres <sup>(b)</sup>        | mill  | 179.31            | 183.85            | 187.19                     | 186.25                      | 188.68                     |
| Ferry revenue hours <sup>(c)</sup>                           | no.   | 79,193            | 79,572            | 80,425                     | 79,950                      | 80,750                     |
| Public transport customer satisfaction <sup>(d)</sup>        | %     | 86.00             | 88.00             | 88.00                      | 88.00                       | 89.00                      |
| Licensed drivers and riders <sup>(e)</sup>                   | mill  | 5.69              | 5.81              | 5.87                       | 5.91                        | 6.03                       |
| Boating licenses <sup>(f)</sup>                              | mill  | 0.49              | 0.50              | 0.50                       | 0.51                        | 0.51                       |
| <b>Employees:</b> <sup>(g)</sup>                             | FTE   | 2,950             | 3,888             | 3,601                      | 3,171                       | 3,400                      |
|  |       |                   |                   | 2015-16<br>Budget<br>\$000 | 2015-16<br>Revised<br>\$000 | 2016-17<br>Budget<br>\$000 |

### Financial indicators:

|                                       |  |  |  |           |           |           |
|---------------------------------------|--|--|--|-----------|-----------|-----------|
| Total Expenses Excluding Losses       |  |  |  | 4,999,978 | 4,584,890 | 4,487,913 |
| Total expenses include the following: |  |  |  |           |           |           |
| Employee related <sup>(h)</sup>       |  |  |  | 1,632,930 | 1,181,434 | 1,170,897 |
| Other operating expenses              |  |  |  | 260,722   | 262,224   | 266,675   |
| Grants and subsidies <sup>(i)</sup>   |  |  |  | 2,725,165 | 1,642,280 | 1,521,246 |
| Other expenses <sup>(i)</sup>         |  |  |  | 15,966    | 1,101,547 | 1,133,022 |

|                     |  |  |  |        |         |         |
|---------------------|--|--|--|--------|---------|---------|
| Capital Expenditure |  |  |  | 66,697 | 226,103 | 134,494 |
|---------------------|--|--|--|--------|---------|---------|

(a) Includes all Sydney Trains services and NSW TrainLink Intercity services. Reported results reflect timetabled revenue carriage kilometres.

(b) For 2015-16, actual revenue kilometres were used up until March 2016, and estimates of revenue kilometres for the remaining 3 months with adjustments made for additional services planned to commence during April, May and June. The original 2015-16 Forecast did not include provision for changes to bus routes through the CBD.

(c) The original 2015-16 Forecast made provision for Parramatta River service changes which have been delayed. These additional hours for Parramatta River service improvements have been allocated to the 2016-17 Forecast.

(d) Modal satisfaction results for trains, buses, ferries and light rail are weighted according to each mode's relative patronage to produce an overall satisfaction result. Actuals are the satisfaction level at the end of each financial year.

(e) A person may hold a rider licence class as well as a driver licence class.

(f) Figure represents the number of boat licence holders and personal watercraft licence holders.

(g) The employee numbers are for Transport for NSW staff only.

(h) The 2015-16 Revised and 2016-17 Budget exclude Roads and Maritime Services employee expenditure on road maintenance works, which are now recorded in the Asset Maintenance service group.

(i) Expenses relating to Private Bus Operator, State Transit Authority, and Harbour City Ferries contract payments have been moved from Grants and subsidies to Other expenses in line with the statutory accounts.

## Growth and Improvement

**Service description:** This service group covers work done to contribute to the expansion of the asset portfolio, specifically to meet changing or improved standards or enhanced system capability. The scope of activities within this service group includes investigations, feasibility studies and optioneering that may result in network improvement and expansion programs, initiatives to improve functionality on existing operational assets to meet new service and legislative requirements, and initiatives to expand the existing asset portfolio to increase the capacity of the transport system.

|   | Units | 2013-14<br>Actual | 2014-15<br>Actual     | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|---|-------|-------------------|-----------------------|---------------------|--------------------|---------------------|
| <b>Service measures:</b>  |       |                   |                       |                     |                    |                     |
| Major roadworks completed within 10 per cent of planned duration    | %     | 99.54             | 85.00 <sup>(a)</sup>  | 90.00               | 90.00              | 90.00               |
| Major roadworks completed within 10 per cent of the authorised cost | %     | 89.50             | 95.00 <sup>(b)</sup>  | 90.00               | 90.00              | 90.00               |
| Bus lane length   | km    | 160.30            | 162.50 <sup>(c)</sup> | n.a.                | 163.50             | n.a. <sup>(d)</sup> |
| <b>Employees:</b> <sup>(e)</sup>                                    | FTE   | 199               | 667                   | 1,373               | 1,252              | 1,442               |
|   |       |                   |                       | —————2015-16—————   |                    |                     |
|   |       |                   |                       | Budget              | Revised            | 2016-17             |
|   |       |                   |                       | \$000               | \$000              | Budget              |
|   |       |                   |                       | \$000               | \$000              | \$000               |
| <b>Financial indicators:</b>  |       |                   |                       |                     |                    |                     |
| Total Expenses Excluding Losses                                     |       |                   |                       | 6,436,325           | 6,015,155          | 6,624,240           |
| Total expenses include the following:                               |       |                   |                       |                     |                    |                     |
| Employee related  |       |                   |                       | 75,194              | 328,790            | 365,626             |
| Other operating expenses  |       |                   |                       | 1,976,139           | 1,678,135          | 1,718,053           |
| Grants and subsidies  |       |                   |                       | 4,379,326           | 4,003,575          | 4,535,903           |
| Other expenses  |       |                   |                       | 5,666               | 4,655              | 4,658               |
| <b>Capital Expenditure</b>  |       |                   |                       | 714,764             | 1,298,484          | 2,100,199           |

- (a) The lower than target result for 2014-15 is largely due to one project (the Great Western Highway, Woodford to Hazelbrook project) that was delayed due to the insolvency of the construction contractor. This project was resumed with a new contractor. If this project is excluded the result is over 99 per cent.
- (b) Two large projects were excluded from the analysis. The Pacific Highway, Sapphire to Woolgoolga project cost increased due to variations in scope and settlement of project claims. The Great Western Highway, Woodford to Hazelbrook project cost increased due to insolvency of the initial contractor appointed in 2010.
- (c) RMS was forecasting to deliver 165.5km of bus lane length in 2014-15. However, following the announcement of Sydney's Bus Future in December 2013, projects were reprioritised.
- (d) In line with Sydney's Bus Future, planning studies, including extensive consultation with stakeholders and engagement with councils, are being undertaken in identified priority corridors. Future priorities will be focused on localised improvements for identified priority corridors.
- (e) The employee numbers above are for Transport for NSW staff only. The increase in employee numbers from 2014-15 is due to the number of significant capital projects undertaken.

## Cluster Grant Funding

**Service description:** This service group covers the provision of grant funding to agencies within the Transport cluster. This includes funding to the Office of Transport Safety Investigations.

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Financial indicators:</b>              |                 |                  |                 |
| Total Expenses Excluding Losses           | 2,437           | 2,417            | 2,265           |
| Grants and subsidies                      |                 |                  |                 |
| Office of Transport Safety Investigations | 2,437           | 2,417            | 2,265           |

## Financial Statements

### Operating Statement

|   | 2015-16           |                   | 2016-17           |
|---|-------------------|-------------------|-------------------|
|   | Budget<br>\$000   | Revised<br>\$000  | Budget<br>\$000   |
| <b>Expenses Excluding Losses</b>                                      |                   |                   |                   |
| Operating Expenses -  |                   |                   |                   |
| Employee related  | 1,712,547         | 1,879,367         | 1,942,580         |
| Other operating expenses  | 2,376,696         | 2,219,931         | 2,281,193         |
| Depreciation and amortisation   | 267,305           | 310,808           | 306,212           |
| Grants and subsidies  | 9,553,259         | 8,107,513         | 8,752,071         |
| Finance costs   | 97,890            | 86,597            | 89,861            |
| Other expenses  | 25,753            | 1,109,588         | 1,141,066         |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>14,033,450</b> | <b>13,713,804</b> | <b>14,512,983</b> |
| <b>Revenue</b>  |                   |                   |                   |
| Appropriation   | 10,696,357        | 10,220,180        | 11,477,595        |
| Sales of goods and services   | 3,444,217         | 3,424,059         | 3,545,489         |
| Investment revenue  | 4,784             | 9,033             | 6,489             |
| Retained taxes, fees and fines  | 2,364             | 2,864             | 3,417             |
| Grants and contributions <sup>(a)</sup>                               | 376,944           | 1,311,941         | 2,107,756         |
| Acceptance by Crown Entity of employee benefits and other liabilities | 29,966            | 53,372            | 49,039            |
| Other revenue   | ...               | 25,500            | ...               |
| <b>Total Revenue</b>  | <b>14,554,632</b> | <b>15,046,949</b> | <b>17,189,785</b> |
| Gain/(loss) on disposal of non current assets                         | ...               | (2,362)           | ...               |
| Other gains/(losses)  | ...               | (800)             | ...               |
| <b>Net Result</b>   | <b>521,182</b>    | <b>1,329,983</b>  | <b>2,676,802</b>  |

(a) The increase in grants and contributions in the 2015-16 Revised and 2016-17 Budget primarily relates to Rebuilding NSW grants to Transport for NSW for Sydney Metro City and Southwest and B-Line.

## Balance Sheet

|   | 2015-16          |                  | 2016-17           |
|---|------------------|------------------|-------------------|
|   | Budget<br>\$000  | Revised<br>\$000 | Budget<br>\$000   |
| <b>Assets</b>                             |                  |                  |                   |
| <b>Current Assets</b>                     |                  |                  |                   |
| Cash assets                               | 460,266          | 495,365          | 311,662           |
| Receivables                               | 583,253          | 510,343          | 513,660           |
| Other financial assets                    | 119              | 63               | 63                |
| Inventories                               | 1,305            | 1,304            | 1,304             |
| Assets held for sale                      | ...              | 6,473            | 6,473             |
| <b>Total Current Assets</b>               | <b>1,044,943</b> | <b>1,013,548</b> | <b>833,162</b>    |
| <b>Non Current Assets</b>                 |                  |                  |                   |
| Receivables                               | 1,373,889        | 204,291          | 193,569           |
| Other financial assets                    | 769              | 564              | 564               |
| Property, plant and equipment -           |                  |                  |                   |
| Land and building                         | 587,451          | 336,299          | 329,660           |
| Plant and equipment                       | 1,174,179        | 1,366,554        | 2,416,219         |
| Infrastructure systems                    | 3,373,476        | 3,264,604        | 4,190,633         |
| Intangibles                               | 668,996          | 738,047          | 855,202           |
| Other                                     | ...              | 466,364          | 1,277,633         |
| <b>Total Non Current Assets</b>           | <b>7,178,760</b> | <b>6,376,723</b> | <b>9,263,480</b>  |
| <b>Total Assets</b>                       | <b>8,223,703</b> | <b>7,390,271</b> | <b>10,096,642</b> |
| <b>Liabilities</b>                        |                  |                  |                   |
| <b>Current Liabilities</b>                |                  |                  |                   |
| Payables                                  | 828,354          | 808,205          | 730,283           |
| Borrowings at amortised cost              | 84,499           | 153,894          | 157,777           |
| Other financial liabilities at fair value | 2,831            | 1,645            | 1,645             |
| Provisions                                | 412,060          | 300,088          | 318,666           |
| Other                                     | 536              | 32,000           | 32,000            |
| <b>Total Current Liabilities</b>          | <b>1,328,280</b> | <b>1,295,832</b> | <b>1,240,371</b>  |
| <b>Non Current Liabilities</b>            |                  |                  |                   |
| Borrowings at amortised cost              | 1,518,400        | 1,261,270        | 1,326,668         |
| Other financial liabilities at fair value | 55               | 74               | 74                |
| Provisions                                | 1,361,749        | 204,742          | 194,020           |
| Other                                     | 45               | 83,767           | 114,120           |
| <b>Total Non Current Liabilities</b>      | <b>2,880,249</b> | <b>1,549,853</b> | <b>1,634,882</b>  |
| <b>Total Liabilities</b>                  | <b>4,208,529</b> | <b>2,845,685</b> | <b>2,875,253</b>  |
| <b>Net Assets</b>                         | <b>4,015,174</b> | <b>4,544,586</b> | <b>7,221,389</b>  |
| <b>Equity</b>                             |                  |                  |                   |
| Reserves                                  | 121,903          | 104,144          | 104,145           |
| Accumulated funds                         | 3,893,271        | 4,440,442        | 7,117,244         |
| <b>Total Equity</b>                       | <b>4,015,174</b> | <b>4,544,586</b> | <b>7,221,389</b>  |



