

Outcomes Statement

2021-22



Budget Paper No. 2

Circulated by The Hon. Dominic Perrottet MP, Treasurer

Acknowledgement of Country

This budget paper was prepared by NSW Treasury on the traditional lands of the Gadigal people of the Eora Nation.

NSW Treasury acknowledges that Aboriginal and Torres Strait Islander peoples are the First Peoples and Traditional Custodians of Australia, and the oldest continuing culture in human history.

We pay respect to Elders past and present.

We recognise Aboriginal and Torres Strait Islanders' continued custodianship of Country - land, seas and skies.

We celebrate the continuing connection of Aboriginal and Torres Strait Islander peoples to Country, language and culture.

We acknowledge the historical stewardship of Aboriginal and Torres Strait Islander peoples, and the important contribution they make to our communities and economies.

We reflect on the continuing impact of policies of the past and recognise our responsibility to work with and for Aboriginal and Torres Strait Islander peoples, families and communities, towards better economic, social and cultural outcomes.

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OUTCOMES STATEMENT OVERVIEW

Outcome Budgeting

Outcome Budgeting puts the needs of people and businesses at the centre of strategic planning and investment decision-making across New South Wales. It is an approach to decision-making that recognises that allocation of public resources should be based on the outcomes achieved, not the amount spent.

It improves the oversight of total expenditure, and ensures there is a sustained focus on:

- ✓ The outcomes and service levels to be achieved by total expenditure
- ✓ Evidence on the effectiveness of programs to deliver these outcomes
- ✓ Transparency on the performance of total expenditure in achieving the outcomes
- ✓ Continuous improvement in how services are delivered and outcomes achieved.

The 2021-22 Budget illustrates the Government's continued focus on performance and delivery of outcomes for the people and businesses of New South Wales. It represents the integrated outcomes-focused approach to performance monitoring, budgeting and planning taken in New South Wales.

Outcome Budgeting continues to provide the Government with greater ability to monitor the performance of its total budget and scrutinise and prioritise the use of every dollar.

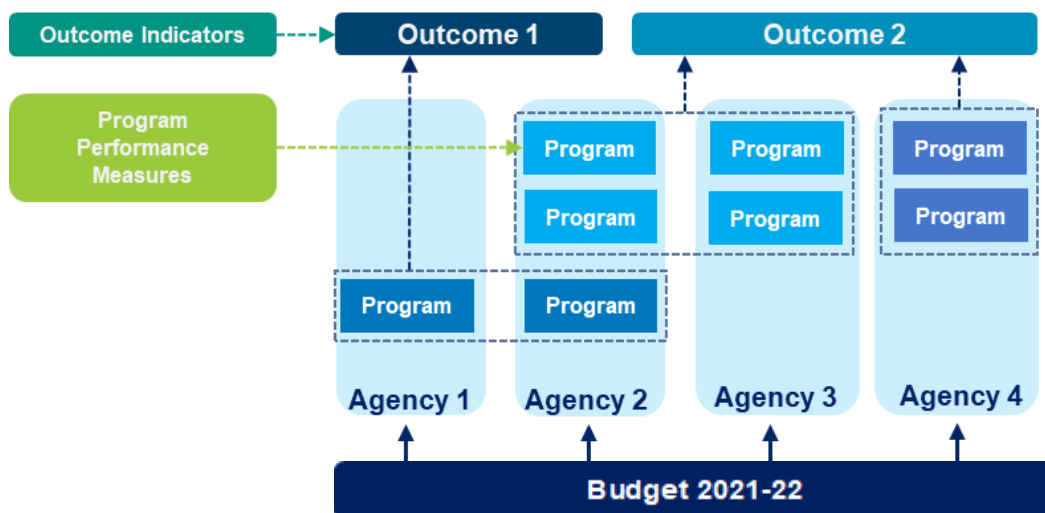
The performance and delivery of State Outcomes are monitored throughout the year and used to identify and inform priority areas for investment for 2021-22 and future years.

Cluster Outcomes and Business Plans support ongoing management across the suite of State Outcomes. These Plans are reviewed on a quarterly basis and updated annually to inform Government's ongoing strategic allocation of public resources and Budget decision-making processes.

The Outcome and Performance Framework

The *outcome and performance framework* provides a common approach that links total government expenditure to activities and the outcomes being achieved.

Figure 1: The outcome and performance framework



The key components of the framework are as follows:

- **State Outcomes** which articulate the primary purpose for which public resources are being invested to deliver goods and services in line with the goals and priorities that Government is seeking to achieve for its citizens and businesses across all of its activities
- each State Outcome has a set of agreed **Outcome Indicators** that measure progress in achieving these outcomes, with endorsed Outcome Indicator targets that set the desired level of performance
- delivery of each State Outcome is supported by **Programs** that are a collection of Government activities, tasks, divisions or functions to deliver specific objectives towards the State Outcome
- **Program Performance Measures** which measure performance of each Program and are used to assess efficiency, effectiveness and equity in delivering objectives.

The framework enables ongoing performance monitoring and assessment to ensure all resources are well managed and targeted to deliver State Outcomes efficiently and effectively. It ensures that the entire budget works hard towards delivering outcomes.

Box 1.1: Using Outcome Budgeting to Drive Improved Indigenous outcomes

- The Outcome Budgeting framework is driving improved outcomes for NSW Aboriginal and Torres Strait Islander communities in line with our commitment to Closing the Gap, which includes 17 socio-economic Targets and five Priority Reforms. This will transform the relationship between the government and Indigenous peoples and improve the wellbeing of Indigenous communities. In line with this commitment, all Clusters are working to further embed Indigenous-related measures as outcome indicators and program performance measures against State Outcomes.
- This focus across the NSW Government better aligns and coordinates efforts by individual Clusters to improve outcomes for Indigenous peoples and communities, for example, through education, employment and infrastructure:
 - the NSW Government is renewing its efforts to deliver positive educational outcomes for Aboriginal students by working with the NSW Coalition of Aboriginal Peak Organisations (NSW CAPO) and government agencies to co-design and pilot a number of key initiatives. These include Aboriginal Learning and Engagement Centres and Pirru Thangkuray cultural engagement and mentoring - focused on increasing student engagement, attendance, Year 12 attainment and cultural education for educators. Increasing Year 12 attainment for Aboriginal students is a Premier's Priority, a Closing the Gap target and a key indicator contributing to the "Educational foundations for success" State Outcome
 - the Aboriginal Procurement Policy (APP) sets targets for all NSW Government Clusters to direct 1 per cent total addressable spend and 3 per cent total goods and services contracts to Aboriginal businesses. Delivering the APP supports 3,000 full time equivalent employment opportunities for Indigenous peoples, contributing to the "Empowering Aboriginal communities" State Outcome, closing the gap in employment outcomes and supporting Indigenous economic prosperity
 - the Planning, Industry and Environment Cluster's Roads to Home program is providing upgraded roads and services to discrete Aboriginal communities across New South Wales. Roads to Home supports the self-determination of Aboriginal communities by issuing grant funding to Local Aboriginal Land Councils to support communities to make key decisions about how upgrades are delivered. The program supports the performance of the "Maximise community benefit from government land and property" State Outcome and aligns with Closing the Gap targets around access to land and housing.

The State Outcomes and Cluster arrangements

There are 37 agreed State Outcomes across nine Clusters. The State Outcomes cover the totality of all government activity and the Premier's 14 Priorities are embedded within this framework (each Priority metric is included as an Outcome Indicator under the relevant State Outcome).

Clusters are groups of entities with shared or related policy goals. 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 between areas.

A Cluster is not a legal or reporting entity.

Changes to Cluster arrangements

Since the 2021-22 Budget the following statutory bodies, non-public financial corporations and public financial corporations have transferred Clusters.

Entity	Cluster From	Cluster To
Western Parkland City Authority	Treasury	Premier and Cabinet
Destination NSW	Treasury	Premier and Cabinet

Details on machinery of government changes at the agency level, including information on Administrative Arrangements Orders, can be found in Budget Paper 4: *Agency Financial Statements*.

Figure 2: The Government Clusters and the 37 State Outcomes

<p>Customer Service</p>	<p>Education</p>	<p>Health</p>
<p>Plans, prioritises, funds and drives digital transformation and customer service across every Cluster in the NSW Government.</p>	<p>Drives early childhood, primary, secondary and all education and care sector, government and non-government schools, and the vocational education and training sector.</p>	<p>Focuses on its priorities of providing quality healthcare and continuing with its unprecedented hospital expansion and renewal of capital works.</p>
<p>State Outcomes</p>	<p>State Outcomes</p>	<p>State Outcomes</p>
<p>Excellence in Customer Service</p>	<p>Best start in life for young children</p>	<p>People receive high-quality, safe care in our hospitals</p>
<p>Digital leadership and innovation in government services</p>	<p>Educational foundations for success</p>	<p>People can access care in out of hospital settings to manage their health and wellbeing</p>
<p>Fair, secure and efficient markets</p>	<p>Skilled and employable workforce</p>	<p>People receive timely emergency care</p>
	<p>High-quality standards for schooling</p>	<p>Keeping people healthy through prevention and health promotion</p>
		<p>Our people and systems are continuously improving to deliver the best health outcomes and experiences</p>
<p>Planning, Industry and Environment</p>	<p>Premier and Cabinet</p>	<p>Regional NSW</p>
<p>Responsible for the stewardship of the NSW Government’s natural and built assets.</p>	<p>Works for the people of NSW by supporting the Premier and the Cabinet to deliver on the NSW Government’s objectives.</p>	<p>Builds strong, cohesive communities and economies, grows primary industries, creates jobs and employment, and stewards the use of our natural endowments.</p>
<p>State Outcomes</p>	<p>State Outcomes</p>	<p>State Outcomes</p>
<p>Connecting communities to resilient and sustainable energy and local environments</p>	<p>Effective and coordinated government</p>	<p>Productive and sustainable land use</p>
<p>Create a strong and liveable NSW</p>	<p>Excellence in arts, culture and heritage</p>	<p>Stronger primary industries</p>
<p>Maximise community benefit from Government land and property</p>	<p>Empowering Aboriginal communities</p>	<p>Mineral and petroleum industries generating prosperity, safely</p>
<p>Sustainable, secure and healthy water resources and services</p>	<p>Accountable and responsible government</p>	<p>Stronger and cohesive regional communities and economies</p>

Stronger Communities	Transport	Treasury
<p>Delivers community services that support a safe and just New South Wales.</p>	<p>Plans and delivers infrastructure and integrated services across all modes of transport, including road, rail, metro, bus, ferry, light rail, cycling and walking.</p>	<p>Supports a strong fiscal operating position and balance sheet and leads the promotion of a strong and sustainable economic and financial position.</p>
State Outcomes	State Outcomes	State Outcomes
<p>Active and inclusive communities</p>	<p>Connecting our customers' whole lives</p>	<p>A strong, resilient and diverse economy</p>
<p>Children and families thrive</p>	<p>Successful places for communities</p>	<p>A sustainable fiscal environment enabling delivery of outcomes</p>
<p>Efficient and effective legal system</p>	<p>Sustainable Transport systems and solutions that enable economic activity</p>	<p>Stewardship of the public sector performance and financial system</p>
<p>People have a safe and affordable place to live</p>		
<p>Prepared for disasters and emergencies</p>		
<p>Reduce reoffending</p>		
<p>Safer communities</p>		

Delivery of State Outcomes

Since the 2020-21 Budget, Clusters continue to report a high level of delivery against the 37 State Outcomes relative to the significant ongoing challenges to service demand and service delivery as a result of recent natural disasters and the current pandemic.

These challenges, including drought, bushfires, floods and the ongoing COVID-19 response, have had far-reaching impacts across the suite of State Outcomes and have required continuous management and resources to address them.

While performance has been impacted for several State Outcomes as a result of these challenges, there have also been significant opportunities to implement innovation and reform. These have been demonstrated through a step change in service delivery across the public sector including implementation of digital innovation in areas such as customer service, health and transport.

Box 1.2: Using Outcome Budgeting to shape and monitor the Government's COVID-19 response and recovery

- Outcome Budgeting continues to be a critical tool in supporting the Government's economic and fiscal recovery. It has been used to inform priority areas to direct support as part of the Government's COVID-19 response and recovery measures and has also been an important lens used to assess the effectiveness of these measures.
- For example, in the Stronger Communities and Education Clusters:
 - the Digital Court Reform program, designed to increase productivity in the NSW legal system through the digitisation of services, supports the performance of key indicators of the 'efficient and effective legal system' State Outcome
 - additional support to frontline domestic and family violence services to further support victims, reduce reoffending and help meet increases in demand due to the COVID-19 pandemic, targets improvements in the performance of the 'children and families thrive' State Outcome
 - remote learning in the school system through 2020 impacted learning outcomes for some students. Investment in a catch-up tutoring program delivered through the NSW school system is helping students bridge the gap in their education caused by COVID-19, supporting the 'educational foundations for success' State Outcome.

About this budget paper

Purpose and scope

Budget Paper No. 2 *Outcomes Statement* supports transparency and accountability by reporting how resources have been allocated across Clusters and State Outcomes, and how New South Wales is performing against the delivery of these State Outcomes. Further details on the scope and purpose of this Budget paper is outlined in *How to Read the Budget Papers*.

Agency financial statements and agency expense summaries can be found in Budget Paper No. 4 *Agency Financial Statements*.

Capital profiles may differ between Budget Paper No. 2 *Outcomes Statement* and Budget Paper No 3. *Infrastructure Statement* due to differences in time periods described.

Structure

This Budget paper includes an Outcome Statement related to the State Outcomes for each of the nine Clusters, as well as a separate chapter for the Legislature covering its strategic priorities and objectives.

Cluster Introduction

Section	Description
Introduction	This describes the role, main activities and responsibilities of the Cluster.
2021-22 Investment	This graphic depicts the amount of recurrent expenses and capital expenditure for the Cluster.
State Outcomes to be delivered by the Cluster	A short description of the State Outcomes the Cluster is working towards and the key programs underway to support delivery of these Outcomes.