## Cash Flow Statement

|   | 2015-16           |                    | 2016-17            |
|---|-------------------|--------------------|--------------------|
|   | Budget<br>\$000   | Revised<br>\$000   | Budget<br>\$000    |
| <b>Cash Flows From Operating Activities</b>         |                   |                    |                    |
| <b>Payments</b>                                     |                   |                    |                    |
| Employee related                                    | 1,677,519         | 1,801,567          | 1,885,685          |
| Grants and subsidies                                | 9,523,520         | 9,168,201          | 9,854,771          |
| Finance costs                                       | 97,890            | 86,597             | 89,861             |
| Other <sup>(a)</sup>                                | 2,512,252         | 4,253,082          | 4,184,954          |
| <b>Total Payments</b>                               | <b>13,811,181</b> | <b>15,309,447</b>  | <b>16,015,271</b>  |
| <b>Receipts</b>                                     |                   |                    |                    |
| Appropriation                                       | 10,696,357        | 10,220,180         | 11,477,595         |
| Sale of goods and services                          | 3,445,390         | 4,512,387          | 3,552,983          |
| Interest received                                   | 4,784             | 12,206             | 6,489              |
| Grants and contributions                            | 376,944           | 1,311,941          | 2,107,756          |
| Other <sup>(a)</sup>                                | 91,146            | 960,748            | 991,511            |
| <b>Total Receipts</b>                               | <b>14,614,621</b> | <b>17,017,462</b>  | <b>18,136,334</b>  |
| <b>Net Cash Flows From Operating Activities</b>     | <b>803,440</b>    | <b>1,708,015</b>   | <b>2,121,063</b>   |
| <b>Cash Flows From Investing Activities</b>         |                   |                    |                    |
| Proceeds from sale of property, plant and equipment | ...               | 27,286             | 13,800             |
| Proceeds from sale of investments                   | 9,620             | ...                | ...                |
| Purchases of property, plant and equipment          | (874,342)         | (1,528,851)        | (2,227,747)        |
| Other   | (64,148)          | (295,481)          | (4,220)            |
| <b>Net Cash Flows From Investing Activities</b>     | <b>(928,870)</b>  | <b>(1,797,046)</b> | <b>(2,218,167)</b> |
| <b>Cash Flows From Financing Activities</b>         |                   |                    |                    |
| Proceeds from borrowings and advances               | 50,256            | ...                | ...                |
| Repayment of borrowings and advances                | (147,200)         | (123,402)          | (86,599)           |
| <b>Net Cash Flows From Financing Activities</b>     | <b>(96,944)</b>   | <b>(123,402)</b>   | <b>(86,599)</b>    |
| <b>Net Increase/(Decrease) in Cash</b>              | <b>(222,374)</b>  | <b>(212,433)</b>   | <b>(183,703)</b>   |
| Opening Cash and Cash Equivalents                   | 682,640           | 707,798            | 495,365            |
| <b>Closing Cash and Cash Equivalents</b>            | <b>460,266</b>    | <b>495,365</b>     | <b>311,662</b>     |
| <b>Cash Flow Reconciliation</b>                     |                   |                    |                    |
| Net result  | 521,182           | 1,329,983          | 2,676,802          |
| Non cash items added back                           | 297,044           | 338,547            | 323,411            |
| Change in operating assets and liabilities          | (14,786)          | 39,485             | (879,150)          |
| <b>Net Cash Flows From Operating Activities</b>     | <b>803,440</b>    | <b>1,708,015</b>   | <b>2,121,063</b>   |

(a) Other payments and receipts in 2015-16 and 2016-17 Budget have been updated to include increased GST on expenses and revenues primarily due to Transport Asset Holding Entity revenues and expenses.

# Roads and Maritime Services

## Service Group Statements

### Asset Maintenance

**Service description:** This service group covers work performed on physical assets to address defects and deterioration in their condition, and replacement at the end of their useful life to ensure operational capacity.

|                                       | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|---------------------------------------|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
| <b>Service measures:</b>              |       |                   |                   |                     |                    |                     |
| <b>Employees: <sup>(a)</sup></b>      | FTE   | 2,572             | 2,423             | 2,360               | 2,375              | 2,441               |
|                                       |       |                   |                   | —————2015-16—————   |                    |                     |
|                                       |       |                   |                   | Budget              | Revised            | 2016-17             |
|                                       |       |                   |                   | \$000               | \$000              | Budget              |
|                                       |       |                   |                   |                     |                    | \$000               |
| <b>Financial indicators:</b>          |       |                   |                   |                     |                    |                     |
| Total Expenses Excluding Losses       |       |                   |                   | 891,664             | 936,970            | 913,497             |
| Total expenses include the following: |       |                   |                   |                     |                    |                     |
| Employee related                      |       |                   |                   | 243,796             | 244,023            | 244,263             |
| Other operating expenses              |       |                   |                   | 419,712             | 422,891            | 445,691             |
| Grants and subsidies <sup>(b)</sup>   |       |                   |                   | 228,156             | 270,056            | 223,543             |
| Capital Expenditure                   |       |                   |                   | 581,604             | 553,113            | 616,664             |

(a) The increase in employee FTEs towards 2016-17 is to support expanded maintenance functions that will be managed within existing budget limits. There have also been minor redistributions in the 2015-16 Forecast FTEs.

(b) The increase in grants and subsidies in 2015-16 was for allocations to local governments for natural disaster road repair works.

## Services and Operations

**Service description:** This service group covers work performed in operating and utilising the transport network and fleet to provide the required services to customers.

|  | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|--|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
|--|-------|-------------------|-------------------|---------------------|--------------------|---------------------|

### Service measures:

|                                  |     |       |       |       |       |       |
|----------------------------------|-----|-------|-------|-------|-------|-------|
| <b>Employees:</b> <sup>(a)</sup> | FTE | 3,384 | 3,076 | 2,516 | 2,582 | 2,622 |
|----------------------------------|-----|-------|-------|-------|-------|-------|

|  |  | 2015-16         |                  | 2016-17         |
|--|--|-----------------|------------------|-----------------|
|  |  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |

### Financial indicators:

|  |  |           |           |           |
|--|--|-----------|-----------|-----------|
| Total Expenses Excluding Losses <sup>(b)</sup> |  | 2,875,010 | 3,045,153 | 3,004,856 |
| Total expenses include the following:          |  |           |           |           |
| Employee related                               |  | 270,910   | 302,370   | 269,986   |
| Other operating expenses                       |  | 548,438   | 608,093   | 547,906   |
| Grants and subsidies                           |  | 142,982   | 192,457   | 184,921   |

|                                    |  |        |         |        |
|------------------------------------|--|--------|---------|--------|
| Capital Expenditure <sup>(c)</sup> |  | 98,829 | 146,377 | 84,067 |
|------------------------------------|--|--------|---------|--------|

- (a) The increase in employee FTEs towards 2016-17 is to support expanded regulatory and asset management functions that will be managed within existing budget limits. There have also been minor redistributions in the 2015-16 Forecast FTEs.
- (b) The increase in expenses in 2015-16 was due to employee redundancy costs, higher M5 cashback claims, additional services for the National Heavy Vehicle Regulator, revised depreciation and amortisation and local government asset transfers.
- (c) The increase in capital expenditure in 2015-16 was due to additional Enterprise Resource Program works funded from higher than expected asset sales, Weight Tax allocations and sales of goods and services.

## Growth and Improvement

**Service description:** This service group covers the expansion of the asset portfolio to meet improved standards and/or enhanced system capability.

|  | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|--|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
|--|-------|-------------------|-------------------|---------------------|--------------------|---------------------|

### Service measures:

|                                  |     |     |     |     |     |       |
|----------------------------------|-----|-----|-----|-----|-----|-------|
| <b>Employees:</b> <sup>(a)</sup> | FTE | 559 | 553 | 570 | 848 | 1,102 |
|----------------------------------|-----|-----|-----|-----|-----|-------|

|  |  | 2015-16         |                  | 2016-17         |
|--|--|-----------------|------------------|-----------------|
|  |  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |

### Financial indicators:

|  |  |         |         |        |
|--|--|---------|---------|--------|
| Total Expenses Excluding Losses <sup>(b)</sup> |  | 106,394 | 118,112 | 67,190 |
| Total expenses include the following:          |  |         |         |        |
| Employee related                               |  | 15,398  | 17,479  | 15,348 |
| Other operating expenses                       |  | 56,856  | 78,493  | 36,209 |
| Grants and subsidies                           |  | 34,140  | 22,140  | 15,633 |

|                     |  |           |           |           |
|---------------------|--|-----------|-----------|-----------|
| Capital Expenditure |  | 4,028,746 | 3,924,927 | 4,238,165 |
|---------------------|--|-----------|-----------|-----------|

- (a) The increase in employee FTEs towards 2016-17 is to support the expanded capital works program and progressing the Government's Rebuilding NSW commitments.
- (b) The split between recurrent and capitalised expenditure varies between years and depends on the project development life-cycles. There are reclassifications between recurrent and capital expenditure depending on the progress and stage of project development.

## Financial Statements

### Operating Statement

|   | 2015-16          |                  | 2016-17          |
|---|------------------|------------------|------------------|
|   | Budget<br>\$000  | Revised<br>\$000 | Budget<br>\$000  |
| <b>Expenses Excluding Losses</b>                                      |                  |                  |                  |
| Operating Expenses -  |                  |                  |                  |
| Employee related  | 530,104          | 563,872          | 529,597          |
| Other operating expenses  | 1,025,006        | 1,109,477        | 1,029,806        |
| Depreciation and amortisation   | 1,878,294        | 1,909,166        | 1,970,919        |
| Grants and subsidies  | 405,278          | 484,653          | 424,097          |
| Finance costs   | 34,386           | 33,067           | 31,124           |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>3,873,068</b> | <b>4,100,235</b> | <b>3,985,543</b> |
| <b>Revenue</b>  |                  |                  |                  |
| Sales of goods and services   | 501,245          | 547,281          | 500,751          |
| Investment revenue  | 5,815            | 13,260           | 15,483           |
| Retained taxes, fees and fines  | 51,382           | 51,382           | 52,623           |
| Grants and contributions  | 6,310,176        | 5,936,729        | 6,306,260        |
| Acceptance by Crown Entity of employee benefits and other liabilities | ...              | 21,312           | 16,724           |
| Other revenue   | 283,358          | 389,012          | 345,119          |
| <b>Total Revenue</b>  | <b>7,151,976</b> | <b>6,958,976</b> | <b>7,236,960</b> |
| Gain/(loss) on disposal of non current assets                         | (62)             | (1,765)          | (62)             |
| Other gains/(losses) <sup>(a)</sup>                                   | (97,175)         | (263,378)        | (918,161)        |
| <b>Net Result</b>   | <b>3,181,671</b> | <b>2,593,598</b> | <b>2,333,194</b> |

(a) The increase in 2015-16 and 2016-17 is due to accounting valuation adjustments when properties acquired for WestConnex are revalued for road purposes when construction commences.