Overview of Cluster expenses by State Outcome

This section graphically presents the amount and percentage of recurrent expenses and capital expenditure across each of the State Outcomes delivered by the Cluster.

Cluster State Outcome Statements

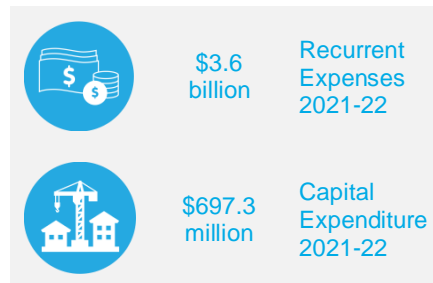
Section	Description
State Outcome Overview	A description of the State Outcome.
2021-22 Investment	This graphic depicts the amount of recurrent expenses and capital expenditure for the Outcome.
2021-22 State Outcome Budget highlights	Description of the significant new and ongoing initiatives under the Outcome.
Key performance insights	A short description and chart providing analysis and insights on performance of selected Outcome Indicators for the Outcome.
Performance indicators for this Outcome	Information on the performance of Outcome Indicators for the Outcome.

Additional performance information on Clusters and agencies continues to be reported across a range of other sources such as agency websites, annual reports and the Productivity Commission's *Report on Government Services*.

1. CUSTOMER SERVICE

1.1 Introduction

The Customer Service Cluster spearheads the Government’s objective to be the world’s most customer-centric government. Its fundamental purpose is to provide trustworthy, effective, and easy-to-use services for customers and communities, no matter who they are, where they are, or what they need. The Cluster embeds customer insights into policy design and service delivery, using digital, data and behavioural insights to enhance customer experiences across all government services.



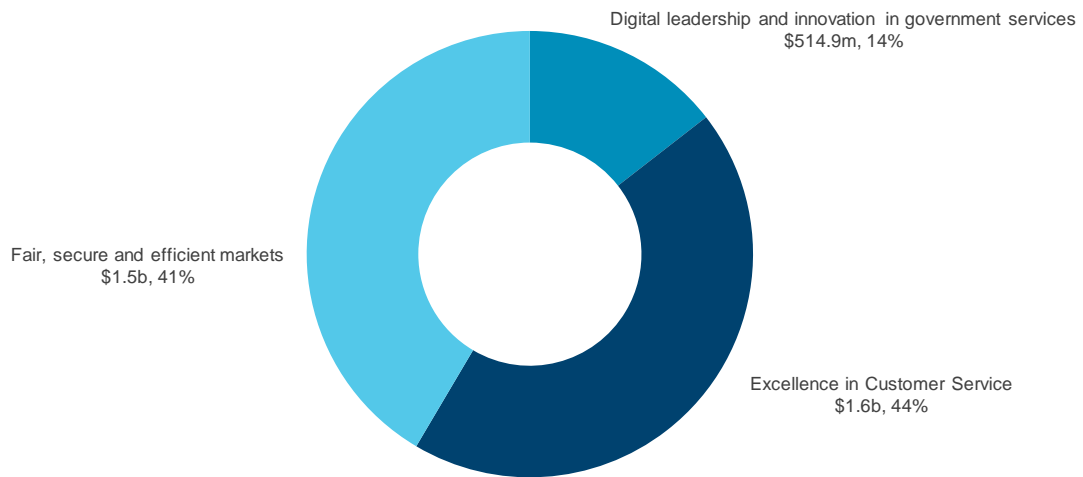
State Outcomes to be delivered by the Customer Service Cluster

State Outcomes What the Cluster is delivering for people and business	Key Programs underway to support delivery of Outcomes
<p>1. Excellence in customer service</p> <p>This Outcome focuses the Cluster’s efforts towards a customer-centred approach across the NSW Government, resulting in better customer experiences and easier transactions. This Outcome measures the availability of digital transactions, customer satisfaction with government services, and the number of services where customers only need to “Tell us Once”.</p> <p><i>2021-22 investment: \$1.6 billion in recurrent expenses & \$109.2 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Service excellence for people • Service excellence for businesses • New and improved services for customers • Efficient and effective revenue collection • Service transformation and customer engagement across government
<p>2. Digital leadership and innovation in government services</p> <p>The Cluster aims to invest in innovation and technology to increase and improve digital availability, reliability and security of NSW Government platforms, information and services. This Outcome measures digital government readiness and the public safety coverage and operation of the Critical Communications Enhancement Program.</p> <p><i>2021-22 investment: \$514.9 million in recurrent expenses & \$510.2 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Telecommunication connectivity • Digital service for customers across government • Trust in ICT and digital government services • Value from digital investments
<p>3. Fair, secure and efficient markets</p> <p>The Cluster has a fundamental objective of delivering a regulatory framework that promotes safety, efficiency and regulatory requirements that meets the evolving expectations of businesses and customers. This Outcome measures the regulatory compliance rates of selected industries, the rate of work-related traumatic injury fatalities and the affordability of the Compulsory Third Party Insurance scheme.</p> <p><i>2021-22 investment: \$1.5 billion in recurrent expenses & \$77.9 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Safety and harm protection • Affordable and effective insurance schemes • Fair and compliant business

1.2 Overview of Cluster expenses by State Outcome

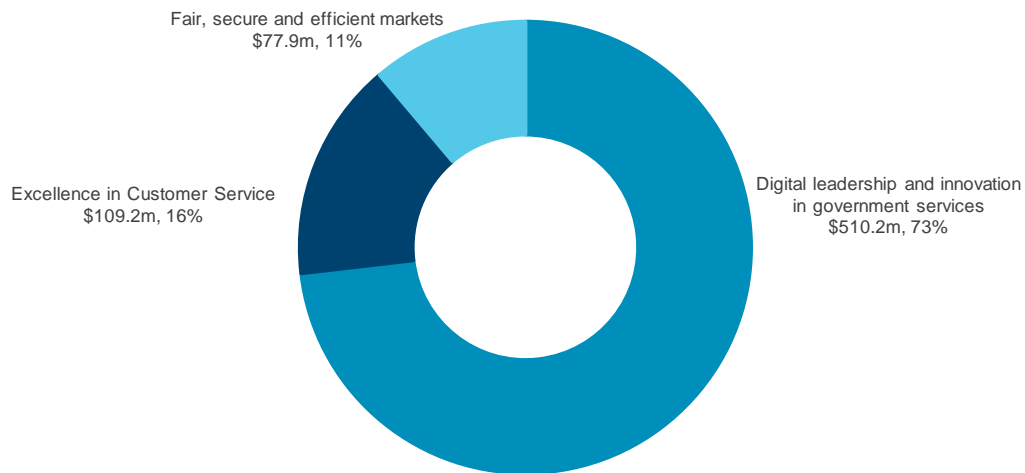
A summary of expenses by State Outcome is provided in the charts below.

Chart 1.1: Recurrent expenses by Outcome 2021-22 (dollars and %)



Note: The sum of percentages does not equal one hundred due to rounding.

Chart 1.2: Capital expenditure by Outcome 2021-22 (dollars and %)

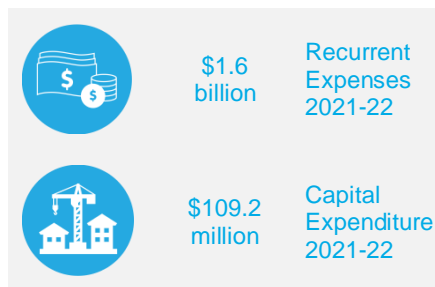


1.3 Outcome 1: Excellence in Customer Service

State Outcome overview and 2021-22 investment

Investment in this State Outcome supports a customer-centric approach to government service delivery.

The Department of Customer Service embeds customer insights into policy design and service provision and drives digital, data and behavioural insights to ensure customers can access and receive government services in a timely and convenient manner.



This Outcome is measured by the availability of digital transactions, customer satisfaction with government services, and the number of services where customers only need to “Tell Us Once”.

2021-22 State Outcome Budget highlights

In 2021-22, the Customer Service Cluster will invest \$1.7 billion (\$1.6 billion in recurrent expenses and \$109.2 million in capital expenditure) in this Outcome, including:

- \$668.9 million recurrent expenses in Service NSW for administering stimulus funds to individuals and businesses in response to the economic impacts of the COVID-19 pandemic and recent natural disasters via several high-profile grant and rebate programs in 2021-22 such as the Return to Work program, Small Business Fees and Charges rebate, Small Business Flood Disaster Recovery Grant and Accommodation Vouchers
- \$50.0 million to provide digital vouchers for dining and entertainment in the Sydney CBD, to support the local economy
- \$20.0 million recurrent expenses for the Business Concierge Service as part of Service NSW for Business program (formerly the Easy To Do Business program), to support businesses with specialist advice and provide a one-stop-shop for meeting regulatory requirements
- \$14.2 million recurrent expenses invested in the Cost of Living program and campaign to help more people access hundreds of millions of dollars in customer savings and rebates
- \$9.1 million (\$38.3 million recurrent expenses over four years) for Data Analytics Centre to improve delivery of services to citizens through better use of data and insights, building on the work undertaken during the outbreak of COVID-19 to keep the community safe and provide insights to decision makers when they needed them
- \$7.6 million recurrent expense and \$2.8 million capital expenditure for the Assured Revenue program (\$13.6 million and \$2.8 million capital over the forward estimates) which will deliver transformational improvements in customer experience
- \$7.0 million recurrent expenses and \$2.8 million capital expenditure (\$10.9 million recurrent expenses and \$2.8 million capital over four years) for the first phase of the nsw.gov.au program to migrate siloed content from hundreds of government websites onto nsw.gov.au to create a customer-centric, consistent and world-class experience
- \$6.1 million capital expenditure to open up to four new Service NSW service centres in 2021-22 as part of the election commitment to open 10 new service centres, which will provide greater access for customers to government services, enhance service delivery and service offering to meet future needs

- \$1.0 million recurrent expenses for resources to undertake discovery with NSW Police and local government councils, to identify a solution to increase the availability and distribution of evidence with the receipt for all fines in New South Wales
- Improving customer interactions through the *Government Made Easy* Premier's Priority, allowing customers to opt into sharing their information across government so they only need to "Tell Us Once" about them, when things change, and when they need help.

Key performance insights

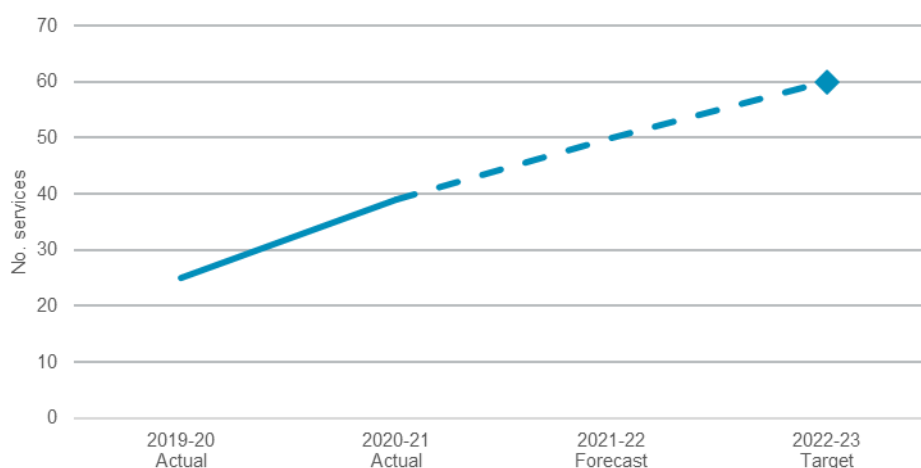
This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Increase the number of government services where customers only have to "Tell Us Once"

The *Government Made Easy* Premier's Priority aims to increase the number of government services where customers only have to "Tell Us Once" to get what they need. For example, the Active Kids rebate voucher and the Dine and Discover voucher application can be prepopulated using information from a MyServiceNSW Account, reducing demand on customer time and making transacting with government easier. In addition, the NSW Government is making it easier for customers at critical life events. The Australian Death Notification Service lets customers notify many service providers in one easy step when someone close dies.

Performance against this indicator is on track to significantly exceed the target of 60 services by 2023, with 39 services delivered as at 31 March 2021. As well as saving time and effort by avoiding the repetition of personal details when undertaking transactions, this Premier's Priority is focused on ensuring that customers get easier access to more complex services at difficult life stages. This leads to better outcomes, and higher satisfaction and trust in government.

Chart 1.3: Number of government services where customers only have to "Tell Us Once"

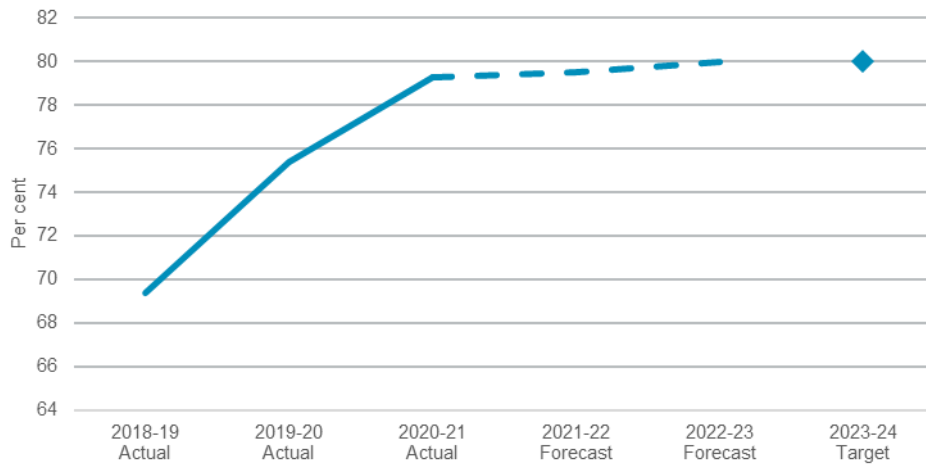


Percentage of transactions available digitally through Service NSW

Service NSW is committed to excellence in customer service and provides access to NSW Government services in person, online and over the phone. One way we are improving customer access to government services is by delivering more services online.