## Balance Sheet

|                                      | 2015-16           |                   | 2016-17           |
|--------------------------------------|-------------------|-------------------|-------------------|
|                                      | Budget<br>\$000   | Revised<br>\$000  | Budget<br>\$000   |
| <b>Assets</b>                        |                   |                   |                   |
| <b>Current Assets</b>                |                   |                   |                   |
| Cash assets                          | 410,449           | 413,243           | 304,486           |
| Receivables                          | 240,595           | 258,398           | 256,504           |
| Other financial assets               | 54,977            | 97,204            | 99,634            |
| Inventories                          | 10,354            | 6,910             | 6,910             |
| Assets held for sale                 | 5,228             | 4,866             | 4,866             |
| <b>Total Current Assets</b>          | <b>721,603</b>    | <b>780,621</b>    | <b>672,400</b>    |
| <b>Non Current Assets</b>            |                   |                   |                   |
| Receivables                          | 779,372           | 108,001           | 360,001           |
| Other financial assets               | 146,583           | 372,829           | 397,381           |
| Property, plant and equipment -      |                   |                   |                   |
| Land and building                    | 3,794,426         | 3,408,762         | 2,863,804         |
| Plant and equipment                  | 108,923           | 108,102           | 107,582           |
| Infrastructure systems               | 77,397,332        | 78,360,112        | 83,499,625        |
| Intangibles                          | 191,644           | 161,906           | 167,518           |
| Other                                | 1,605,367         | 1,589,358         | 1,823,007         |
| <b>Total Non Current Assets</b>      | <b>84,023,647</b> | <b>84,109,070</b> | <b>89,218,918</b> |
| <b>Total Assets</b>                  | <b>84,745,250</b> | <b>84,889,691</b> | <b>89,891,318</b> |
| <b>Liabilities</b>                   |                   |                   |                   |
| <b>Current Liabilities</b>           |                   |                   |                   |
| Payables                             | 1,146,467         | 877,685           | 940,454           |
| Borrowings at amortised cost         | 42,488            | 43,418            | 37,685            |
| Provisions                           | 8,157             | 4,825             | 4,825             |
| Other                                | 175,997           | 245,849           | 246,849           |
| <b>Total Current Liabilities</b>     | <b>1,373,109</b>  | <b>1,171,777</b>  | <b>1,229,813</b>  |
| <b>Non Current Liabilities</b>       |                   |                   |                   |
| Borrowings at amortised cost         | 366,265           | 367,608           | 327,709           |
| Provisions                           | 16,885            | 14,986            | 14,986            |
| Other                                | 1,906,197         | 684,977           | 670,794           |
| <b>Total Non Current Liabilities</b> | <b>2,289,347</b>  | <b>1,067,571</b>  | <b>1,013,489</b>  |
| <b>Total Liabilities</b>             | <b>3,662,456</b>  | <b>2,239,348</b>  | <b>2,243,302</b>  |
| <b>Net Assets</b>                    | <b>81,082,794</b> | <b>82,650,343</b> | <b>87,648,016</b> |
| <b>Equity</b>                        |                   |                   |                   |
| Reserves                             | 13,031,710        | 13,847,189        | 16,511,668        |
| Accumulated funds                    | 68,051,084        | 68,803,154        | 71,136,348        |
| <b>Total Equity</b>                  | <b>81,082,794</b> | <b>82,650,343</b> | <b>87,648,016</b> |

## Cash Flow Statement

|   | 2015-16            |                    | 2016-17            |
|---|--------------------|--------------------|--------------------|
|   | Budget<br>\$000    | Revised<br>\$000   | Budget<br>\$000    |
| <b>Cash Flows From Operating Activities</b>         |                    |                    |                    |
| <b>Payments</b>                                     |                    |                    |                    |
| Employee related                                    | 517,001            | 542,560            | 512,873            |
| Grants and subsidies                                | 335,577            | 394,226            | 353,275            |
| Finance costs                                       | 34,389             | 33,065             | 31,124             |
| Other   | 1,710,721          | 1,913,439          | 1,736,742          |
| <b>Total Payments</b>                               | <b>2,597,688</b>   | <b>2,883,290</b>   | <b>2,634,014</b>   |
| <b>Receipts</b>                                     |                    |                    |                    |
| Sale of goods and services                          | 468,421            | 530,896            | 463,184            |
| Interest received                                   | 6,015              | 4,202              | 5,621              |
| Grants and contributions                            | 6,263,950          | 5,888,408          | 6,268,442          |
| Other   | 519,486            | 914,752            | 714,469            |
| <b>Total Receipts</b>                               | <b>7,257,872</b>   | <b>7,338,258</b>   | <b>7,451,716</b>   |
| <b>Net Cash Flows From Operating Activities</b>     | <b>4,660,184</b>   | <b>4,454,968</b>   | <b>4,817,702</b>   |
| <b>Cash Flows From Investing Activities</b>         |                    |                    |                    |
| Proceeds from sale of property, plant and equipment | 26,130             | 57,373             | 26,130             |
| Purchases of property, plant and equipment          | (4,599,179)        | (4,549,241)        | (4,885,835)        |
| Other   | (20,000)           | (45,730)           | (18,692)           |
| <b>Net Cash Flows From Investing Activities</b>     | <b>(4,593,049)</b> | <b>(4,537,598)</b> | <b>(4,878,397)</b> |
| <b>Cash Flows From Financing Activities</b>         |                    |                    |                    |
| Repayment of borrowings and advances                | (39,902)           | (38,423)           | (45,632)           |
| <b>Net Cash Flows From Financing Activities</b>     | <b>(39,902)</b>    | <b>(38,423)</b>    | <b>(45,632)</b>    |
| <b>Net Increase/(Decrease) in Cash</b>              | <b>27,233</b>      | <b>(121,053)</b>   | <b>(106,327)</b>   |
| Opening Cash and Cash Equivalents                   | 383,216            | 567,903            | 413,243            |
| Reclassification of Cash Equivalents                | ...                | (33,607)           | (2,430)            |
| <b>Closing Cash and Cash Equivalents</b>            | <b>410,449</b>     | <b>413,243</b>     | <b>304,486</b>     |
| <b>Cash Flow Reconciliation</b>                     |                    |                    |                    |
| Net result  | 3,181,671          | 2,593,598          | 2,333,194          |
| Non cash items added back                           | 1,521,214          | 1,677,460          | 2,425,419          |
| Change in operating assets and liabilities          | (42,701)           | 183,910            | 59,089             |
| <b>Net Cash Flows From Operating Activities</b>     | <b>4,660,184</b>   | <b>4,454,968</b>   | <b>4,817,702</b>   |

# Independent Transport Safety Regulator

## Service Group Statements

### Rail Safety Regulation

**Service description:** This service group covers the provision of the following services as the NSW Branch of the Office of the National Rail Safety Regulator: rail operator accreditation processing; rail safety legislation monitoring and enforcement; risk-based auditing, compliance inspections and investigations; compliance monitoring of recommendations from independent investigations; and promotion of rail safety improvement practices to industry.

|  | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast        |
|--|-------|-------------------|-------------------|---------------------|--------------------|----------------------------|
| <b>Service measures:</b>   |       |                   |                   |                     |                    |                            |
| Compliance activities completed (audits, inspections, investigations) <sup>(a)</sup> | no.   | 149               | 188               | n.a.                | 146                | n.a.                       |
| Statutory notices issued (Prohibition, Improvement, Penalty, Notice to Produce)      | no.   | 140               | 100               | n.a.                | 86                 | n.a.                       |
| <b>Employees:</b>  | FTE   | 67                | 61                | 61                  | 58                 | 58                         |
|  |       |                   |                   | 2015-16             |                    |                            |
|  |       |                   |                   | Budget<br>\$000     | Revised<br>\$000   | 2016-17<br>Budget<br>\$000 |
| <b>Financial indicators:</b>   |       |                   |                   |                     |                    |                            |
| Total Expenses Excluding Losses <sup>(b)</sup>                                       |       |                   |                   | 16,862              | 13,829             | 14,409                     |
| Total expenses include the following:  |       |                   |                   |                     |                    |                            |
| Employee related   |       |                   |                   | 13,549              | 11,342             | 11,623                     |
| Other operating expenses   |       |                   |                   | 2,708               | 2,366              | 2,663                      |
| Other expenses   |       |                   |                   | 454                 | 47                 | 48                         |
| Capital Expenditure  |       |                   |                   | 499                 | ...                | 50                         |

(a) Future data cannot be forecast due to the nature of the regulatory function.

(b) Work has commenced to transition the rail safety function of the Independent Transport Safety Regulator (ITSR) to the Office of the National Rail Safety Regulator. This is reflected in the reduction in ITSR's corporate overhead costs for 2015-16 and 2016-17. The Office of the National Rail Safety Regulator is separately funded through accreditation fees collected from rail operators in New South Wales.