Performance against this indicator continues to improve as a result of ongoing investments in digital platforms and products and is expected to achieve the target of delivering 80 per cent of services digitally before 2023-24.

Chart 1.4: Percentage of transactions available digitally through Service NSW



Note: 2021-22 actual as at 31 March 2021.

Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Increase the number of government services where customers only have to "Tell Us Once"	no.	39.0	50.0
Percentage of transactions available digitally through Service NSW	%	79.3 ^(a)	79.5

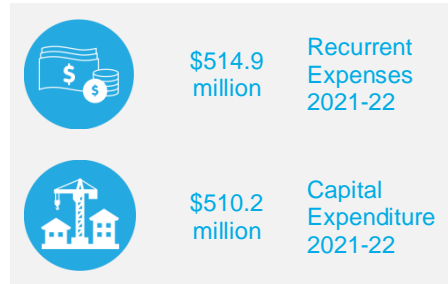
Notes

(a) 2021-22 actual as at 31 March 2021.

1.4 Outcome 2: Digital leadership and innovation in government services

State Outcome overview and 2021-22 investment

Investment in this State Outcome focuses on innovation and technology to increase improvements in digital availability, reliability and the security of NSW Government platforms, information and services. These investments in the Cluster also facilitates its role to prevent and mitigate cyber security threats and to ensure ICT expenditure realises value for money.



This Outcome measures digital government readiness, and the public safety coverage and operation of the Critical Communications Enhancement Program (CCEP).

2021-22 State Outcome Budget highlights

In 2021-22, the Customer Service Cluster will invest \$1.0 billion (\$514.9 million in recurrent expenses and \$510.2 million in capital expenditure) in this Outcome, including:

- \$500.0 million over three years to increase the Digital Restart Fund (DRF) increasing the total funding to \$2.1 billion. The purpose of the DRF is to support digital ICT initiatives to foster customer-driven transformation, collaboration and enhance cyber security across the NSW Government sector
- \$221.9 million (\$660.2 million capital expenditure and \$286.6 million recurrent expenses over five years) for the final phase of the Critical Communications Enhancement Program (CCEP). This will create a single, interoperable Public Safety Network for all Emergency Service Organisations. The final 318 (of 675) radio sites will be constructed and brought online delivering full state coverage. Network land coverage will increase from 47 per cent to 85 per cent of New South Wales and an increase in coverage of the State's population from 96.0 per cent to 99.7 per cent
- \$2.5 million (\$4.9 million over two years) for a Digital Procurement Transformation Program to simplify transacting with the NSW Government. It connects buyers and suppliers and supports social procurement policies and diversity of spend with subject matter experts, Aboriginal-owned, regional and start-up enterprises.

Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

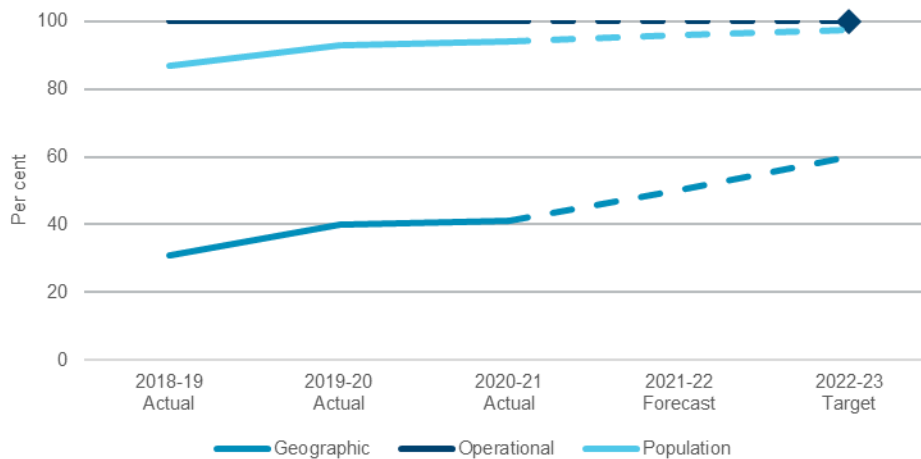
Public safety coverage and operations of the *Critical Communications Enhancement Program (CCEP)*

The Public Safety Network (PSN) is one of the world's largest trunked radio networks now serving 60 agencies and almost 60,000 registered radios. Next to Australia's triple zero emergency hotline, the PSN is the most important critical communications network in New South Wales.

The performance target for operational availability for the network is 99.95 per cent. Performance against this indicator continues to track to target, with an average of 1.47 million radio calls made on the network per month.

The PSN is being expanded through the CCEP. Geographic coverage of the PSN is at 41 per cent providing population coverage of 94 per cent. The continued investment in the CCEP will see the geographic and population coverage continue to expand.

Chart 1.5: *Public safety coverage and operations of the CCEP*



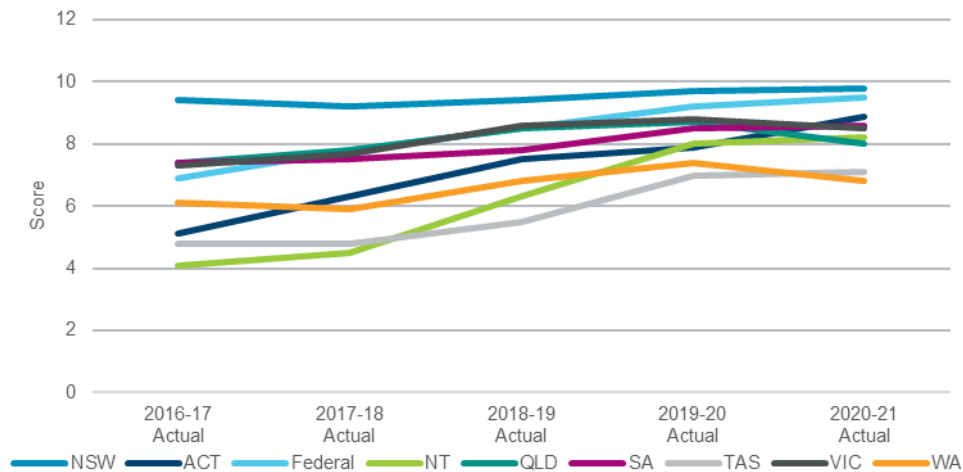
Note: target for geographic and population availability is to maintain current performance.

New South Wales digital government readiness

New South Wales remains the leading Australian jurisdiction for digital readiness, as it has been for the past five years, increasing its digital government readiness score by 0.1 index points to 9.8 out of 10 on the latest Digital Government Readiness report. Digital readiness assesses jurisdictions against various enabling criterion: implementation of an ICT strategy, appropriate ICT policies, having a robust approach to ICT governance, the existence of a whole-of-government service delivery agency, reforming procurement policy to enable digital government and cross-jurisdictional collaboration.

The strong performance against this indicator reflects the New South Wales Government's holistic commitment to digital government including continued reporting against a comprehensive digital transformation strategy, significant funding through the \$2.1 billion Digital Restart Fund, and investments in whole-of-government platforms, security and privacy and emerging technologies such as Artificial Intelligence, Spatial Digital Twins and the Internet-of-Things.

Chart 1.6: NSW digital government readiness



Note: A forecast is not available and there is not a performance target, as the values are sourced from the Digital Government Readiness Report prepared by Intermedium. The next results are expected to be released in early 2022.

Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
NSW digital government readiness	no.		
New South Wales		9.8	n.a. ^(a)
Australian Government		9.5	n.a. ^(a)
Victoria		8.5	n.a. ^(a)
Queensland		8.0	n.a. ^(a)
South Australia		8.6	n.a. ^(a)
Northern Territory		8.2	n.a. ^(a)
Australian Capital Territory		8.9	n.a. ^(a)
Western Australia		6.8	n.a. ^(a)
Tasmania		7.1	n.a. ^(a)
Public safety coverage and operations of the CCEP	%		
Geographic		41.0	50.3
Operational		99.95	99.95
Population		94.0	96.1

Note

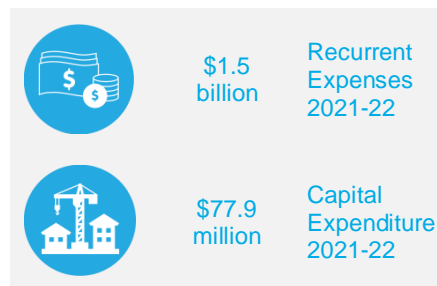
(a) A 2021-22 forecast is not available as the values are sourced from the Digital Government Readiness Report prepared by Intermedium. The next results are expected to be released in early 2022.

1.5 Outcome 3: Fair, secure and efficient markets

State Outcome overview and 2021-22 investment

Investment in this State Outcome enables the Department of Customer Service to deliver an efficient regulatory framework that delivers safety outcomes, consumer and business protections, State insurance schemes and other regulatory requirements whilst meeting the evolving and complex needs of businesses and customers.

This Outcome is measured by the regulatory compliance rates of selected industries, the rate of work-related traumatic injury fatalities and the affordability of the Compulsory Third Party Insurance scheme.



2021-22 State Outcome Budget highlights

In 2021-22, the Customer Service Cluster will invest \$1.6 billion (\$1.5 billion recurrent expenses and \$77.9 million in capital expenditure) in this Outcome, including:

- \$41.9 million (\$59.9 million over three years) for 12 infrastructure projects at country race clubs across New South Wales to improve racetracks, amenities and animal welfare
- \$17.0 million in recurrent expenses (\$122.0 million over three years for operating and capital costs) to digitise government licensing applications for the Real Estate, Tattoo and Security Licensing industries and digital licences for Home Building and High-Risk Work
- \$11.4 million (\$23.0 million over three years) for the eConstruction initiative to develop digital platforms for certification registries aimed at delivering end-to-end quality assurance for builders, customers and suppliers to improve the transparency, accountability and quality of work within the building sector
- \$6.4 million (\$12.9 million recurrent expenses over two years) to increase the number of inspectors and associated support staff in SafeWork NSW to meet the International Labour Organisation benchmark of one inspector for every 10,000 workers
- \$6.0 million in additional funding as part of a broader ongoing funding package to ensure that the Greyhound Welfare and Integrity Commission is sustainably funded, addressing the issues raised by the recent statutory review of the *Greyhound Racing Act 2017*
- \$4.9 million (\$11.1 million over four years) for the Building Commissioner to boost regulatory enforcement and continue the transformation of the building sector into a customer-centric industry focused on the quality of construction
- \$1.0 million (\$1.3 million recurrent expenses over two years) for the Rehoming Infrastructure Program as part of the \$59.9 million commitment above to country racing to provide support to Harness Racing NSW's initiative to rehome and retrain horses retired from the industry.

Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

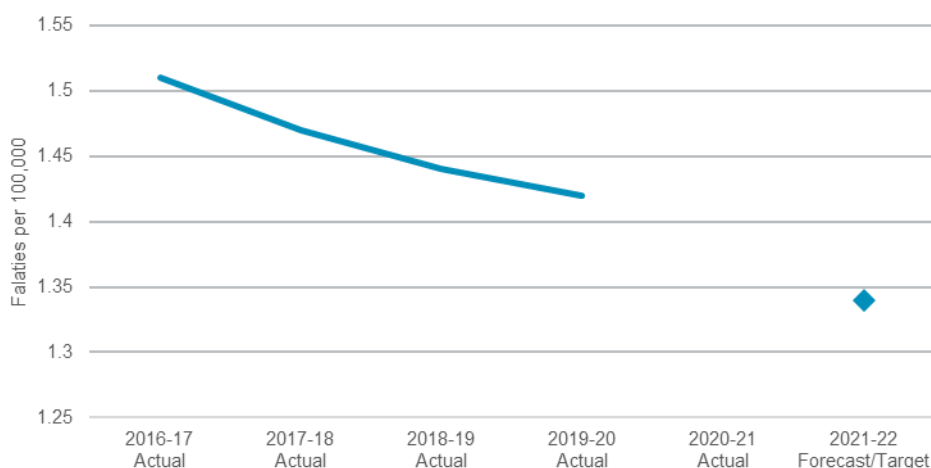
Reduced rate of work-related traumatic injury fatalities (worker fatalities per 100,000 employees)

The Work Health and Safety Roadmap for NSW 2022 outlines a strategic approach to reducing workplace fatalities, and injuries by focusing on priority high risk sectors, workplaces and workers.

SafeWork NSW responds proactively and quickly to support worker safety, particularly when a fatality or serious injury occurs. In 2016, SafeWork NSW adopted the national target of a 20 per cent reduction in workplace fatalities and a 30 per cent reduction in workplace injuries and illnesses by 2022.

Through a continually refined compliance program, performance against this indicator continues to improve and is on track to meet the national target of 1.34 fatalities per 100,000 employees by 2022.

Chart 1.7: Worker fatalities per 100,000 employees



Note: 2020-21 actual data for this indicator is reliant on data provided by SafeWork Australia which is delayed and expected to be available in late 2021.

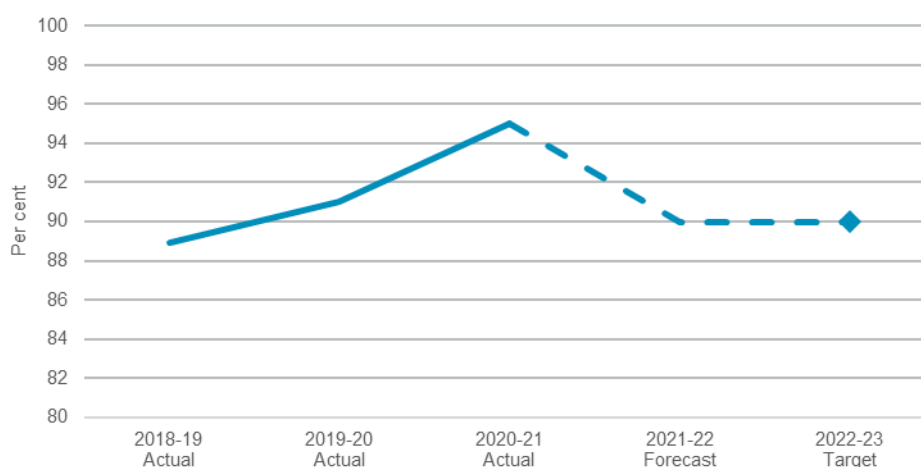
Compliance rate of selected regulatory activities

The Cluster protects the New South Wales community through innovative regulatory services that also ensure fair, secure and efficient markets. Our compliance efforts include a commitment to working with businesses and educating industry groups and other government agencies to promote compliance and secure standards.

Significant compliance and enforcement outcomes have been achieved by educating and enabling businesses to comply and taking proportional enforcement actions against those who do not meet their regulatory obligations. Enforcement actions are intelligence-based and evidence-led, including legal proceedings where appropriate.

Performance against this indicator is currently exceeding the target of 90 per cent. For the 12 months to March 2021, 95 per cent of selected regulated entities were found compliant with the laws and regulations which govern their operations.

Chart 1.8: Compliance rate of selected regulatory activities



Note: 2020-21 actual is higher than the usual compliance rate as COVID-19 has impacted industry activity. The target for this indicator exists in both 2021-22 and 2022-23, however, has only been included in 2022-23 for presentational purposes.

Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Affordability of the Compulsory Third Party Insurance scheme (motor vehicles)	%	24.0	n.a. ^(a)
Compliance rate of selected regulatory activities	%	95.0 ^(b)	90.0
Reduced rate of work-related traumatic injury fatalities (worker fatalities per 100,000 employees)	no.	n.a. ^(c)	1.34

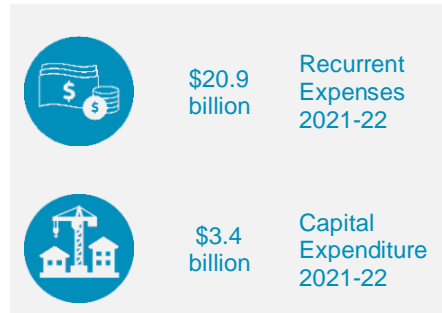
Note

- (a) Compulsory ThirdParty insurance scheme affordability is measured as a percentage of the average NSW weekly wage. Forecast for the 2021-22 NSW average weekly wages are expected in the second half of 2021.
- (b) 2020-21 actual is higher than the usual compliance rate as COVID-19 has impacted industry activity.
- (c) 2020-21 actual data for this indicator is reliant on data provided by SafeWork Australia which is delayed and is expected to be available in late 2021.

2. EDUCATION CLUSTER

2.1 Introduction

The Education Cluster administers and delivers lifelong education and training services for NSW students, workers and industry. This spans the early childhood education and care sector, government and non-government schools, and the vocational education and training sector.



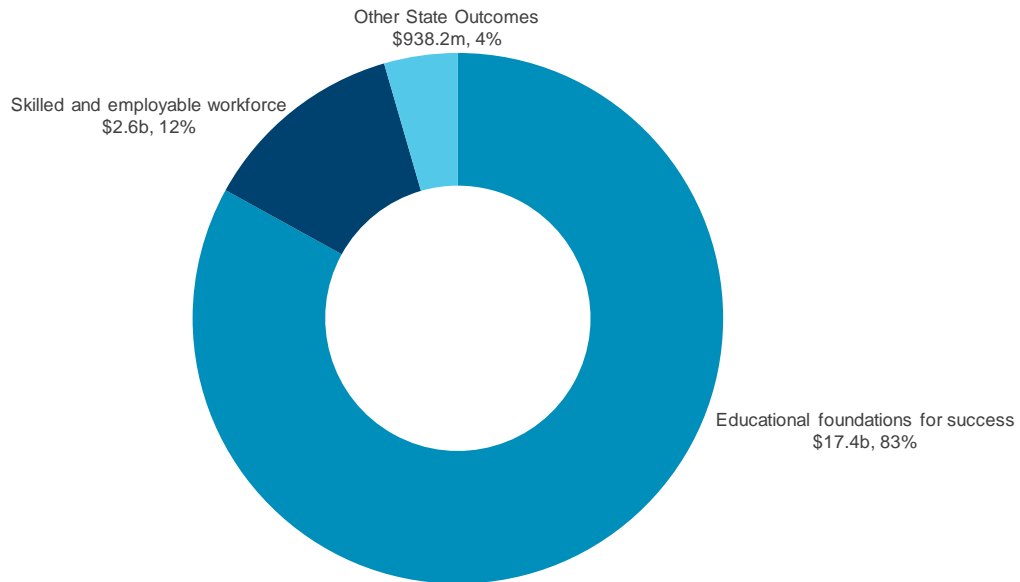
State Outcomes to be delivered by the Education Cluster

State Outcomes What the Cluster is delivering for people and business	Key Programs underway to support delivery of Outcomes
<p>1. Best start in life for young children A sustainable, accessible, high-quality early childhood education sector. <i>2021-22 investment: \$725.9 million in recurrent expenses</i></p>	<ul style="list-style-type: none"> • Start Strong: Supporting universal access to early childhood education • Regulatory and support services aiming to deliver access to quality early childhood education
<p>2. Educational foundations for success A high standard of education for all children and young people in public and non-government schools. <i>2021-22 investment: \$17.4 billion in recurrent expenses & \$3.2 billion in capital expenditure</i></p>	<ul style="list-style-type: none"> • Teaching and learning in public schools and programs supporting academic achievement, wellbeing, equity and independence • Construction of new schools and major upgrades • Non-government school funding • Implementation of the School Success Model • Connected Communities program to support Aboriginal student engagement
<p>3. Skilled and employable workforce A highly skilled and adaptable workforce that contributes to the State's prosperity and productivity. <i>2021-22 investment: \$2.6 billion in recurrent expenses & \$268.6 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Smart and Skilled: Government-funded vocational education and training • Skilling for Recovery fee-free training • Funding TAFE as a comprehensive public provider • Regulatory and support services aiming to deliver a viable and high-quality vocational education and training sector
<p>4. High-quality standards for schooling High-quality standards for schooling in New South Wales through the regulation of schooling, accreditation of early childhood, primary and secondary teachers, and provision of quality curriculum, assessment and certification by the NSW Education Standards Authority (NESA). <i>2021-22 investment: \$212.3 million in recurrent expenses & \$1.4 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Curriculum Reform • Implementing NESA-accredited teacher professional development across identified priority areas

2.2 Overview of Cluster expenses by State Outcome

A summary of expenses by State Outcome is provided in the charts below.

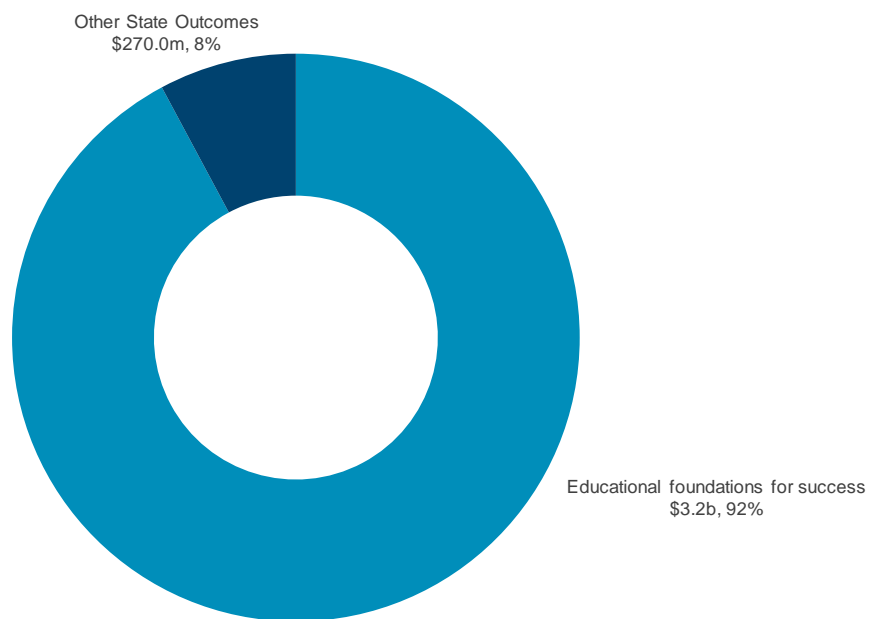
Chart 2.1: Recurrent expenses by Outcome 2021-22 (dollars and %)



Note: The sum of percentages does not equal one hundred due to rounding.
 Grouped for presentation purposes, "Other State Outcomes" comprises:

- Best start in life for young children
- High-quality standards for schooling in NSW.

Chart 2.2: Capital expenditure by Outcome 2021-22 (dollars and %)



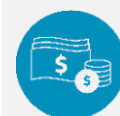
Note: Grouped for presentation purposes, "Other State Outcomes" comprises:

- Skilled and employable workforce
- High-quality standards for schooling in NSW.

2.3 Outcome 1: Best start in life for young children

State Outcome overview and 2021-22 investment

Investments under this State Outcome support a sustainable, accessible, high-quality early childhood education sector.



\$725.9
million

Recurrent
Expenses
2021-22

Children who participate in a quality early childhood education program are more likely to arrive at school equipped with the social, cognitive and emotional skills they need to engage in learning. The NSW Department of Education monitors, supports and regulates early childhood education services in New South Wales, and works to ensure the delivery of quality early childhood education services for children in the years before school.

2021-22 State Outcome Budget highlights

In 2021-22, the Education Cluster will invest \$725.9 million in this Outcome, including:

- continued delivery of the NSW Start Strong Preschool Program in both community preschools and long day care centres. Funding support is delivered for children aged three and above in community preschools to support universal access to two years of early childhood education in the years before school, continuing the NSW Government's commitment made in the 2018-19 budget
- \$150.0 million to community preschools to deliver Free Preschool for school year 2022, ensuring continued cost of living support for parents when the current COVID-19 Free Preschool Funding program concludes at the end of 2021. This new program and investment also supports the workforce participation of parents, and gives preschools additional funding support. Preschools opting into the program will be required to provide at least 600 hours of free preschool per year (which is approximately 15 hours or two days per week) to all eligible preschool children
- continuation of capital works grant funding to support the creation of additional community preschool places.

Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

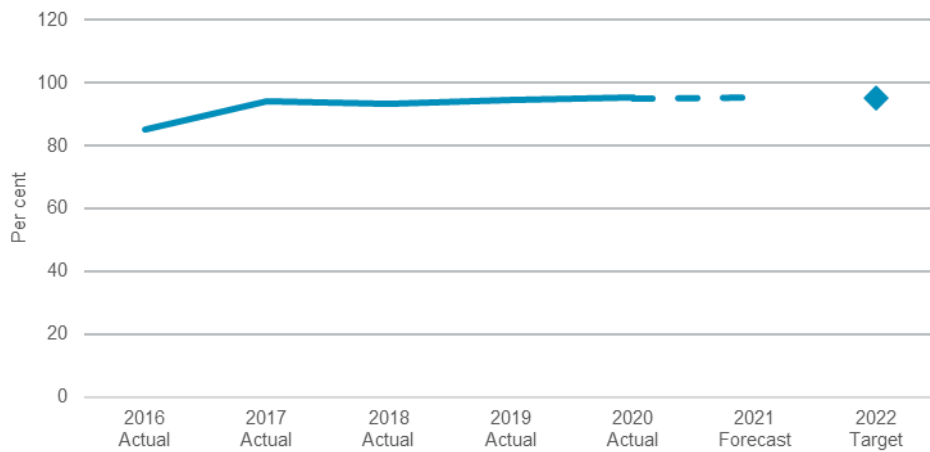
Children enrolled in an early childhood education program in the year before school

This indicator is consistent with benchmarks under the National Partnership Agreement on Universal Access to Early Childhood Education, with an enrolment target of 95 per cent by 2022.

Performance against this indicator continues to improve with participation in early childhood education for 600 hours in the year before school increasing to 95.3 per cent in 2020. This is the State's highest-ever result against this indicator and performance against this indicator is exceeding the Cluster's target for 2022.

The Start Strong program is a needs-based funding investment aimed at making 600 hours of preschool participation more affordable in the year before full-time school. Support is also available for three-year-olds, with a focus on children from Aboriginal and low-income families and children with a disability.

Chart 2.3: *Proportion of children who are enrolled in an early childhood education program for at least 600 hours in the year before school*



Note: Data sourced from Australian Bureau of Statistics (ABS), Preschool Education, Australia.

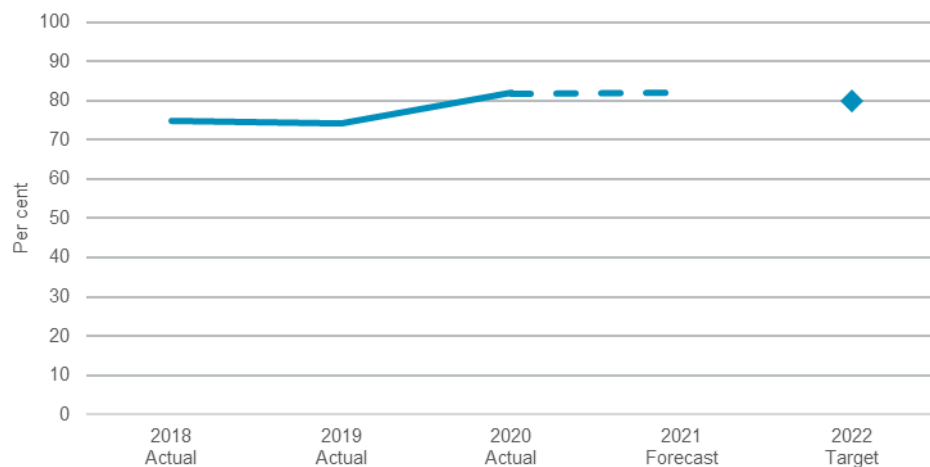
Early childhood education services rated as meeting or exceeding the National Quality Standard

The NSW Department of Education monitors compliance with legislative requirements, investigates complaints and responds to incidents.

Performance against this indicator is on track to exceed the target, with 82 per cent of services rated as meeting or exceeding the National Quality Standard as at December 2020.