## Financial Statements

### Operating Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>                                      |                 |                  |                 |
| Operating Expenses -  |                 |                  |                 |
| Employee related  | 13,549          | 11,342           | 11,623          |
| Other operating expenses  | 2,708           | 2,366            | 2,663           |
| Depreciation and amortisation   | 151             | 74               | 75              |
| Other expenses  | 454             | 47               | 48              |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>16,862</b>   | <b>13,829</b>    | <b>14,409</b>   |
| <b>Revenue</b>  |                 |                  |                 |
| Sales of goods and services   | 48              | 170              | 170             |
| Grants and contributions  | 13,767          | 13,431           | 13,767          |
| Acceptance by Crown Entity of employee benefits and other liabilities | 849             | 593              | 607             |
| <b>Total Revenue</b>  | <b>14,664</b>   | <b>14,194</b>    | <b>14,544</b>   |
| <b>Net Result</b>   | <b>(2,198)</b>  | <b>365</b>       | <b>135</b>      |

## Balance Sheet

|                                      | 2015-16         |                  | 2016-17         |
|--------------------------------------|-----------------|------------------|-----------------|
|                                      | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>                        |                 |                  |                 |
| <b>Current Assets</b>                |                 |                  |                 |
| Cash assets                          | 6,487           | 9,984            | 9,944           |
| Receivables                          | 189             | 139              | 139             |
| <b>Total Current Assets</b>          | <b>6,676</b>    | <b>10,123</b>    | <b>10,083</b>   |
| <b>Non Current Assets</b>            |                 |                  |                 |
| Property, plant and equipment -      |                 |                  |                 |
| Land and building                    | 18              | 17               | ...             |
| Plant and equipment                  | 71              | 57               | 56              |
| Intangibles                          | 423             | 23               | 16              |
| <b>Total Non Current Assets</b>      | <b>512</b>      | <b>97</b>        | <b>72</b>       |
| <b>Total Assets</b>                  | <b>7,188</b>    | <b>10,220</b>    | <b>10,155</b>   |
| <b>Liabilities</b>                   |                 |                  |                 |
| <b>Current Liabilities</b>           |                 |                  |                 |
| Payables                             | 636             | 598              | 398             |
| Provisions                           | 1,739           | 1,312            | 1,312           |
| <b>Total Current Liabilities</b>     | <b>2,375</b>    | <b>1,910</b>     | <b>1,710</b>    |
| <b>Non Current Liabilities</b>       |                 |                  |                 |
| Provisions                           | 281             | 278              | 278             |
| <b>Total Non Current Liabilities</b> | <b>281</b>      | <b>278</b>       | <b>278</b>      |
| <b>Total Liabilities</b>             | <b>2,656</b>    | <b>2,188</b>     | <b>1,988</b>    |
| <b>Net Assets</b>                    | <b>4,532</b>    | <b>8,032</b>     | <b>8,167</b>    |
| <b>Equity</b>                        |                 |                  |                 |
| Accumulated funds                    | 4,532           | 8,032            | 8,167           |
| <b>Total Equity</b>                  | <b>4,532</b>    | <b>8,032</b>     | <b>8,167</b>    |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Employee related                                | 12,526          | 10,852           | 11,016          |
| Other   | 3,541           | 2,477            | 3,211           |
| <b>Total Payments</b>                           | <b>16,067</b>   | <b>13,329</b>    | <b>14,227</b>   |
| <b>Receipts</b>                                 |                 |                  |                 |
| Sale of goods and services                      | 48              | 170              | 170             |
| Interest received                               | 96              | 83               | ...             |
| Grants and contributions                        | 13,767          | 13,431           | 13,767          |
| Other   | 501             | 307              | 300             |
| <b>Total Receipts</b>                           | <b>14,412</b>   | <b>13,991</b>    | <b>14,237</b>   |
| <b>Net Cash Flows From Operating Activities</b> | <b>(1,655)</b>  | <b>662</b>       | <b>10</b>       |
| <b>Cash Flows From Investing Activities</b>     |                 |                  |                 |
| Purchases of property, plant and equipment      | (49)            | ...              | (50)            |
| Other   | (450)           | ...              | ...             |
| <b>Net Cash Flows From Investing Activities</b> | <b>(499)</b>    | <b>...</b>       | <b>(50)</b>     |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>(2,154)</b>  | <b>662</b>       | <b>(40)</b>     |
| Opening Cash and Cash Equivalents               | 8,641           | 9,322            | 9,984           |
| <b>Closing Cash and Cash Equivalents</b>        | <b>6,487</b>    | <b>9,984</b>     | <b>9,944</b>    |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | (2,198)         | 365              | 135             |
| Non cash items added back                       | 151             | 74               | 75              |
| Change in operating assets and liabilities      | 392             | 223              | (200)           |
| <b>Net Cash Flows From Operating Activities</b> | <b>(1,655)</b>  | <b>662</b>       | <b>10</b>       |

# Office of Transport Safety Investigations

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## Service Group Statements

### Investigation and Risk Mitigation Analysis

**Service description:** This service group covers the mandated function of independently investigating safety incidents in public transport and rail freight.

|   | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|---|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
| <b>Service measures:</b>  |       |                   |                   |                     |                    |                     |
| Notifiable incidents reported   | no.   | 618               | 634               | 620                 | 678                | 670                 |
| Notifiable rail incidents reported to Australian Transport Safety Bureau      | no.   | 96                | 100               | 120                 | 103                | 120                 |
| Incident investigations conducted   | no.   | 16                | 18                | 15                  | 20                 | 25                  |
| Confidential Safety Information and Reporting Scheme investigations conducted | no.   | 11                | 8                 | 10                  | 18                 | 25                  |
| <b>Employees:</b>   | FTE   | 11                | 11                | 11                  | 11                 | 11                  |
|   |       |                   |                   | <hr/> 2015-16       |                    | 2016-17             |
|   |       |                   |                   | Budget              | Revised            | Budget              |
|   |       |                   |                   | \$000               | \$000              | \$000               |
| <b>Financial indicators:</b>  |       |                   |                   |                     |                    |                     |
| Total Expenses Excluding Losses   |       |                   |                   | 2,635               | 2,504              | 2,511               |
| Total expenses include the following:   |       |                   |                   |                     |                    |                     |
| Employee related  |       |                   |                   | 1,863               | 1,863              | 1,908               |
| Other operating expenses  |       |                   |                   | 732                 | 604                | 563                 |
| Other expenses  |       |                   |                   | 20                  | 20                 | 20                  |
| Capital Expenditure   |       |                   |                   | 20                  | 22                 | 20                  |

## Financial Statements

### Operating Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>                                      |                 |                  |                 |
| Operating Expenses -  |                 |                  |                 |
| Employee related  | 1,863           | 1,863            | 1,908           |
| Other operating expenses  | 732             | 604              | 563             |
| Depreciation and amortisation   | 20              | 17               | 20              |
| Other expenses  | 20              | 20               | 20              |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>2,635</b>    | <b>2,504</b>     | <b>2,511</b>    |
| <b>Revenue</b>  |                 |                  |                 |
| Sales of goods and services   | 1               | ...              | ...             |
| Grants and contributions  | 2,437           | 2,437            | 2,285           |
| Acceptance by Crown Entity of employee benefits and other liabilities | 101             | 159              | 163             |
| <b>Total Revenue</b>  | <b>2,539</b>    | <b>2,596</b>     | <b>2,448</b>    |
| <b>Net Result</b>   | <b>(96)</b>     | <b>92</b>        | <b>(63)</b>     |

## Balance Sheet

|                                      | 2015-16         |                  | 2016-17         |
|--------------------------------------|-----------------|------------------|-----------------|
|                                      | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>                        |                 |                  |                 |
| <b>Current Assets</b>                |                 |                  |                 |
| Cash assets                          | 60              | 354              | 51              |
| Receivables                          | 76              | 90               | 90              |
| <b>Total Current Assets</b>          | <b>136</b>      | <b>444</b>       | <b>141</b>      |
| <b>Non Current Assets</b>            |                 |                  |                 |
| Property, plant and equipment -      |                 |                  |                 |
| Land and building                    | 5               | 5                | ...             |
| Plant and equipment                  | 40              | 42               | 47              |
| <b>Total Non Current Assets</b>      | <b>45</b>       | <b>47</b>        | <b>47</b>       |
| <b>Total Assets</b>                  | <b>181</b>      | <b>491</b>       | <b>188</b>      |
| <b>Liabilities</b>                   |                 |                  |                 |
| <b>Current Liabilities</b>           |                 |                  |                 |
| Payables                             | 79              | 247              | 47              |
| Provisions                           | 429             | 278              | 238             |
| <b>Total Current Liabilities</b>     | <b>508</b>      | <b>525</b>       | <b>285</b>      |
| <b>Non Current Liabilities</b>       |                 |                  |                 |
| Provisions                           | 89              | 87               | 87              |
| <b>Total Non Current Liabilities</b> | <b>89</b>       | <b>87</b>        | <b>87</b>       |
| <b>Total Liabilities</b>             | <b>597</b>      | <b>612</b>       | <b>372</b>      |
| <b>Net Assets</b>                    | <b>(416)</b>    | <b>(121)</b>     | <b>(184)</b>    |
| <b>Equity</b>                        |                 |                  |                 |
| Accumulated funds                    | (416)           | (121)            | (184)           |
| <b>Total Equity</b>                  | <b>(416)</b>    | <b>(121)</b>     | <b>(184)</b>    |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Employee related                                | 1,641           | 1,730            | 1,785           |
| Other   | 830             | 538              | 843             |
| <b>Total Payments</b>                           | <b>2,471</b>    | <b>2,268</b>     | <b>2,628</b>    |
| <b>Receipts</b>                                 |                 |                  |                 |
| Sale of goods and services                      | 1               | ...              | ...             |
| Interest received                               | 2               | 4                | ...             |
| Grants and contributions                        | 2,437           | 2,437            | 2,285           |
| Other   | 9               | (15)             | 60              |
| <b>Total Receipts</b>                           | <b>2,449</b>    | <b>2,426</b>     | <b>2,345</b>    |
| <b>Net Cash Flows From Operating Activities</b> | <b>(22)</b>     | <b>158</b>       | <b>(283)</b>    |
| <b>Cash Flows From Investing Activities</b>     |                 |                  |                 |
| Purchases of property, plant and equipment      | (20)            | (22)             | (20)            |
| <b>Net Cash Flows From Investing Activities</b> | <b>(20)</b>     | <b>(22)</b>      | <b>(20)</b>     |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>(42)</b>     | <b>136</b>       | <b>(303)</b>    |
| Opening Cash and Cash Equivalents               | 102             | 218              | 354             |
| <b>Closing Cash and Cash Equivalents</b>        | <b>60</b>       | <b>354</b>       | <b>51</b>       |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | (96)            | 92               | (63)            |
| Non cash items added back                       | 20              | 17               | 20              |
| Change in operating assets and liabilities      | 54              | 49               | (240)           |
| <b>Net Cash Flows From Operating Activities</b> | <b>(22)</b>     | <b>158</b>       | <b>(283)</b>    |

## 11. TREASURY CLUSTER

| Agency   | Expenses                  |                          |           | Capital Expenditure       |                          |           |
|--|---------------------------|--------------------------|-----------|---------------------------|--------------------------|-----------|
|  | 2015-16<br>Revised<br>\$m | 2016-17<br>Budget<br>\$m | Var.<br>% | 2015-16<br>Revised<br>\$m | 2016-17<br>Budget<br>\$m | Var.<br>% |
| <b>The Treasury</b>  |                           |                          |           |                           |                          |           |
| Service Group  |                           |                          |           |                           |                          |           |
| State Resource Management .....  | 116.4                     | 132.4                    | 13.8      | 18.0                      | 36.5                     | 103.5     |
| Total  | 116.4                     | 132.4                    | 13.8      | 18.0                      | 36.5                     | 103.5     |
| <b>Crown Finance Entity</b>  |                           |                          |           |                           |                          |           |
| Service Group  |                           |                          |           |                           |                          |           |
| Debt Liability Management .....  | 1,574.3                   | 1,862.1                  | 18.3      | ...                       | ...                      | ...       |
| Superannuation Liability Management .....                                      | 2,168.6                   | 2,027.8                  | (6.5)     | ...                       | ...                      | ...       |
| Central Financial Services .....   | 4,050.5                   | 4,498.1                  | 11.1      | 0.5                       | 0.5                      | ...       |
| Total  | 7,793.4                   | 8,387.9                  | 7.6       | 0.5                       | 0.5                      | ...       |
| <b>Electricity Assets Ministerial Holding Corporation</b>                      |                           |                          |           |                           |                          |           |
| Total  | 1.1                       | 2.1                      | 82.2      | ...                       | ...                      | ...       |
| <b>Electricity Transmission Ministerial Holding Corporation <sup>(a)</sup></b> |                           |                          |           |                           |                          |           |
| Total  | 0.2                       | 0.2                      | ...       | ...                       | ...                      | ...       |
| <b>Liability Management Ministerial Corporation</b>                            |                           |                          |           |                           |                          |           |
| Total  | 0.0                       | 0.0                      | ...       | ...                       | ...                      | ...       |
| <b>Long Service Corporation</b>  |                           |                          |           |                           |                          |           |
| Total  | 140.4                     | 173.5                    | 23.6      | 0.8                       | 5.5                      | 592.4     |
| <b>Ports Assets Ministerial Holding Corporation</b>                            |                           |                          |           |                           |                          |           |
| Total  | 33.2                      | 36.8                     | 10.9      | ...                       | ...                      | ...       |

(a) The Electricity Transmission Ministerial Holding Corporation was established on 16 December 2015 in accordance with the *Electricity Networks Assets (Authorised Transactions) Act 2015*. It is in the Treasury cluster, following the long term lease of TransGrid's assets.