To support ongoing service quality improvement, the Department is continuing to deliver the *Working Towards Quality Support Program* and has introduced self-assessment into the assessment and rating process. Service providers have been able to access direct support to assist them in undertaking self-assessment from the Department since early 2020. The Department is also working to increase the understanding of the importance of service quality through the Quality Ratings Initiative and the public facing “Grow to Learn, Learn to Grow” campaign.

Chart 2.4: *Proportion of early childhood education services rated as meeting or exceeding the National Quality Standard*



Note: Data sourced from the Australian Children’s Education and Care Quality Authority (ACECQA).

Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Proportion of children who are enrolled in an early childhood education program for at least 600 hours in the year before school ^(a)	%	95.3	95.4
Proportion of enrolled Aboriginal children who are enrolled in an early childhood education program for at least 600 hours in the year before school ^(a)	%	93.9	94.4
Proportion of enrolled vulnerable and disadvantaged children who are enrolled in an early childhood education program for at least 600 hours in the year before school ^(a)	%	93.0	93.8
Proportion of early childhood education services rated as meeting or exceeding the National Quality Standard ^(b)	%	82.0	82.1

Notes

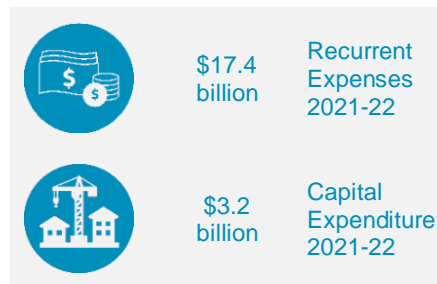
- (a) 2020-21 actuals and 2021-22 forecasts refer to the 2020 and 2021 school years, respectively. Data sourced from Australian Bureau of Statistics (ABS), *Preschool Education, Australia*.
- (b) Data sourced from the Australian Children's Education and Care Quality Authority (ACECQA). 2020-21 actual is as at December 2020.

2.4 Outcome 2: Educational foundations for success

State Outcome overview and 2021-22 investment

Investments under this State Outcome support a high standard of education for all children and young people in public and non-government schools.

The NSW Department of Education is the largest provider of education in Australia. It delivers high-quality public education through its network of 2,215 public schools and ensures that school infrastructure continues to meet the needs of the State's growing population. The Department also works closely with the non-government school sector to ensure the delivery of a high-quality and equitable education for all students.



2021-22 State Outcome Budget highlights

In 2021-22, the Education Cluster will invest \$20.5 billion (\$17.4 billion recurrent expenses and \$3.2 billion capital expenditure) in this Outcome, including:

- \$15.9 billion recurrent funding to support the delivery of primary and secondary education in government schools in 2021-22, in line with the State's commitment under the National School Reform Agreement (NSRA)
- \$2.1 billion in new capital expenditure over four years to deliver 44 new and upgraded schools, including significant funding to construct 30 schools which are progressing through the planning phase, taking the State's total investment in school infrastructure to \$7.9 billion over four years to deliver major projects at over 210 schools
- \$1.5 billion funding to support non-government schools in 2021-22, including funding for non-government school essential capital works under the Building Grants Assistance Scheme
- \$124.8 million recurrent funding over four years to implement the Teacher Supply Strategy which aims to attract and retain high performing teachers for NSW schools. The strategy will deliver a sustainable pipeline of teachers with the right subject qualifications and in the right locations
- commencement of a four-year program to provide teaching and learning resources and professional development required to successfully implement the curriculum reforms recommended through the NSW Curriculum Review
- an ongoing commitment under the NSRA for 2019 to 2023 to deliver needs-based funding to government and non-government schools. Under the NSRA, New South Wales has committed to implement national policy initiatives, and a series of state-based reforms to improve student learning, teaching and school improvement across government and non-government schools.

Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Public school students in the top two NAPLAN bands for reading and numeracy

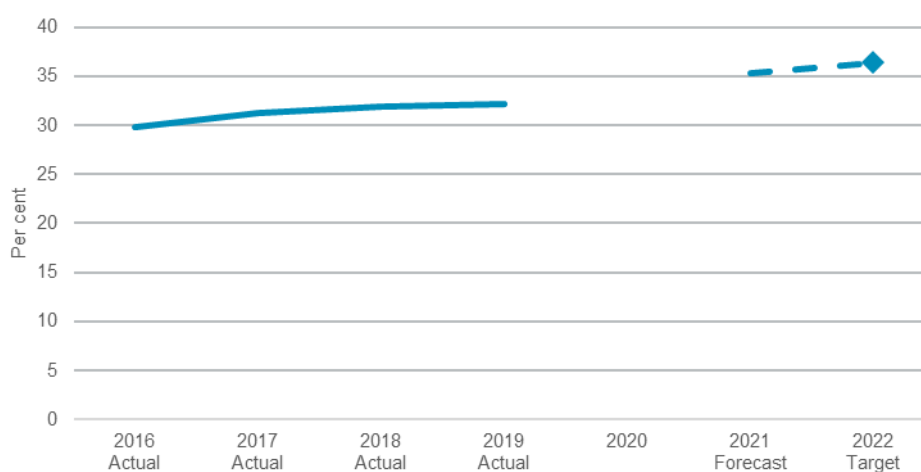
This Premier's Priority is to increase the proportion of public school students in the top two NAPLAN bands for literacy and numeracy by 15 per cent by 2023.

NAPLAN did not proceed in 2020 due to COVID-19. The *Reading and Numeracy Program* and the *COVID Intensive Learning Support Program* are supporting schools to address learning lost due to COVID-19 through targeted tutoring and student support.

Under the School Success Model, all public schools have set targets in line with this Premier's Priority and have prepared a Strategic Improvement Plan which outlines the steps they will take to improve learning outcomes. The Department is providing differentiated support to schools, including in-school support from specialist teams and improved access to evidence-based teaching resources.

The Department's literacy and numeracy programs are focused on lifting student NAPLAN results. Schools have access to evidence-based resources for explicit teaching of reading and numeracy and regular 'check-in' assessment to monitor the progress of their students.

Chart 2.5: Proportion of public school students in the top two NAPLAN bands for reading and numeracy



Note: Data sourced from NSW Department of Education, annual NAPLAN results. 2020 data is not available as NAPLAN did not proceed due to COVID-19.

Aboriginal students attaining Year 12

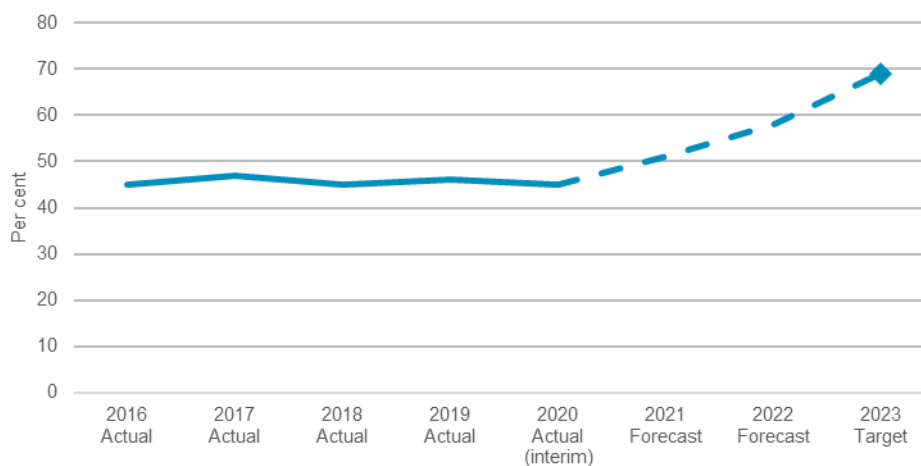
This Premier's Priority is to increase the proportion of Aboriginal students attaining Year 12 by 50 per cent by 2023, while maintaining their cultural identity. This will be equivalent to increasing the proportion of Aboriginal students attaining the Higher School Certificate (HSC) to 69 per cent.

Interim results for 2020 indicate that 45 per cent of Aboriginal students attained their HSC.

Under the School Success Model, Strategic Improvement Plans set targets and outline the steps secondary schools will take to improve learning outcomes for their Aboriginal students.

The Department has co-designed a suite of initiatives in collaboration with the NSW Coalition of Aboriginal Peak Organisations to support Aboriginal students to engage with education and attain a HSC while also delivering a system wide uplift in cultural awareness through professional learning.

Chart 2.6: Proportion of Aboriginal students attaining Year 12



Note: Data sourced from NESA and NSW Department of Education. This Indicator refers to all Aboriginal students in NSW (i.e. both government and non-government schools). See footnote in Outcome Indicator table for further information about the calculation of attainment rates. 2020 data is interim results.

Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 ^(a) Actual	2021-22 ^(a) Forecast
Academic Achievement			
Proportion of public school students in the top two NAPLAN bands for reading and numeracy ^(b)	%	n.a	35.2
Proportion of public school students above the national minimum standard for reading and numeracy	%	n.a	85.7
Proportion of NSW public school students achieving expected growth in reading and numeracy ^(b)	%		
% in reading		n.a	64.8
% in numeracy		n.a	65.9
Student Wellbeing			
Proportion of public school students reporting a sense of belonging, expectations for success and advocacy at school ^(c)	%		
% of public school primary students		85.0	89.8
% of public school secondary students		67.3	68.6
Proportion of public school students attending school at least 90% of the time ^(d)	%		
% of public school primary students		n.a	81.4
% of public school secondary students		n.a	68.6
Student Equity (Aboriginal Students)			
Proportion of Aboriginal students attaining Year 12, while maintaining their cultural identity ^(e)	%	45.0	51.0
Proportion of Aboriginal students in public schools in the top two NAPLAN bands for reading and numeracy ^(b)	%	n.a	13.7
Reduce the gap between Aboriginal and non-Aboriginal students in public schools reporting a sense of belonging, expectations for success and advocacy at school	%		
Gap between Aboriginal and non-Aboriginal public primary school students		3.1	1.9
Gap between Aboriginal and non-Aboriginal public secondary school students		13.7	9.6

Outcome Indicators	Units	2020-21 ^(a) Actual	2021-22 ^(a) Forecast
Student Equity (Disadvantaged Students)			
Reduce the gap between the highest and lowest socio-economic status students in public schools in the top two NAPLAN bands for reading and numeracy ^{(b)(f)}	%	n.a	36.3
Reduce the gap between the highest and lowest socio-economic status students in public schools above the national minimum standard for reading and numeracy ^(f)	%	n.a	28.0
Reduce the gap between the highest and lowest socio-economic status students in public schools reporting a sense of belonging, expectations for success and advocacy at school ^(f)	%		
Gap between low-SES and high-SES public primary school students		9.9	6.4
Gap between low-SES and high-SES public secondary school students		22.7	17.6
Independence			
Proportion of public school students continuing to Year 12 and the proportion of public school students' HSC results in the top two achievement bands ^(g)	%		
% of public school HSC results in top two bands		34.0	35.5
Apparent retention rate		73.0	76.0
Proportion of all recent school leavers (who left school the previous year) participating in higher education, training or work ^(h)	%	86.0	91.1

Notes:

Education Ministers made the decision to cancel NAPLAN in 2020 due to the impact of the COVID-19 pandemic. This means that comparative data is not available for 2020.

(a) 2020-21 actuals and 2021-22 forecasts refer to the 2020 and 2021 school years, respectively.

(b) Data sourced from NSW Department of Education, annual NAPLAN results. The baseline is the average of 2017 and 2018 results. "Expected growth" is based on the growth achieved by students in reading and numeracy from one NAPLAN assessment to the next (two years later).

(c) Sourced from the NSW Department of Education's Tell Them From Me student survey. These measures are the average of three survey metrics. The primary school measure is sourced from surveys of students in Years 4 to 6. Measures for secondary school students are for Years 7 to 12.

(d) Sourced from NSW Department of Education's mid-year census. Comparative 2020 data is not available due to the effects of the COVID-19 pandemic on student attendance and data collection during the learning from home period.

(e) Data sourced from NESA and NSW Department of Education. This target refers to all Aboriginal students in NSW (i.e. both government and non-government schools). Attainment rates are estimated by calculating the number of students awarded their HSC expressed as a percentage of the potential Year 12 population. The potential Year 12 population is an estimate of a single-year age group that could have attended Year 12 that year and is derived from administrative records for Year 9 and Year 10 enrolments in earlier years. The results for Year 12 in 2020 are interim. A number of these students will complete their HSC over three years, which will be captured as revisions.

(f) High socio-economic status students are those whose parents have a bachelor's degree or above. Low socio-economic status students are those whose parents achieved a Year 11 or below school education level and do not have any non-school education. This information is self-reported and results should be interpreted with caution.

(g) Sourced from the NSW Department of Education's mid-year census and from NESA. The apparent retention rate is defined as the number of full time equivalent (FTE) students in Year 12 as a proportion of the cohort enrolment two years prior (when in Year 10). Retention rates are "apparent" as they do not track individual students through to their final years of secondary schooling. Care should be taken in the interpretation of apparent retention rates because the method of calculation does not take into account a range of factors including migration, interstate movement of students, transfers to and from non-government schools, part-time schooling, students repeating a year of schooling, and students pursuing other education and training pathways.

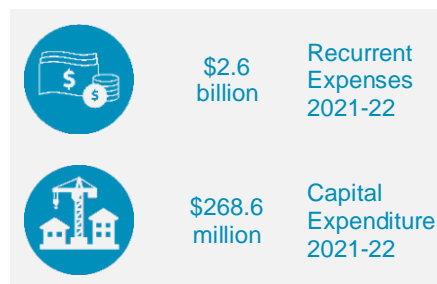
(h) Data sourced from the NSW Department of Education's NSW Post-School Destinations and Expectations Survey.

2.5 Outcome 3: Skilled and employable workforce

State Outcome overview and 2021-22 investment

Investments under this State Outcome support a highly skilled and adaptable workforce that contributes to the prosperity and productivity of New South Wales.

The NSW Department of Education drives participation and retention in quality Vocational Education and Training (VET) by managing the Smart and Skilled contestable training market, including the apprenticeship and traineeship system in New South Wales. The Department also provides direct funding to TAFE NSW, the State's comprehensive public provider of VET.



2021-22 State Outcome Budget highlights

In 2021-22, the Education Cluster will invest \$2.9 billion (\$2.6 billion recurrent expenses and \$268.6 million capital expenditure) in this Outcome, including:

- continued investment of \$318.6 million recurrent expenses over two years for *Skilling for Recovery*, an ongoing, key component of the State's COVID-19 Recovery Plan to help job seekers retrain or upskill, and support school leavers to enter the workforce for the first time. The NSW Government has committed almost \$160.0 million to match Commonwealth JobTrainer funding and offer more than 100,000 fee-free training places, with 70,305 enrolments as at 31 May 2021
- \$24.6 million in 2021-22, including \$13.2 million capital expenditure, to support implementation of recommendations in the Gonski Shergold Review of the NSW VET sector. This funding supports establishing pilot sites for the Institute of Applied Technology at Meadowbank and Kingswood and a pilot for Careers NSW, with a full rollout expected in mid-2022. The NSW Government accepted all five recommendations from the Review - establishing Careers NSW, establishing the NSW Institute of Applied Technology, advocating for expanded access to VET student loans, improving vocational education available in high schools and consulting with industry experts on VET course curriculums
- \$5.2 million in 2021-22 to continue the Education Pathways Pilot Program (EPPP) to enhance uptake of vocational career options and improve job-readiness of secondary school students
- \$19.0 million investment in 2021-22 into information and communication technology programs across the state in line with TAFE's ongoing modernisation program to support improved teaching delivery and student experience
- \$5.9 million in 2021-22 for TAFE to develop undercover learning areas to support training delivered externally or at height, such as carpentry.

Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

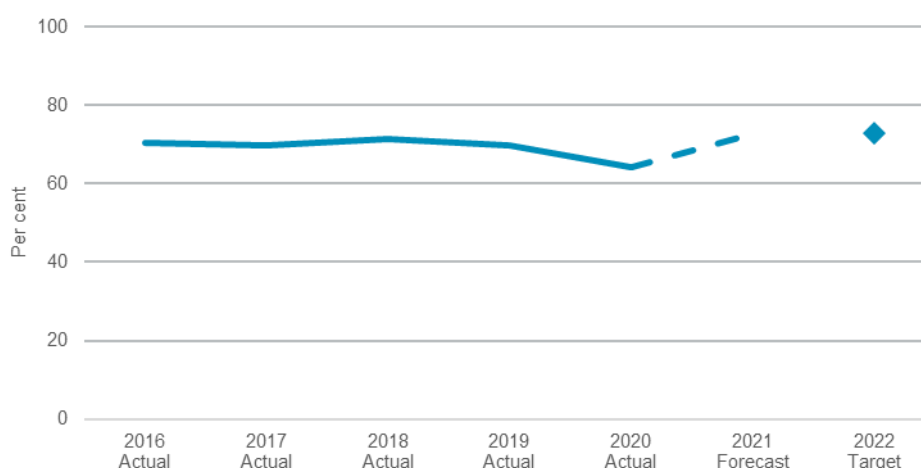
NSW Government funded VET graduates who are employed after training

The NSW Government is committed to ensuring that government-funded training delivers the skills and capabilities needed to gain employment.

With many factors contributing to the likelihood of gaining employment after training, including the broader economic landscape, performance against this indicator has recently experienced a decline. Whilst the proportion of graduates employed after training decreased by 5.6 percentage points in 2020 due to the impacts of COVID-19, the New South Wales decline was significantly less than the national average (8 percentage points). Improved economic conditions in New South Wales are expected to result in improved outcomes in 2021.

The NSW Government's *Skilling for Recovery* program aims to deliver 100,000 fee-free training places across the state, supported by regional skills brokers, bespoke skilling solutions for employers and a dedicated Skills Hub to improve employment outcomes. The Department is also optimising the NSW Skills List, engaging with industry on skill needs, and implementing the recommendations of the Review of the NSW VET sector. This includes the establishment of Careers NSW to support improved workforce participation outcomes.

Chart 2.7: Proportion of NSW government funded VET graduates who are employed after training



Note: Data sourced from the National Centre for Vocational Education Research (NCVER) Government-funded student outcomes. See footnote (d) in Outcome Indicator table for further information.

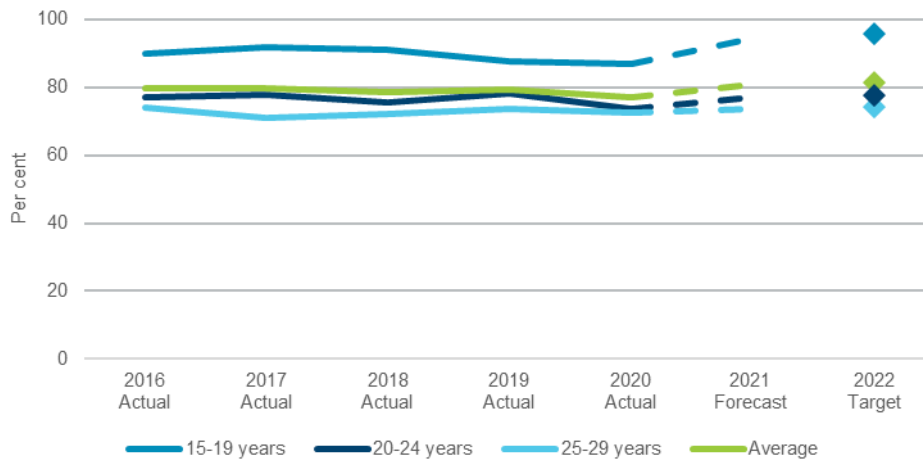
Young people in education, training and employment

Engagement in education, training or employment is essential for young people to fully realise social and professional opportunities and avoid dependence on welfare.

While performance against this indicator has been relatively stable since 2010, there was a decline of around 2 percentage points in 2020 due to the impacts of COVID-19 on the state's labour market. Despite the challenging environment, New South Wales has outperformed the majority of other states and territories where nationally there was a larger negative trend of 3.1 per cent.

The NSW Government's *Skilling for Recovery* program is mitigating the employment impacts on young people by offering more than 100,000 fee-free places, with 70,305 enrolments as at May 2021. *Skilling for Recovery* is also funding an extension of the Regional VET Pathways program which supports at-risk youth re-engage in education, training or transition to employment. The Department also continues to partner with industry to support apprenticeship and traineeship pathways.

Chart 2.8: Proportion of young people in NSW who are in education, training and employment



Note: Data sourced from the Australian Bureau of Statistics, *Education and Work, Australia*. See footnote (b) in Outcome Indicator table for further information.

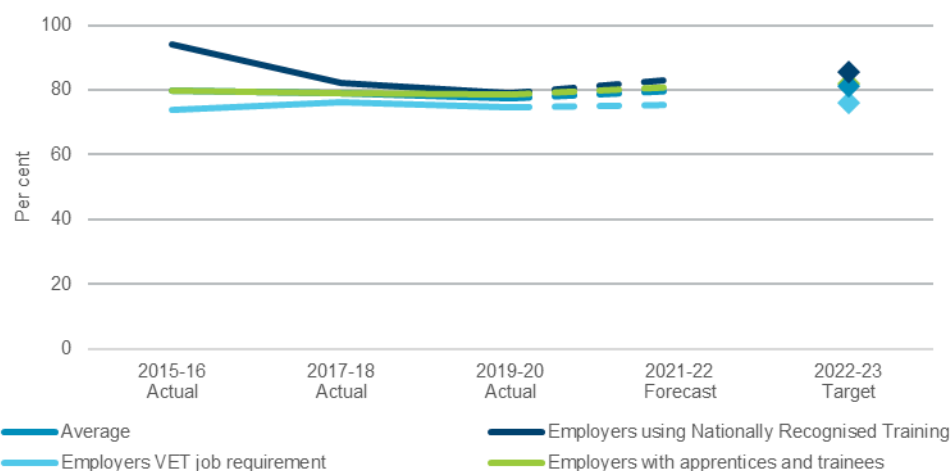
Employer satisfaction with VET training

In order to grow a highly skilled and adaptable workforce, it is essential that the training delivered in New South Wales meets the needs of local industries.

Performance against this indicator has declined in recent years, consistent with national trends. In 2019, an average of 77.4 per cent of employers reported that VET training met their skills needs.

The Department is undertaking further work to understand how views differ by type of employer and training provider, among other factors. The Department is continuing to work with other jurisdictions on improving the quality of the national training system, strengthening assurance and monitoring of Smart and Skilled providers. The Department works to align VET delivery with industry and employer needs through funding Industry Trade Advisory Bodies (ITABs), and delivering skills brokers and workforce development programs.

Chart 2.9: Proportion of NSW employers satisfied with VET training meeting their skill needs



Note: Data sourced from the National Centre for Vocational Education Research (NCVER) Survey of Employer Use and Views of the VET System. This survey is conducted every two years, and the next update will be available in 2021-22. See footnote (a) in Outcome Indicator table for further information.

Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Proportion of NSW employers satisfied with VET training meeting their skill needs ^(a)	%		
Average		n.a	79.9
Employers using Nationally Recognised Training (NRT)		n.a	83.4
Employers VET job requirement		n.a	75.5
Employers with apprentices and trainees		n.a	80.9
Proportion of NSW government funded VET graduates who are employed after training ^(b)	%	64.3	72.7
Proportion of NSW working age population with qualifications at or above Cert III ^(c)	%	64.8	68.4
Proportion of young people in NSW who are in education, training and employment	%		
15-19 years		86.9	94.6
20-24 years		73.8	77.2
25-29 years		72.6	73.7
Average		77.1	80.9

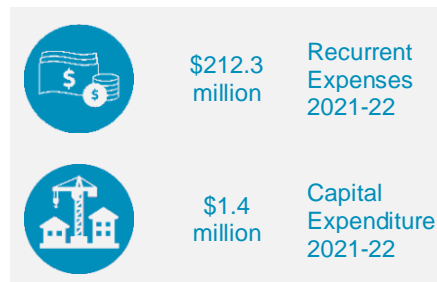
Notes:

- (a) Sourced from the National Centre for Vocational Education Research (NCVER) Survey of Employer Use and Views of the VET System. This survey is conducted every two years, and the next update will be available in 2021-22. The average is derived from the average of the three categories, not raw numbers.
- (b) Sourced from the National Centre for Vocational Education Research (NCVER) Government-funded student outcomes. 2020-21 actuals are based on results published in December 2020. "Fully engaged" covers persons who are engaged in full-time work (at or above 35 hours per week) or study, or who combine any hours of work with any hours of study. The average is derived from the raw numbers for the three cohorts.
- (c) Sourced from the Australian Bureau of Statistics, *Education and Work, Australia*. 2020-21 actuals are based on data for May 2020.

2.6 Outcome 4: High Quality standards for schooling in NSW

State Outcome overview and 2021-22 investment

Investments under this State Outcome support high quality standards for schooling in New South Wales through the regulation of schooling, accreditation of early childhood, primary and secondary teachers, and provision of quality curriculum, assessment and certification by the NSW Education Standards Authority (NESA).



2021-22 State Outcome Budget highlights

In 2021-22, the Education Cluster will invest \$213.7 million (\$212.3 million recurrent expenses and \$1.4 million capital expenditure) in this Outcome, including:

- \$57.7 million (\$196.6 million recurrent over four years) to implement the NSW Curriculum Reforms by 2024, to support students in developing strong foundations of knowledge, capabilities and values to be lifelong learners, active citizens and to equip schools for a complex and fast-changing world
 - \$26.5 million (\$74.1 million over four years) to develop curriculum for early and middle years of schooling
 - \$24.6 million (\$95.7 million over four years) to provide stronger pathways and develop curriculum for senior secondary years of schooling
 - \$3.3 million (\$13.6 million over four years) to develop digital curriculum solutions
 - \$3.3 million (\$13.2 million over four years) to support teacher engagement in curriculum development
- \$3.2 million to implement the accreditation of teacher professional development across identified priority areas.

Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Proportion of teachers with a clear understanding of curriculum requirements

In 2021-22, the NSW Government is leading a major program of curriculum reform. This involves the redevelopment of nearly 200 syllabuses by 2024.

NESA is working with schools across all sectors to understand curriculum requirements to teach syllabus content effectively.

Understanding the degree to which teachers are clear about NSW curriculum requirements is an important measure that will guide NESA in how it goes about developing syllabus content, communicating syllabus requirements to teachers, and developing curriculum support resources. This will be included as an outcome indicator in NESA's 2021-22 Outcome Business Plan.

Proportion of teachers and schools with a clear understanding of school regulation and teacher accreditation requirements

NESA is also developing an Outcome Indicator related to stakeholder understanding of NESA processes and requirements. An increasing proportion of teachers reporting a clear understanding of school regulation and teacher accreditation requirements will reflect that NESA is continuously streamlining regulatory requirements and communicating clearly to teachers and school leaders about what teachers need to do to meet the requirements.

NESA's work to reduce the administrative burden on teachers and school leaders

NESA is also committed to supporting the NSW Government's priority for 'government made easy'. NESA's 2021-22 Outcome Business Plan will incorporate an Outcome Indicator that demonstrates NESA is working to reduce the administrative burden on teachers and school leaders through simpler and clearer processes and reducing the time required for teachers and school leaders to engage with NESA change initiatives.

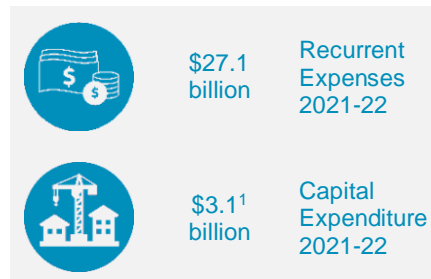
NESA is developing surveys to establish baseline performance and targets for each indicator as part of the implementation of NSW curriculum reform, school regulation and teacher accreditation programs. Preliminary data will be available in late 2021, from which baseline and target performance will be set.

3. HEALTH CLUSTER

3.1 Introduction

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

Since March 2020, the NSW Government has committed more than \$4.0 billion to help our healthcare system to increase its capacity and ensure it is well placed to manage the ongoing impacts of COVID-19.