## Introduction

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As the Government's principal financial and economic adviser, Treasury seeks to enable the Government to deliver on its promises to the people of New South Wales that the State will always be a great place to live and work.

The Treasury cluster is the lead cluster in delivering the State Priorities to:

- maintain the State's triple-A credit rating
- deliver strong budget management ensuring expenditure growth is less than long term revenue growth.

Treasury provides leadership in financial and risk management across the public sector to strengthen State finances, place downward pressure on the cost of living and improve the State for all its citizens.

The cluster's responsibilities include:

- providing the economic and fiscal context for sound policy development and informed decision making
- managing the State's Budget and balance sheet, including the development of a new approach to balance sheet management that integrates financial and risk management
- advising on microeconomic reforms to support a strong and competitive economy
- providing fair and productive industrial relations and public sector wages policies
- leading sector-wide financial reforms and driving public sector financial accountability by promoting a contemporary legislative and policy framework
- advising on the allocation of public finances to deliver better services, including through capital recycling and investment
- assessing financial and economic risk and advising on the economic impact of policies
- providing active shareholder advice to drive and monitor improved performance of State Owned Corporations (SOCs) and other businesses
- providing a whole-of-government advisory role on commercial financing and asset management as well as commissioning and contestability
- managing portable long service schemes to the building, construction and contract cleaning industries
- leading the asset recycling activity which funds a range of infrastructure projects across the State as part of the Rebuilding NSW plan.

## Services

Treasury's key services include:

- developing and implementing the State's fiscal and revenue strategies
- managing the State Budget process and reporting on the State's finances
- developing tax, competition and regulatory policies and reforms
- monitoring agency financial management improvements and audit compliance
- active performance monitoring of SOCs and other government businesses
- providing strategic policy advice to the Government on public and private sector industrial relations issues
- monitoring agency savings targets and initiatives
- contributing to intergovernmental negotiations in the State's interests

- setting the parameters for managing the Crown Finance Entity debt portfolio, to minimise cost and risk
- delivering industrial relations information, assistance and education programs with a focus on assisting vulnerable sections of the community and enabling employers to understand and comply with their obligations
- being the principal public sector employer under the *Government Sector Employment Act 2013*
- administering portable long service schemes.

## 2016-17 Budget Highlights

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In 2016-17, the cluster's key initiatives include:

- Crown Finance Entity contributing \$1.5 billion to the State Super defined benefit scheme to meet member expenses and reduce unfunded member liabilities
- Crown Finance Entity providing \$210 million for first home owner grants and new home grants
- § Long Service Corporation collecting \$205 million in levies and investment returns to fund the building, construction and contract cleaning industries' portable long service leave schemes
- Long Service Corporation paying \$101 million in long service leave to workers in the building, construction and contract cleaning industries
- Treasury contributing \$13.9 million to progress the Financial Management Transformation program to deliver a world class financial framework and information system
- Treasury providing \$2.9 million to establish a new Commissioning and Contestability Unit in Treasury to provide the framework and specialist expertise to reform how government services are delivered.

# The Treasury

## Service Group Statements

### State Resource Management

**Service description:** This service group covers advice on economic and fiscal strategies (including industrial relations policy), advice on efficiency and effectiveness of public sector agencies, and infrastructure, asset management and procurement. It also includes budget management services, public sector management systems, and financial asset and liability management services.

|  | Units | 2013-14<br>Actual | 2014-15<br>Actual | 2015-16<br>Forecast | 2015-16<br>Revised | 2016-17<br>Forecast |
|--|-------|-------------------|-------------------|---------------------|--------------------|---------------------|
| <b>Service measures:</b>   |       |                   |                   |                     |                    |                     |
| State physical assets covered by a Total Asset Management Plan submission for nominated agencies | %     | 100               | 100               | 100                 | 100                | 100                 |
| Required government businesses that have signed their: Statement of Corporate Intent             | %     | 100               | 100               | 100                 | 100                | 100                 |
| Statement of Business Intent <sup>(a)</sup>  | %     | 42                | 91                | 100                 | 71                 | 100                 |
| <b>Employees:</b> <sup>(b)</sup>   | FTE   | 463               | 442               | 541                 | 537                | 580                 |

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |

### Financial indicators:

|                                       |         |         |         |
|---------------------------------------|---------|---------|---------|
| Total Expenses Excluding Losses       | 124,599 | 116,375 | 132,431 |
| Total expenses include the following: |         |         |         |
| Employee related                      | 84,516  | 76,061  | 88,083  |
| Other operating expenses              | 36,949  | 36,770  | 37,776  |
| Grants and subsidies                  | 169     | 169     | 169     |
| Capital Expenditure                   | 46,805  | 17,955  | 36,535  |

(a) In 2015-16, a number of Statements of Business Intent (SBIs) will not be finalised due to a government strategic review.

(b) The increase in FTEs from 2015-16 Revised to 2016-17 Forecast relates to backfilling vacancies previously occupied by contractors as well as the establishment of a Commissioning Unit and Financial Risk Management Team.

## Financial Statements

### Operating Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>                                      |                 |                  |                 |
| Operating Expenses -  |                 |                  |                 |
| Employee related  | 84,516          | 76,061           | 88,083          |
| Other operating expenses  | 36,949          | 36,770           | 37,776          |
| Depreciation and amortisation   | 2,875           | 3,307            | 6,331           |
| Grants and subsidies  | 169             | 169              | 169             |
| Finance costs   | 90              | 68               | 72              |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>124,599</b>  | <b>116,375</b>   | <b>132,431</b>  |
| <b>Revenue</b>  |                 |                  |                 |
| Appropriation   | 152,499         | 111,149          | 144,191         |
| Sales of goods and services   | 17,022          | 17,081           | 18,189          |
| Acceptance by Crown Entity of employee benefits and other liabilities | 1,552           | 3,098            | 1,882           |
| Other revenue   | ...             | 154              | ...             |
| <b>Total Revenue</b>  | <b>171,073</b>  | <b>131,482</b>   | <b>164,262</b>  |
| Gain/(loss) on disposal of non current assets                         | ...             | (6)              | ...             |
| <b>Net Result</b>   | <b>46,474</b>   | <b>15,101</b>    | <b>31,831</b>   |

## Balance Sheet

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>  |                 |                  |                 |
| <b>Current Assets</b>                                  |                 |                  |                 |
| Cash assets  | 5,113           | 5,762            | 3,248           |
| Receivables  | 5,047           | 7,619            | 7,539           |
| <b>Total Current Assets</b>                            | <b>10,160</b>   | <b>13,381</b>    | <b>10,787</b>   |
| <b>Non Current Assets</b>                              |                 |                  |                 |
| Receivables  | 6,452           | 6,449            | 6,657           |
| Property, plant and equipment -<br>Plant and equipment | 18,554          | 18,587           | 16,199          |
| Intangibles  | 51,789          | 22,968           | 55,560          |
| <b>Total Non Current Assets</b>                        | <b>76,795</b>   | <b>48,004</b>    | <b>78,416</b>   |
| <b>Total Assets</b>                                    | <b>86,955</b>   | <b>61,385</b>    | <b>89,203</b>   |
| <b>Liabilities</b>                                     |                 |                  |                 |
| <b>Current Liabilities</b>                             |                 |                  |                 |
| Payables   | 4,164           | 5,245            | 5,396           |
| Provisions   | 10,134          | 14,864           | 10,900          |
| Other  | 1,552           | 1,383            | 1,383           |
| <b>Total Current Liabilities</b>                       | <b>15,850</b>   | <b>21,492</b>    | <b>17,679</b>   |
| <b>Non Current Liabilities</b>                         |                 |                  |                 |
| Provisions   | 8,854           | 9,107            | 9,575           |
| Other  | 11,574          | 14,462           | 13,794          |
| <b>Total Non Current Liabilities</b>                   | <b>20,428</b>   | <b>23,569</b>    | <b>23,369</b>   |
| <b>Total Liabilities</b>                               | <b>36,278</b>   | <b>45,061</b>    | <b>41,048</b>   |
| <b>Net Assets</b>                                      | <b>50,677</b>   | <b>16,324</b>    | <b>48,155</b>   |
| <b>Equity</b>  |                 |                  |                 |
| Accumulated funds                                      | 50,677          | 16,324           | 48,155          |
| <b>Total Equity</b>                                    | <b>50,677</b>   | <b>16,324</b>    | <b>48,155</b>   |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Employee related                                | 84,176          | 73,246           | 89,754          |
| Grants and subsidies                            | 169             | 169              | 169             |
| Other   | 42,043          | 40,900           | 42,419          |
| <b>Total Payments</b>                           | <b>126,388</b>  | <b>114,315</b>   | <b>132,342</b>  |
| <b>Receipts</b>                                 |                 |                  |                 |
| Appropriation                                   | 152,499         | 111,149          | 144,191         |
| Sale of goods and services                      | 16,794          | 17,102           | 17,981          |
| Interest received                               | 315             | 312              | ...             |
| Other   | 4,102           | 3,879            | 4,191           |
| <b>Total Receipts</b>                           | <b>173,710</b>  | <b>132,442</b>   | <b>166,363</b>  |
| <b>Net Cash Flows From Operating Activities</b> | <b>47,322</b>   | <b>18,127</b>    | <b>34,021</b>   |
| <b>Cash Flows From Investing Activities</b>     |                 |                  |                 |
| Purchases of property, plant and equipment      | (454)           | (333)            | (555)           |
| Other   | (46,351)        | (17,622)         | (35,980)        |
| <b>Net Cash Flows From Investing Activities</b> | <b>(46,805)</b> | <b>(17,955)</b>  | <b>(36,535)</b> |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>517</b>      | <b>172</b>       | <b>(2,514)</b>  |
| Opening Cash and Cash Equivalents               | 4,596           | 5,590            | 5,762           |
| <b>Closing Cash and Cash Equivalents</b>        | <b>5,113</b>    | <b>5,762</b>     | <b>3,248</b>    |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | 46,474          | 15,101           | 31,831          |
| Non cash items added back                       | 2,875           | 3,307            | 6,331           |
| Change in operating assets and liabilities      | (2,027)         | (281)            | (4,141)         |
| <b>Net Cash Flows From Operating Activities</b> | <b>47,322</b>   | <b>18,127</b>    | <b>34,021</b>   |

# Crown Finance Entity

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## Service Group Statements

### Debt Liability Management

**Service description:** This service group covers the management of the Crown debt portfolio and the Treasury Banking System, which are managed in conjunction with NSW Treasury Corporation, to minimise the market value of debt within specified risk constraints, minimising the cost of debt and maximising investment returns.