Delivering COVID-19 vaccine rollout:

- Working with General Practitioners to safely deliver COVID-19 vaccinations to the New South Wales community as quickly as possible
- Increasing NSW Health's vaccination capacity and expanding the vaccination clinic footprint across New South Wales to ensure vaccines are accessible to eligible people across the state, including providing outreach to locations in rural and regional New South Wales
- Establishing a mass vaccination centre at Sydney Olympic Park and planning a new centre at Newcastle to open in July, to complement the existing network of clinics across New South Wales
- Supporting, monitoring and reporting for COVID-19 vaccination adverse events across New South Wales.

Keeping our citizens safe:

- World-leading pathology testing, genome sequencing and contact tracing, including establishing pop-up testing sites across the state
- Screening on entry to health sites across the state to rapidly identify symptomatic visitors, protecting our communities and staff
- Supporting hotel quarantine including health managed hotels for symptomatic travellers and a dedicated presence at Sydney Airport
- Funding to fast-track state-wide research and clinical trials to tackle the global COVID-19 pandemic and reduce its impact on the community
- Promoting COVID-Safe behaviours through clear public communications and advice to government.

Ensuring capacity in our hospitals:

- Quadrupling Intensive Care Unit (ICU) capacity and purchasing additional ventilators
- Significant investment and rapid expansion of telehealth
- Continuing additional elective surgery.

¹ The total amount of capital investment in 2021-22 will be \$3.2 billion. This includes \$138.7 million of capital expensing from the Ministry of Health's expense budget.

Supporting and protecting our frontline workers:

- Substantial investment in personal protective equipment (PPE)
- Expanding our healthcare and hospital security workforce
- Providing ICU training to upskill healthcare staff to support increased ICU capacity.

Boosting mental health support:

- Funding for specialist mental health support to communities affected by natural disasters in regional and rural New South Wales
- Enhancements to community child and youth mental health services
- Expansion of community-based mental health clinical support and emergency nurse consultants
- Increased availability of virtual mental health services
- Funding to Lifeline and the Mental Health Line to support those in need.

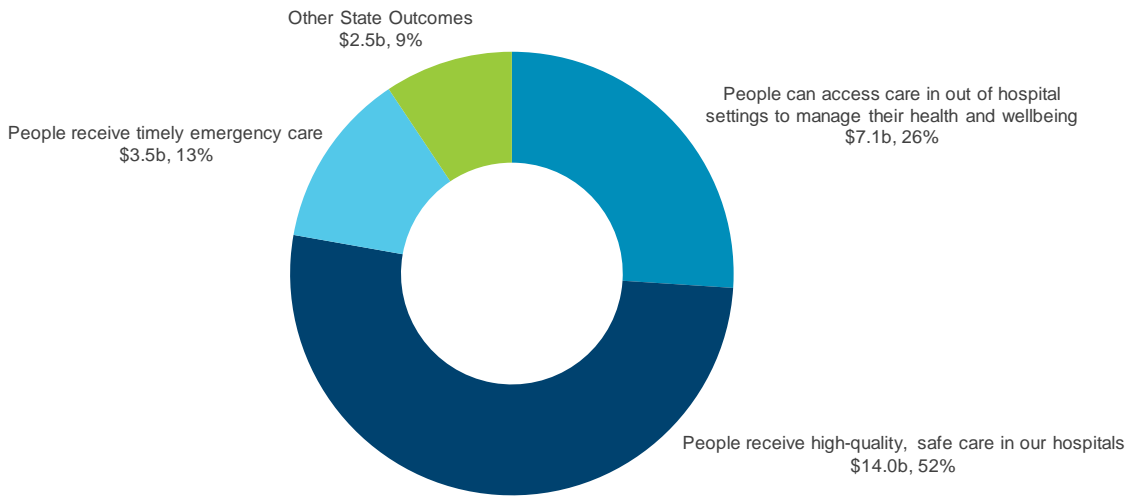
State Outcomes to be delivered by the Health Cluster

State Outcomes What the Cluster is delivering for people and business	Key Programs underway to support delivery of Outcomes
<p>1. People receive high-quality, safe care in our hospitals</p> <p>When people are admitted to a hospital in New South Wales they can expect world-class medical and surgical care within clinically recommended timeframes, with NSW Health operating the largest public hospital system in Australia.</p> <p><i>2021-22 investment: \$14.0 billion in recurrent expenses & \$1.7 billion in capital expenditure</i></p>	<ul style="list-style-type: none"> • Acute Services • Sub-Acute Services • Mental Health Services • Aged Care Services
<p>2. People can access care in out of hospital settings to manage their health and wellbeing</p> <p>Healthcare extends beyond the hospital and connects across settings to reduce the burden of chronic disease, assist people with conditions to live well and avoid complications, support people to recover from illness and injury, and prevent avoidable hospitalisations. NSW Health services include non-admitted and community-based services, sub-acute services, hospital in the home, and dental services.</p> <p><i>2021-22 investment: \$7.1 billion in recurrent expenses & \$566.7 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Community Based Services • Mental Health Community Based Services • Aged Care Community Services • Drug & Alcohol Services • Non-Admitted Services
<p>3. People receive timely emergency care</p> <p>NSW Health is responsible for managing and operating ambulance and emergency services, which are often the first point of contact for people needing emergency healthcare.</p> <p><i>2021-22 investment: \$3.5 billion in recurrent expenses & \$813.9 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Emergency Departments • Ambulance Emergency Services
<p>4. Keeping people healthy through prevention and health promotion</p> <p>Preventive and population health measures are critical to keeping people healthier. It covers a range of functions including to promote public health, control infectious diseases, reduce preventive diseases and death, help people manage their own health including mental health, and promote equitable health outcomes in the community.</p> <p><i>2021-22 investment: \$1.5 billion in recurrent expenses & \$11.5 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Dental Services • Health Protection Services • Health Prevention Services • Specific Health Screening Services
<p>5. Our people and systems are continuously improving to deliver the best health outcomes and experiences</p> <p>A skilled workforce with access to world-leading education and training, and a system that harnesses research and digital innovation is essential to continuously improve outcomes and experiences of care across the system.</p> <p><i>2021-22 investment: \$1.1 billion in recurrent expenses & \$12.5 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Teaching, Training & Research • Medical Research Support Program • Research and Commercial Capacity Building Initiatives • Health Care Complaints Commission • Mental Health Commission of New South Wales

3.2 Overview of Cluster expenses by State Outcome

A summary of expenses by State Outcome is provided in the charts below.

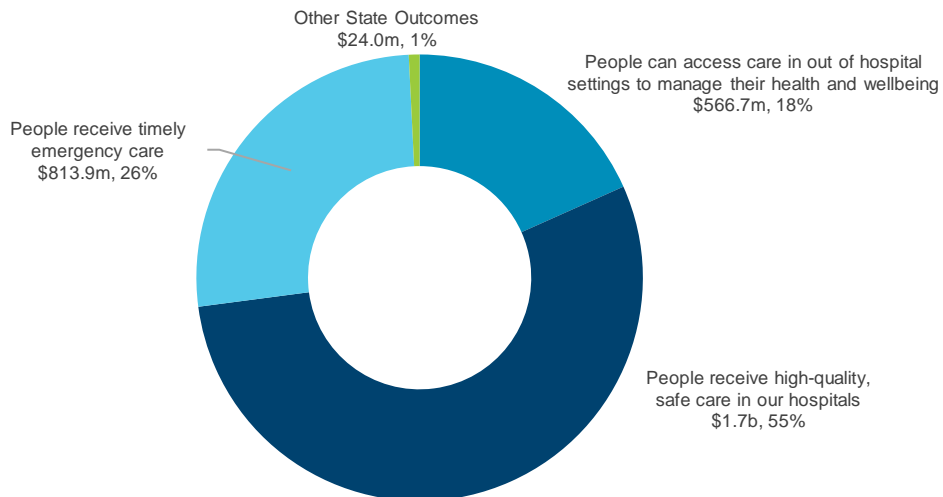
Chart 3.1: Recurrent expenses by Outcome 2021-22 (dollars and %)



Note: Grouped for presentation purposes, “Other State Outcomes” comprises:

- Keeping people healthy through prevention and health promotion
- Our people and systems are continuously improving to deliver the best health outcomes and experiences.

Chart 3.2: Capital expenditure by Outcome 2021-22 (dollars and %)



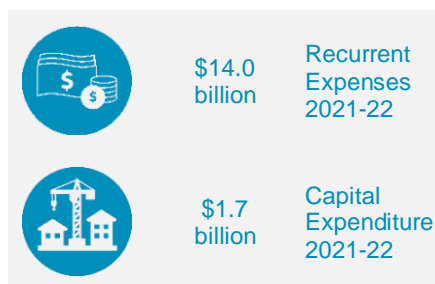
Note: Grouped for presentation purposes, “Other State Outcomes” comprises:

- Keeping people healthy through prevention and health promotion
- Our people and systems are continuously improving to deliver the best health outcomes and experiences.

3.3 Outcome 1: People receive high-quality, safe care in our hospitals

State Outcome overview and 2021-22 investment

When people are admitted to a hospital in New South Wales, they can expect world-class medical and surgical care within clinically recommended timeframes, with NSW Health operating the largest public hospital system in Australia.



2021-22 State Outcome Budget highlights

In 2021-22, the Health Cluster will invest \$15.7 billion (\$14.0 billion in recurrent expenses and \$1.7 billion in capital expenditure) in this Outcome, including:

- \$159.3 million to fund services in new hospitals scheduled to open in 2021-22
- \$141.0 million in capital expenditure in 2021-22 to unify the electronic medical records solutions currently in use to enhance care coordination, further digitisation, improve patient experience, and increase service sustainability
- \$80.0 million to continue additional elective surgery
- \$21.6 million over four years to provide a state-wide Transcatheter Aortic Valve Implantation (TAVI) service for high risk patients, including those in rural and remote areas of New South Wales.

Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Elective surgery patients treated on time

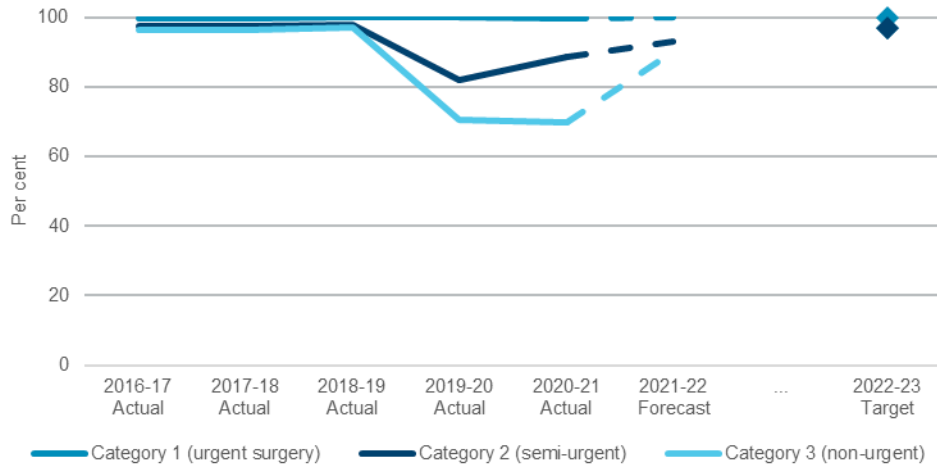
Elective surgery activity was significantly impacted by the COVID-19 pandemic, with non-urgent and most semi-urgent surgery paused Australia-wide from late March to mid May 2020. This response was a necessary step to ensure capacity in our hospitals, preserve personal protective equipment, keep staff and patients safe, and ensure workforce capacity.

Emergency surgery and urgent elective surgery continued to be delivered throughout this period.

By pausing some surgeries, there has been an increase in the number of overdue elective surgery cases. This has affected the proportion of elective surgery patients treated on time. Surgical teams across the state are working to address these overdue procedures.

As the overdue elective surgery list is addressed, on time elective surgery performance will return to previous levels and stabilise. Under usual circumstances NSW Health delivers around 325,000 surgeries a year, with elective surgeries accounting for 70 per cent of activity, and emergency surgery the remainder.

Chart 3.3: Proportion of elective surgery patients treated on time

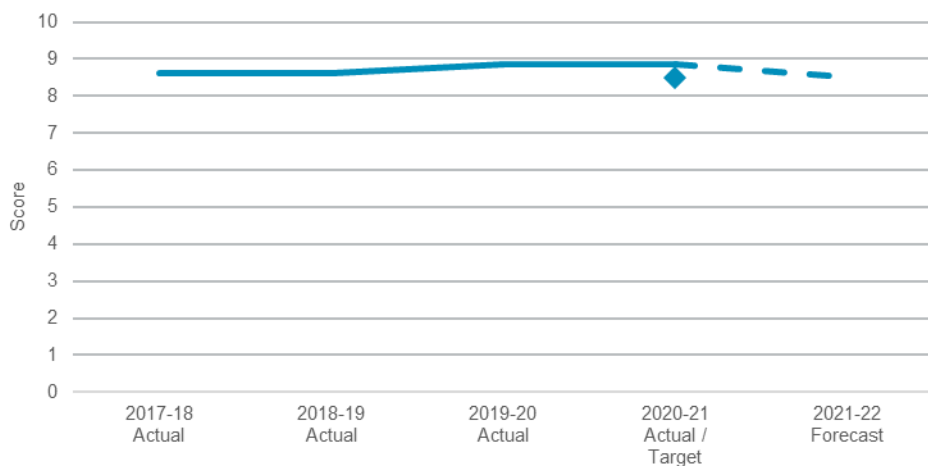


Overall patient experience index – adult admitted patient

Overall, patients in NSW public hospitals are continuing to receive excellent care and treatment according to the Bureau of Health Information Adult Admitted Patient Survey 2019.

Performance for this indicator remains stable. Patients are reporting a better than target level of experience with an overall score of 8.86, above the NSW target of 8.5 out of 10. This is an improvement from 8.6 in the previous year. NSW Health has an increased focus on improving patient, carer, family and staff experiences, with the launch of *Elevating the Human Experience – Our Guide to Action*, the NSW Health plan and associated program for improving experience across the NSW public health system.