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|                                 | 2015-16   |           | 2016-17   |
|---------------------------------|-----------|-----------|-----------|
|                                 | Budget    | Revised   | Budget    |
|                                 | \$000     | \$000     | \$000     |
| <b>Financial indicators:</b>    |           |           |           |
| Total Expenses Excluding Losses | 1,552,717 | 1,574,305 | 1,862,087 |
| Other expenses                  | 5,874     | 5,874     | 6,044     |

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## Superannuation Liability Management

**Service description:** This service group covers the management of unfunded superannuation liabilities of NSW public sector defined benefit superannuation schemes in line with the Government's long-term funding plan.

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|                                       | 2015-16         |                  | 2016-17         |
|---------------------------------------|-----------------|------------------|-----------------|
|                                       | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Financial indicators:</b>          |                 |                  |                 |
| Total Expenses Excluding Losses       | 2,111,879       | 2,168,649        | 2,027,771       |
| Total expenses include the following: |                 |                  |                 |
| Employee related                      | 2,093,134       | 2,149,904        | 2,008,100       |
| Grants and subsidies                  | 18,745          | 18,745           | 19,671          |

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## Central Financial Services

**Service description:** This service group covers the periodic payments made to meet agency long service leave, the cost of redundancies, grants under the First Home Owners Grant Scheme and GST administration costs payable to the Australian Taxation Office. It also includes grant payments from Restart NSW to State and Local government to fund infrastructure investment.

|                                       | 2015-16         |                  | 2016-17         |
|---------------------------------------|-----------------|------------------|-----------------|
|                                       | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Financial indicators:</b>          |                 |                  |                 |
| Total Expenses Excluding Losses       | 2,232,724       | 4,050,453        | 4,498,088       |
| Total expenses include the following: |                 |                  |                 |
| Employee related                      | 791,442         | 1,761,702        | 739,129         |
| Other operating expenses              | 40,128          | 65,615           | 263,177         |
| Grants and subsidies                  | 992,532         | 1,902,660        | 3,093,621       |
| Other expenses                        | 358,415         | 270,196          | 351,260         |
| Capital Expenditure                   | 500             | 500              | 500             |

## Financial Statements

### Operating Statement

|  | 2015-16            |                   | 2016-17            |
|--|--------------------|-------------------|--------------------|
|  | Budget<br>\$000    | Revised<br>\$000  | Budget<br>\$000    |
| <b>Expenses Excluding Losses</b>       |                    |                   |                    |
| Operating Expenses -                   |                    |                   |                    |
| Employee related                       | 2,884,576          | 3,911,606         | 2,747,229          |
| Other operating expenses               | 40,128             | 65,615            | 263,177            |
| Grants and subsidies                   | 1,011,277          | 1,921,405         | 3,113,292          |
| Finance costs                          | 1,597,050          | 1,618,711         | 1,906,944          |
| Other expenses                         | 364,289            | 276,070           | 357,304            |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b> | <b>5,897,320</b>   | <b>7,793,407</b>  | <b>8,387,946</b>   |
| <b>Revenue</b>                         |                    |                   |                    |
| Appropriation                          | 7,555,944          | 8,166,681         | 10,477,737         |
| Transfers to the Crown Entity          | (4,324,940)        | 4,114,822         | (11,259,916)       |
| Sales of goods and services            | 9,900              | 7,500             | 9,800              |
| Investment revenue                     | 459,626            | 621,640           | 778,458            |
| Grants and contributions               | ...                | 205,586           | ...                |
| Other revenue                          | 173,644            | 75,815            | 62,784             |
| <b>Total Revenue</b>                   | <b>3,874,174</b>   | <b>13,192,044</b> | <b>68,863</b>      |
| Other gains/(losses)                   | (14,357)           | (12,228)          | (6,590)            |
| <b>Net Result</b>                      | <b>(2,037,503)</b> | <b>5,386,409</b>  | <b>(8,325,673)</b> |

## Balance Sheet

|  | 2015-16             |                     | 2016-17             |
|--|---------------------|---------------------|---------------------|
|  | Budget<br>\$000     | Revised<br>\$000    | Budget<br>\$000     |
| <b>Assets</b>                                  |                     |                     |                     |
| <b>Current Assets</b>                          |                     |                     |                     |
| Cash assets                                    | 7,455,558           | 13,297,734          | 4,472,080           |
| Receivables                                    | 34,156              | 31,242              | 30,620              |
| Other financial assets                         | 4,495,360           | 9,582,052           | 11,031,659          |
| <b>Total Current Assets</b>                    | <b>11,985,074</b>   | <b>22,911,028</b>   | <b>15,534,359</b>   |
| <b>Non Current Assets</b>                      |                     |                     |                     |
| Receivables                                    | 3,748               | 4,784               | ...                 |
| Other financial assets                         | 3,901,325           | 8,621,201           | 6,264,528           |
| Property, plant and equipment -<br>Intangibles | 1,000               | 500                 | 1,000               |
| <b>Total Non Current Assets</b>                | <b>3,906,073</b>    | <b>8,626,485</b>    | <b>6,265,528</b>    |
| <b>Total Assets</b>                            | <b>15,891,147</b>   | <b>31,537,513</b>   | <b>21,799,887</b>   |
| <b>Liabilities</b>                             |                     |                     |                     |
| <b>Current Liabilities</b>                     |                     |                     |                     |
| Payables                                       | 515,598             | 511,069             | 496,156             |
| Borrowings at amortised cost                   | 725,758             | 1,248,970           | 1,721,654           |
| Provisions                                     | 8,249,237           | 9,472,755           | 9,355,391           |
| Other  | 120,639             | 100,350             | 94,519              |
| <b>Total Current Liabilities</b>               | <b>9,611,232</b>    | <b>11,333,144</b>   | <b>11,667,720</b>   |
| <b>Non Current Liabilities</b>                 |                     |                     |                     |
| Borrowings at amortised cost                   | 27,139,407          | 26,420,366          | 27,445,523          |
| Provisions                                     | 48,150,961          | 63,014,883          | 55,078,265          |
| Other  | 65,822              | 135,301             | 128,003             |
| <b>Total Non Current Liabilities</b>           | <b>75,356,190</b>   | <b>89,570,550</b>   | <b>82,651,791</b>   |
| <b>Total Liabilities</b>                       | <b>84,967,422</b>   | <b>100,903,694</b>  | <b>94,319,511</b>   |
| <b>Net Assets</b>                              | <b>(69,076,275)</b> | <b>(69,366,181)</b> | <b>(72,519,624)</b> |
| <b>Equity</b>                                  |                     |                     |                     |
| Reserves                                       | 1,934,812           | 2,828,332           | 2,828,332           |
| Accumulated funds                              | (71,011,087)        | (72,194,513)        | (75,347,956)        |
| <b>Total Equity</b>                            | <b>(69,076,275)</b> | <b>(69,366,181)</b> | <b>(72,519,624)</b> |

## Cash Flow Statement

|   | 2015-16            |                    | 2016-17            |
|---|--------------------|--------------------|--------------------|
|   | Budget<br>\$000    | Revised<br>\$000   | Budget<br>\$000    |
| <b>Cash Flows From Operating Activities</b>     |                    |                    |                    |
| <b>Payments</b>                                 |                    |                    |                    |
| Employee related                                | 2,231,002          | 2,209,713          | 2,472,069          |
| Grants and subsidies                            | 1,011,277          | 1,921,405          | 3,113,292          |
| Finance costs                                   | 1,431,825          | 1,483,324          | 1,350,083          |
| Other   | 517,341            | 465,460            | 833,911            |
| <b>Total Payments</b>                           | <b>5,191,445</b>   | <b>6,079,902</b>   | <b>7,769,355</b>   |
| <b>Receipts</b>                                 |                    |                    |                    |
| Appropriation                                   | 7,555,944          | 8,166,681          | 10,477,737         |
| Sale of goods and services                      | ...                | 3,275              | 8                  |
| Interest received                               | 420,651            | 587,344            | 745,833            |
| Retained taxes, fees and fines                  | 95,000             | ...                | ...                |
| Grants and contributions                        | 20                 | 205,606            | 20                 |
| Cash transfers to the Crown Entity              | (4,324,940)        | 4,055,023          | (11,259,916)       |
| Other   | 4,985              | 94,444             | 84,908             |
| <b>Total Receipts</b>                           | <b>3,751,660</b>   | <b>13,112,373</b>  | <b>48,590</b>      |
| <b>Net Cash Flows From Operating Activities</b> | <b>(1,439,785)</b> | <b>7,032,471</b>   | <b>(7,720,765)</b> |
| <b>Cash Flows From Investing Activities</b>     |                    |                    |                    |
| Proceeds from sale of investments               | 61                 | 18,850,069         | 9,125,170          |
| Advance repayments received                     | 196,334            | 196,414            | 497,297            |
| Purchases of investments                        | (1,550,020)        | (23,174,843)       | (8,379,668)        |
| Advances made                                   | (248,052)          | (215,741)          | (326,612)          |
| Other   | (500)              | 213,374            | (500)              |
| <b>Net Cash Flows From Investing Activities</b> | <b>(1,602,177)</b> | <b>(4,130,727)</b> | <b>915,687</b>     |
| <b>Cash Flows From Financing Activities</b>     |                    |                    |                    |
| Proceeds from borrowings and advances           | 247,496            | 88,845             | 1,097,340          |
| Repayment of borrowings and advances            | (81,357)           | (69,726)           | (93,087)           |
| Other   | (2,732,987)        | (3,252,855)        | (3,024,829)        |
| <b>Net Cash Flows From Financing Activities</b> | <b>(2,566,848)</b> | <b>(3,233,736)</b> | <b>(2,020,576)</b> |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>(5,608,810)</b> | <b>(331,992)</b>   | <b>(8,825,654)</b> |
| Opening Cash and Cash Equivalents               | 13,064,368         | 13,629,726         | 13,297,734         |
| <b>Closing Cash and Cash Equivalents</b>        | <b>7,455,558</b>   | <b>13,297,734</b>  | <b>4,472,080</b>   |
| <b>Cash Flow Reconciliation</b>                 |                    |                    |                    |
| Net result                                      | (2,037,503)        | 5,386,409          | (8,325,673)        |
| Non cash items added back                       | 100,597            | 100,438            | 484,467            |
| Change in operating assets and liabilities      | 497,121            | 1,545,624          | 120,441            |
| <b>Net Cash Flows From Operating Activities</b> | <b>(1,439,785)</b> | <b>7,032,471</b>   | <b>(7,720,765)</b> |

# Electricity Assets Ministerial Holding Corporation

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## Financial Statements

### Operating Statement

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|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>                                |                 |                  |                 |
| Operating Expenses -<br>Other operating expenses <sup>(a)</sup> | 293             | (655)            | 201             |
| Finance costs   | 1,939           | 1,790            | 1,867           |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                          | <b>2,232</b>    | <b>1,135</b>     | <b>2,068</b>    |
| <b>Revenue</b>  |                 |                  |                 |
| Investment revenue  | 4,459           | 1,500            | 1,295           |
| Other revenue   | 225             | 329              | 430             |
| <b>Total Revenue</b>  | <b>4,684</b>    | <b>1,829</b>     | <b>1,725</b>    |
| <b>Net Result</b>   | <b>2,452</b>    | <b>694</b>       | <b>(343)</b>    |

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(a) The net negative expense represents favourable claims experiences based on lower than expected claims paid, as identified by actuarial valuation.

## Balance Sheet

|                                      | 2015-16         |                  | 2016-17         |
|--------------------------------------|-----------------|------------------|-----------------|
|                                      | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>                        |                 |                  |                 |
| <b>Current Assets</b>                |                 |                  |                 |
| Cash assets                          | 4,000           | 77,065           | 75,023          |
| Receivables                          | 168             | 36               | 35              |
| <b>Total Current Assets</b>          | <b>4,168</b>    | <b>77,101</b>    | <b>75,058</b>   |
| <b>Non Current Assets</b>            |                 |                  |                 |
| Receivables                          | 261             | 364              | 347             |
| Other financial assets               | 71,454          | ...              | ...             |
| <b>Total Non Current Assets</b>      | <b>71,715</b>   | <b>364</b>       | <b>347</b>      |
| <b>Total Assets</b>                  | <b>75,883</b>   | <b>77,465</b>    | <b>75,405</b>   |
| <b>Liabilities</b>                   |                 |                  |                 |
| <b>Current Liabilities</b>           |                 |                  |                 |
| Provisions                           | 3,182           | 3,517            | 3,365           |
| <b>Total Current Liabilities</b>     | <b>3,182</b>    | <b>3,517</b>     | <b>3,365</b>    |
| <b>Non Current Liabilities</b>       |                 |                  |                 |
| Provisions                           | 37,898          | 41,556           | 39,991          |
| <b>Total Non Current Liabilities</b> | <b>37,898</b>   | <b>41,556</b>    | <b>39,991</b>   |
| <b>Total Liabilities</b>             | <b>41,080</b>   | <b>45,073</b>    | <b>43,356</b>   |
| <b>Net Assets</b>                    | <b>34,803</b>   | <b>32,392</b>    | <b>32,049</b>   |
| <b>Equity</b>                        |                 |                  |                 |
| Accumulated funds                    | 34,803          | 32,392           | 32,049          |
| <b>Total Equity</b>                  | <b>34,803</b>   | <b>32,392</b>    | <b>32,049</b>   |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Employee related                                | 96              | 263              | 140             |
| Other   | 3,956           | 4,612            | 4,075           |
| <b>Total Payments</b>                           | <b>4,052</b>    | <b>4,875</b>     | <b>4,215</b>    |
| <b>Receipts</b>                                 |                 |                  |                 |
| Interest received                               | 2,559           | 1,500            | 1,295           |
| Other   | 382             | 2,167            | 878             |
| <b>Total Receipts</b>                           | <b>2,941</b>    | <b>3,667</b>     | <b>2,173</b>    |
| <b>Net Cash Flows From Operating Activities</b> | <b>(1,111)</b>  | <b>(1,208)</b>   | <b>(2,042)</b>  |
| <b>Cash Flows From Investing Activities</b>     |                 |                  |                 |
| Proceeds from sale of investments               | 4,000           | ...              | ...             |
| Purchases of investments                        | (2,889)         | ...              | ...             |
| Other   | ...             | 3,602            | ...             |
| <b>Net Cash Flows From Investing Activities</b> | <b>1,111</b>    | <b>3,602</b>     | <b>...</b>      |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>...</b>      | <b>2,394</b>     | <b>(2,042)</b>  |
| Opening Cash and Cash Equivalents               | 4,000           | 74,671           | 77,065          |
| <b>Closing Cash and Cash Equivalents</b>        | <b>4,000</b>    | <b>77,065</b>    | <b>75,023</b>   |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | 2,452           | 694              | (343)           |
| Non cash items added back                       | (1,900)         | ...              | ...             |
| Change in operating assets and liabilities      | (1,663)         | (1,902)          | (1,699)         |
| <b>Net Cash Flows From Operating Activities</b> | <b>(1,111)</b>  | <b>(1,208)</b>   | <b>(2,042)</b>  |

## Financial Statements

### Operating Statement

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>                 |                 |                  |                 |
| Operating Expenses -<br>Other operating expenses | ...             | 160              | 160             |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>           | ...             | <b>160</b>       | <b>160</b>      |
| <b>Revenue</b>                                   |                 |                  |                 |
| Investment revenue                               | ...             | 446              | 582             |
| <b>Total Revenue</b>                             | ...             | <b>446</b>       | <b>582</b>      |
| Gain/(loss) on disposal of non current assets    | ...             | 1,185            | ...             |
| <b>Net Result</b>                                | ...             | <b>1,471</b>     | <b>422</b>      |

(a) The Electricity Transmission Ministerial Holding Corporation was established on 16 December 2015 in accordance with the *Electricity Networks Assets (Authorised Transactions) Act 2015*. It is in the Treasury cluster, following the long-term lease of TransGrid's assets.



## Balance Sheet

|                                      | 2015-16         |                  | 2016-17         |
|--------------------------------------|-----------------|------------------|-----------------|
|                                      | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>                        |                 |                  |                 |
| <b>Current Assets</b>                |                 |                  |                 |
| Cash assets                          | ...             | 140,689          | 140,529         |
| Other                                | ...             | 665              | 665             |
| <b>Total Current Assets</b>          | ...             | <b>141,354</b>   | <b>141,194</b>  |
| <b>Non Current Assets</b>            |                 |                  |                 |
| Receivables                          | ...             | 8,757            | 9,339           |
| Other                                | ...             | 7,479            | 7,479           |
| <b>Total Non Current Assets</b>      | ...             | <b>16,236</b>    | <b>16,818</b>   |
| <b>Total Assets</b>                  | ...             | <b>157,590</b>   | <b>158,012</b>  |
| <b>Liabilities</b>                   |                 |                  |                 |
| <b>Current Liabilities</b>           |                 |                  |                 |
| Payables                             | ...             | 160              | 160             |
| Provisions                           | ...             | 881              | 881             |
| Other                                | ...             | 54               | 54              |
| <b>Total Current Liabilities</b>     | ...             | <b>1,095</b>     | <b>1,095</b>    |
| <b>Non Current Liabilities</b>       |                 |                  |                 |
| Provisions                           | ...             | 191,015          | 191,015         |
| <b>Total Non Current Liabilities</b> | ...             | <b>191,015</b>   | <b>191,015</b>  |
| <b>Total Liabilities</b>             | ...             | <b>192,110</b>   | <b>192,110</b>  |
| <b>Net Assets</b>                    | ...             | <b>(34,520)</b>  | <b>(34,098)</b> |
| <b>Equity</b>                        |                 |                  |                 |
| Accumulated funds                    | ...             | (34,520)         | (34,098)        |
| <b>Total Equity</b>                  | ...             | <b>(34,520)</b>  | <b>(34,098)</b> |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Employee related                                | ...             | 82,000           | ...             |
| Other   | ...             | 9,534            | 160             |
| <b>Total Payments</b>                           | ...             | <b>91,534</b>    | <b>160</b>      |
| <b>Receipts</b>                                 |                 |                  |                 |
| Interest received                               | ...             | 143              | ...             |
| Other   | ...             | 133,878          | ...             |
| <b>Total Receipts</b>                           | ...             | <b>134,021</b>   | ...             |
| <b>Net Cash Flows From Operating Activities</b> | ...             | <b>42,487</b>    | <b>(160)</b>    |
| <b>Cash Flows From Investing Activities</b>     |                 |                  |                 |
| Proceeds from sale of investments               | ...             | 1,185            | ...             |
| Other   | ...             | 97,017           | ...             |
| <b>Net Cash Flows From Investing Activities</b> | ...             | <b>98,202</b>    | ...             |
| <b>Net Increase/(Decrease) in Cash</b>          | ...             | <b>140,689</b>   | <b>(160)</b>    |
| Opening Cash and Cash Equivalents               | ...             | ...              | 140,689         |
| <b>Closing Cash and Cash Equivalents</b>        | ...             | <b>140,689</b>   | <b>140,529</b>  |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | ...             | 1,471            | 422             |
| Non cash items added back                       | ...             | (303)            | (582)           |
| Change in operating assets and liabilities      | ...             | 41,319           | ...             |
| <b>Net Cash Flows From Operating Activities</b> | ...             | <b>42,487</b>    | <b>(160)</b>    |

# Liability Management Ministerial Corporation <sup>(a)</sup>

## Financial Statements

### Operating Statement

|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>                 |                 |                  |                 |
| Operating Expenses -<br>Other operating expenses | 40              | 20               | 20              |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>           | <b>40</b>       | <b>20</b>        | <b>20</b>       |
| <b>Revenue</b>                                   |                 |                  |                 |
| Investment revenue                               | 6,220           | (350)            | 8,152           |
| Grants and contributions                         | 18,745          | 18,745           | 19,671          |
| <b>Total Revenue</b>                             | <b>24,965</b>   | <b>18,395</b>    | <b>27,823</b>   |
| <b>Net Result</b>                                | <b>24,925</b>   | <b>18,375</b>    | <b>27,803</b>   |

(a) The Corporation manages the General Government Liability Management Fund established under the *General Government Liability Management Fund Act 2002*. The Corporation contributes to the long term fiscal target of eliminating total sector unfunded superannuation liabilities.

## Balance Sheet

|                                  | 2015-16         |                  | 2016-17         |
|----------------------------------|-----------------|------------------|-----------------|
|                                  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>                    |                 |                  |                 |
| <b>Current Assets</b>            |                 |                  |                 |
| Cash assets                      | 10              | 10               | 10              |
| Receivables                      | 4               | 2                | 2               |
| <b>Total Current Assets</b>      | <b>14</b>       | <b>12</b>        | <b>12</b>       |
| <b>Non Current Assets</b>        |                 |                  |                 |
| Other financial assets           | 111,760         | 101,935          | 129,738         |
| <b>Total Non Current Assets</b>  | <b>111,760</b>  | <b>101,935</b>   | <b>129,738</b>  |
| <b>Total Assets</b>              | <b>111,774</b>  | <b>101,947</b>   | <b>129,750</b>  |
| <b>Liabilities</b>               |                 |                  |                 |
| <b>Current Liabilities</b>       |                 |                  |                 |
| Payables                         | 40              | 20               | 20              |
| <b>Total Current Liabilities</b> | <b>40</b>       | <b>20</b>        | <b>20</b>       |
| <b>Total Liabilities</b>         | <b>40</b>       | <b>20</b>        | <b>20</b>       |
| <b>Net Assets</b>                | <b>111,734</b>  | <b>101,927</b>   | <b>129,730</b>  |
| <b>Equity</b>                    |                 |                  |                 |
| Accumulated funds                | 111,734         | 101,927          | 129,730         |
| <b>Total Equity</b>              | <b>111,734</b>  | <b>101,927</b>   | <b>129,730</b>  |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Other   | 24              | 25               | 22              |
| <b>Total Payments</b>                           | <b>24</b>       | <b>25</b>        | <b>22</b>       |
| <b>Receipts</b>                                 |                 |                  |                 |
| Interest received                               | 3,335           | 2                | 4,484           |
| Grants and contributions                        | 18,745          | 18,745           | 19,671          |
| Other   | 1               | 3                | 2               |
| <b>Total Receipts</b>                           | <b>22,081</b>   | <b>18,750</b>    | <b>24,157</b>   |
| <b>Net Cash Flows From Operating Activities</b> | <b>22,057</b>   | <b>18,725</b>    | <b>24,135</b>   |
| <b>Cash Flows From Investing Activities</b>     |                 |                  |                 |
| Purchases of investments                        | (22,072)        | (18,736)         | (24,135)        |
| <b>Net Cash Flows From Investing Activities</b> | <b>(22,072)</b> | <b>(18,736)</b>  | <b>(24,135)</b> |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>(15)</b>     | <b>(11)</b>      | <b>...</b>      |
| Opening Cash and Cash Equivalents               | 25              | 21               | 10              |
| <b>Closing Cash and Cash Equivalents</b>        | <b>10</b>       | <b>10</b>        | <b>10</b>       |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | 24,925          | 18,375           | 27,803          |
| Non cash items added back                       | (2,885)         | 351              | (3,668)         |
| Change in operating assets and liabilities      | 17              | (1)              | ...             |
| <b>Net Cash Flows From Operating Activities</b> | <b>22,057</b>   | <b>18,725</b>    | <b>24,135</b>   |

# Long Service Corporation

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## Financial Statements

### Operating Statement

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|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>       |                 |                  |                 |
| Operating Expenses -                   |                 |                  |                 |
| Employee related                       | 28              | 177              | 195             |
| Other operating expenses               | 11,017          | 11,602           | 11,799          |
| Depreciation and amortisation          | 165             | 148              | 175             |
| Grants and subsidies                   | 88,263          | 73,202           | 101,163         |
| Finance costs                          | 61,837          | 55,244           | 60,137          |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b> | <b>161,310</b>  | <b>140,373</b>   | <b>173,469</b>  |
| <b>Revenue</b>                         |                 |                  |                 |
| Investment revenue                     | 71,055          | 21,324           | 71,176          |
| Retained taxes, fees and fines         | 111,610         | 161,108          | 133,518         |
| Other revenue                          | 92              | 128              | 102             |
| <b>Total Revenue</b>                   | <b>182,757</b>  | <b>182,560</b>   | <b>204,796</b>  |
| Other gains/(losses)                   | ...             | (20)             | ...             |
| <b>Net Result</b>                      | <b>21,447</b>   | <b>42,167</b>    | <b>31,327</b>   |

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## Balance Sheet

|  | 2015-16          |                  | 2016-17          |
|--|------------------|------------------|------------------|
|  | Budget<br>\$000  | Revised<br>\$000 | Budget<br>\$000  |
| <b>Assets</b>  |                  |                  |                  |
| <b>Current Assets</b>                                  |                  |                  |                  |
| Cash assets  | 45,743           | 86,195           | 41,080           |
| Receivables  | 8,853            | 10,873           | 10,606           |
| <b>Total Current Assets</b>                            | <b>54,596</b>    | <b>97,068</b>    | <b>51,686</b>    |
| <b>Non Current Assets</b>                              |                  |                  |                  |
| Other financial assets                                 | 1,113,723        | 1,071,893        | 1,226,253        |
| Property, plant and equipment -<br>Plant and equipment | 404              | 340              | 408              |
| Intangibles  | 3,525            | 598              | 5,804            |
| <b>Total Non Current Assets</b>                        | <b>1,117,652</b> | <b>1,072,831</b> | <b>1,232,465</b> |
| <b>Total Assets</b>                                    | <b>1,172,248</b> | <b>1,169,899</b> | <b>1,284,151</b> |
| <b>Liabilities</b>                                     |                  |                  |                  |
| <b>Current Liabilities</b>                             |                  |                  |                  |
| Payables   | 5,505            | 1,666            | 2,483            |
| Provisions   | 528,304          | 591,039          | 644,423          |
| <b>Total Current Liabilities</b>                       | <b>533,809</b>   | <b>592,705</b>   | <b>646,906</b>   |
| <b>Non Current Liabilities</b>                         |                  |                  |                  |
| Provisions   | 436,379          | 335,138          | 363,654          |
| Other  | 317              | 6,448            | 6,656            |
| <b>Total Non Current Liabilities</b>                   | <b>436,696</b>   | <b>341,586</b>   | <b>370,310</b>   |
| <b>Total Liabilities</b>                               | <b>970,505</b>   | <b>934,291</b>   | <b>1,017,216</b> |
| <b>Net Assets</b>                                      | <b>201,743</b>   | <b>235,608</b>   | <b>266,935</b>   |
| <b>Equity</b>  |                  |                  |                  |
| Accumulated funds                                      | 201,743          | 235,608          | 266,935          |
| <b>Total Equity</b>                                    | <b>201,743</b>   | <b>235,608</b>   | <b>266,935</b>   |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>         |                 |                  |                 |
| <b>Payments</b>                                     |                 |                  |                 |
| Employee related                                    | 28              | 177              | 195             |
| Grants and subsidies                                | 88,263          | 73,202           | 79,400          |
| Other   | (1,735)         | 13,441           | 12,294          |
| <b>Total Payments</b>                               | <b>86,556</b>   | <b>86,820</b>    | <b>91,889</b>   |
| <b>Receipts</b>                                     |                 |                  |                 |
| Sale of goods and services                          | ...             | 20               | ...             |
| Interest received                                   | 2,043           | 42,284           | 1,546           |
| Retained taxes, fees and fines                      | 111,916         | 158,755          | 133,990         |
| Other   | 1,236           | 969              | 1,271           |
| <b>Total Receipts</b>                               | <b>115,195</b>  | <b>202,028</b>   | <b>136,807</b>  |
| <b>Net Cash Flows From Operating Activities</b>     | <b>28,639</b>   | <b>115,208</b>   | <b>44,918</b>   |
| <b>Cash Flows From Investing Activities</b>         |                 |                  |                 |
| Proceeds from sale of property, plant and equipment | 7               | 7                | 7               |
| Purchases of property, plant and equipment          | (290)           | (293)            | (250)           |
| Purchases of investments                            | (31,226)        | (93,946)         | (84,584)        |
| Other   | (2,989)         | (495)            | (5,206)         |
| <b>Net Cash Flows From Investing Activities</b>     | <b>(34,498)</b> | <b>(94,727)</b>  | <b>(90,033)</b> |
| <b>Net Increase/(Decrease) in Cash</b>              | <b>(5,859)</b>  | <b>20,481</b>    | <b>(45,115)</b> |
| Opening Cash and Cash Equivalents                   | 51,602          | 65,714           | 86,195          |
| <b>Closing Cash and Cash Equivalents</b>            | <b>45,743</b>   | <b>86,195</b>    | <b>41,080</b>   |
| <b>Cash Flow Reconciliation</b>                     |                 |                  |                 |
| Net result  | 21,447          | 42,167           | 31,327          |
| Non cash items added back                           | (68,969)        | 21,279           | (69,601)        |
| Change in operating assets and liabilities          | 76,161          | 51,762           | 83,192          |
| <b>Net Cash Flows From Operating Activities</b>     | <b>28,639</b>   | <b>115,208</b>   | <b>44,918</b>   |



# Ports Assets Ministerial Holding Corporation

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## Financial Statements

### Operating Statement

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|  | 2015-16         |                  | 2016-17         |
|--|-----------------|------------------|-----------------|
|  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Expenses Excluding Losses</b>                 |                 |                  |                 |
| Operating Expenses -<br>Other operating expenses | 32,592          | 33,219           | 36,844          |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>           | <b>32,592</b>   | <b>33,219</b>    | <b>36,844</b>   |
| <b>Revenue</b>                                   |                 |                  |                 |
| Investment revenue                               | 12,463          | 12,523           | 13,400          |
| Grants and contributions                         | ...             | ...              | 300             |
| Other revenue                                    | 32,452          | 32,829           | 36,449          |
| <b>Total Revenue</b>                             | <b>44,915</b>   | <b>45,352</b>    | <b>50,149</b>   |
| <b>Net Result</b>                                | <b>12,323</b>   | <b>12,133</b>    | <b>13,305</b>   |

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## Balance Sheet

|                                  | 2015-16         |                  | 2016-17         |
|----------------------------------|-----------------|------------------|-----------------|
|                                  | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Assets</b>                    |                 |                  |                 |
| <b>Current Assets</b>            |                 |                  |                 |
| Cash assets                      | 1,731           | 1,604            | 1,569           |
| Receivables                      | 10              | 42               | 42              |
| <b>Total Current Assets</b>      | <b>1,741</b>    | <b>1,646</b>     | <b>1,611</b>    |
| <b>Non Current Assets</b>        |                 |                  |                 |
| Receivables                      | 189,655         | 189,655          | 202,995         |
| <b>Total Non Current Assets</b>  | <b>189,655</b>  | <b>189,655</b>   | <b>202,995</b>  |
| <b>Total Assets</b>              | <b>191,396</b>  | <b>191,301</b>   | <b>204,606</b>  |
| <b>Liabilities</b>               |                 |                  |                 |
| <b>Current Liabilities</b>       |                 |                  |                 |
| Payables                         | 97              | 145              | 145             |
| <b>Total Current Liabilities</b> | <b>97</b>       | <b>145</b>       | <b>145</b>      |
| <b>Total Liabilities</b>         | <b>97</b>       | <b>145</b>       | <b>145</b>      |
| <b>Net Assets</b>                | <b>191,299</b>  | <b>191,156</b>   | <b>204,461</b>  |
| <b>Equity</b>                    |                 |                  |                 |
| Accumulated funds                | 191,299         | 191,156          | 204,461         |
| <b>Total Equity</b>              | <b>191,299</b>  | <b>191,156</b>   | <b>204,461</b>  |

## Cash Flow Statement

|   | 2015-16         |                  | 2016-17         |
|---|-----------------|------------------|-----------------|
|   | Budget<br>\$000 | Revised<br>\$000 | Budget<br>\$000 |
| <b>Cash Flows From Operating Activities</b>     |                 |                  |                 |
| <b>Payments</b>                                 |                 |                  |                 |
| Other   | 33,450          | 37,371           | 40,713          |
| <b>Total Payments</b>                           | <b>33,450</b>   | <b>37,371</b>    | <b>40,713</b>   |
| <b>Receipts</b>                                 |                 |                  |                 |
| Sale of goods and services                      | 9               | 95               | ...             |
| Interest received                               | ...             | 60               | 60              |
| Grants and contributions                        | ...             | ...              | 300             |
| Other   | 33,052          | 36,622           | 40,318          |
| <b>Total Receipts</b>                           | <b>33,061</b>   | <b>36,777</b>    | <b>40,678</b>   |
| <b>Net Cash Flows From Operating Activities</b> | <b>(389)</b>    | <b>(594)</b>     | <b>(35)</b>     |
| <b>Net Increase/(Decrease) in Cash</b>          | <b>(389)</b>    | <b>(594)</b>     | <b>(35)</b>     |
| Opening Cash and Cash Equivalents               | 2,120           | 2,198            | 1,604           |
| <b>Closing Cash and Cash Equivalents</b>        | <b>1,731</b>    | <b>1,604</b>     | <b>1,569</b>    |
| <b>Cash Flow Reconciliation</b>                 |                 |                  |                 |
| Net result                                      | 12,323          | 12,133           | 13,305          |
| Non cash items added back                       | (12,463)        | (12,463)         | (13,340)        |
| Change in operating assets and liabilities      | (249)           | (264)            | ...             |
| <b>Net Cash Flows From Operating Activities</b> | <b>(389)</b>    | <b>(594)</b>     | <b>(35)</b>     |

## **Advance to the Treasurer**

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Each year an amount is advanced to the Treasurer to manage expenditure contingencies and unforeseen events in the budget year.

Once allocated, expenditure is shown within the appropriate agency. As the use of Treasurer's Advance represents a transfer of spending, there is no budget impact.

In 2016-17, an amount of \$170 million has been allocated.