Chart 3.4: Overall patient experience index - adult admitted patients



Note: 2020-21 actual as at July-September 2020 quarter.

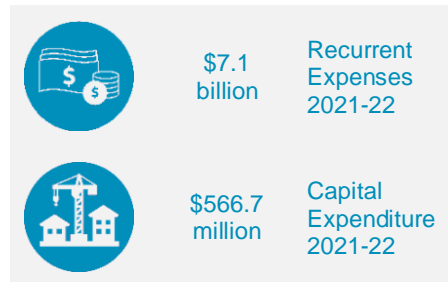
Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Elective surgery patients treated on time	%		
Elective surgery patients treated on time Category 1 (urgent surgery)		99.8	100
Elective surgery patients treated on time Category 2 (semi-urgent)		88.7	93.0
Elective surgery patients treated on time Category 3 (non-urgent)		69.6	90.0
Fall-related injuries in hospital	no.	5.1	<5.1
Overall patient experience index - adult admitted patients	no.	8.9	8.5
Unplanned hospital readmissions within 28 days of separation for all admissions	%	5.7	5.6

3.4 Outcome 2: People can access care in out of hospital settings to manage their health and wellbeing

State Outcome overview and 2021-22 investment

Healthcare extends beyond the hospital and connects across settings to reduce the burden of chronic disease, assist people with conditions to live well and avoid complications, support people to recover from illness and injury, and prevent avoidable hospitalisations. NSW Health services include non-admitted and community-based services, sub-acute services, hospital in the home, and dental services.



2021-22 State Outcome Budget highlights

In 2021-22, the Health Cluster will invest \$7.6 billion (\$7.1 billion in recurrent expenses and \$566.7 million in capital expenditure) in this Outcome, including:

- \$109.5 million over four years to develop 25 ‘Safeguards’ Youth Mental Health Crisis Teams across New South Wales to provide services to children and adolescents with moderate to severe mental health issues and their families/carers
- \$82.8 million over four years to continue to strengthen specialist palliative care services, including:
 - improving community-based care for people with late stage chronic and degenerative diseases, and people with a disability
 - to enhance inpatient palliative care services in Western Sydney
 - enhancements to the specialist palliative care workforce in regional and rural New South Wales
 - enhanced palliative care consumer support
 - operational funding for the Manly Adolescent and Young Adult Hospice
 - funding to support palliative care services, including dedicated inpatient beds at Chris O’Brien Life House
 - enhance capability including State supported scholarships in palliative care medicine
- \$36.4 million over four years for 57 mental health Response and Recovery Specialists across regional and rural New South Wales to provide assertive outreach support for communities, and coordination with local services at the time of a disaster or crisis, and during the ongoing recovery phase
- \$8.6 million over four years to support community care for people with movement disorders, such as Parkinson’s Disease, by recruiting specialist nurses and allied health staff in 15 Local Health Districts. This package also includes funding for Parkinson’s NSW to support its InfoLine service as well as additional teaching, training and capacity building
- \$7.7 million over four years to pilot a new model of care for children and young people with behavioural disorders including Attention Deficit Hyperactivity Disorder (ADHD) in two regional Local Health Districts
- \$3.0 million towards the establishment of ACON’s LGBTQ+ health centre to improve access to primary and community-based healthcare.

Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

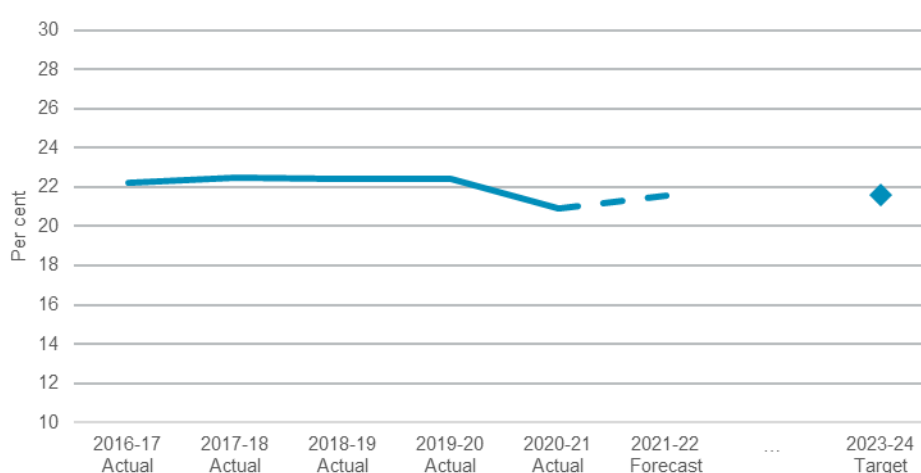
Reduce preventable visits to hospital by caring for people in the community

This is a Premier's Priority focused on improving outpatient and community care.

Performance against this indicator continues to exceed the performance target as the NSW Health system returns to pre-COVID-19 pandemic hospital activity levels.

Delivering healthcare in the community keeps people healthy at home for as long as possible, while ensuring the hospital system operates efficiently for those who need it. NSW Health continues to implement strategies to address preventable hospital visits.

Chart 3.5: *Proportion of total days spent in hospital by people with conditions where hospitalisation is potentially preventable*



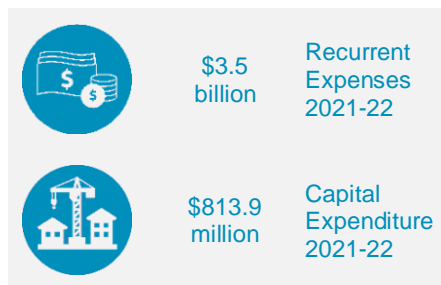
Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Mental Health acute post discharge follow-up within 7 days	%	79.0	83.7
Reduce preventable visits to hospital by caring for people in the community	%	20.9	21.6

3.5 Outcome 3: People receive timely emergency care

State Outcome overview and 2021-22 investment

NSW Health is responsible for managing and operating ambulance and emergency services, which are often the first point of contact for people needing emergency healthcare.



2021-22 State Outcome Budget highlights

In 2021-22, the Health Cluster will invest \$4.3 billion (\$3.5 billion in recurrent expenses and \$813.9 million capital expenditure) in this Outcome, including:

- \$126.0 million over four years (\$58.0 million recurrent expenses and \$68.0 million capital expenditure) to improve NSW Ambulance operations through a modern, integrated facility at Sydney Olympic Park
- \$69.7 million over four years to improve patient experience in NSW hospital emergency departments, recruit health and security assistants to rural health facilities, and support the Police Ambulance and Clinical Early Response (PACER) program which embeds mental health clinicians with first responders at the scene to provide specialist advice and appropriate care to people experiencing mental health episodes
- \$54.3 million over four years to enable NSW Ambulance to secure an improved mix of aircraft, including jet aircraft, to improve patient safety and access to emergency care
- \$34.0 million over four years (\$31.2 million expenses and \$2.9 million capital expenditure) for NSW Ambulance to convert 246 paramedics to intensive care paramedics, of which 203 will be in regional New South Wales
- upgrade in 2021-22 of in-ambulance defibrillators that improve electronic medical record integration capabilities between NSW Ambulance and hospital emergency departments across the state and especially in regional areas.

Key performance insights

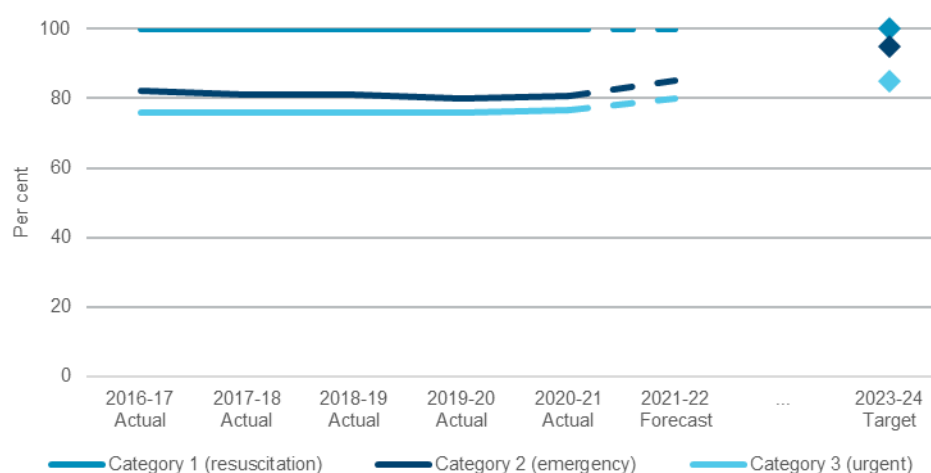
This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Triage category 1, 2 and 3 patients commence treatment on time in the emergency department

This is a Premier's Priority and NSW Health continues to be strongly focused on ensuring people receive timely emergency care.

Performance against this indicator remains stable. NSW Health improvement strategies include streaming patients safely and effectively and implementing evidence-based clinical pathways that support timely assessment and treatment of patients. The new Good to Great program commenced in May 2021 to improve emergency access performance. It is a co-created program which will develop leadership capability, build positive workplace culture and nurture collaborative partnerships in our public hospital emergency departments.

Chart 3.6: Percentage of triage category 1, 2 and 3 patients who commence treatment on time in the emergency department



Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual ^(a)	2021-22 Forecast
Overall patient experience index - emergency department patients ^(b)	no.	8.7	8.5 ^(c)
Transfer of care from ambulance to emergency department staff within 30 minutes	%	87.5	90.0
Triage category 1, 2 and 3 patients commence treatment on time in the emergency department ^(d)	%		
Proportion of emergency department patients in NSW seen on time		100	100
Category 1 (resuscitation)			
Proportion of emergency department patients in NSW seen on time		80.5	85.0
Category 2 (emergency)			
Proportion of emergency department patients in NSW seen on time		76.7	80.0
Category 3 (urgent)			

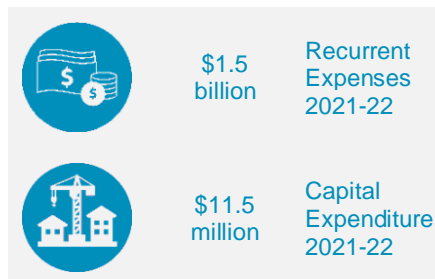
Notes:

- (a) Score out of 10.
- (b) 2020-21 Actuals provided are a year to date as at March 2021.
- (c) Forecast reflects current target.
- (d) NSW exceeds national targets (Category 2 – 80%, Category 3 – 75%).

3.6 Outcome 4: Keeping people healthy through prevention and health promotion

State Outcome overview and 2021-22 investment

Preventive and population health measures are critical to keeping people healthier. It covers a range of functions including to promote public health, control infectious diseases, reduce preventive diseases and death, help people manage their own health including mental health, and promote equitable health outcomes in the community.



2021-22 State Outcome Budget highlights

In 2021-22, the Health Cluster will invest \$1.5 billion (\$1.5 billion in expenses and \$11.5 million capital expenditure) in this Outcome, including:

- \$977.4 million² in additional expenditure for the NSW Health system to manage the impacts of the COVID-19 pandemic, including:
 - \$340.0 million to fund personal protective equipment procurement and associated warehousing costs to keep our frontline health workers safe
 - \$261.3 million for COVID-19 vaccine distribution
 - \$200.0 million for pop-up clinics, testing and contact tracing
 - \$145.4 million for returning travellers in quarantine requiring medical assistance
 - \$30.0 million for the ongoing enhanced level of cleaning within health facilities
- \$12.2 million over two years to fund Tresillian for six Regional Family Care Centres to provide services to families experiencing difficulties in the critical first years of their child's life, as well as five 'Tresillian 2U' vans, to provide mobile community support to families with infants and children, and staffing for the Macksville residential unit, which provides inpatient services for families experiencing significant parenting challenges requiring intensive intervention.

Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Towards zero suicides

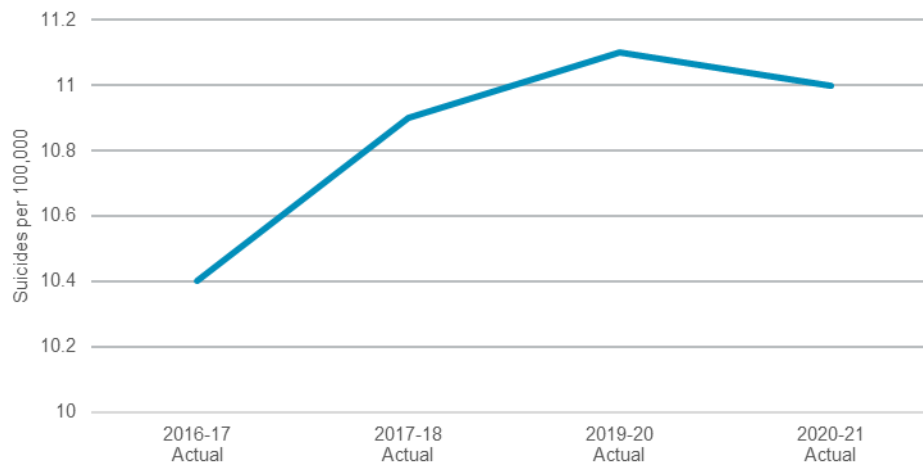
This is a Premier's Priority to reduce the rate of suicide deaths in New South Wales by 20 per cent by 2023.

Performance against this indicator has remained stable and data from the NSW Suicide Monitoring System indicates the number of suicides in 2020 in New South Wales has decreased by almost five per cent compared to 2019.

Reducing the rate of suicide requires a collaborative approach across the health system and governments. The NSW Suicide Data Monitoring System has been established in collaboration between the NSW Ministry of Health, Department of Communities and Justice, the State Coroner and NSW Police to enable the collection and reporting of information on recent suspected and confirmed suicides in New South Wales. NSW Health is continuing to work with these agencies to provide monthly public NSW Suicide Monitoring System Reports.

² The total expenditure on COVID-19 is \$1.1 billion in 2021-22. This includes \$80.0 million of additional elective surgery listed under Outcome 1.

Chart 3.7: Number of suicides per 100,000 people

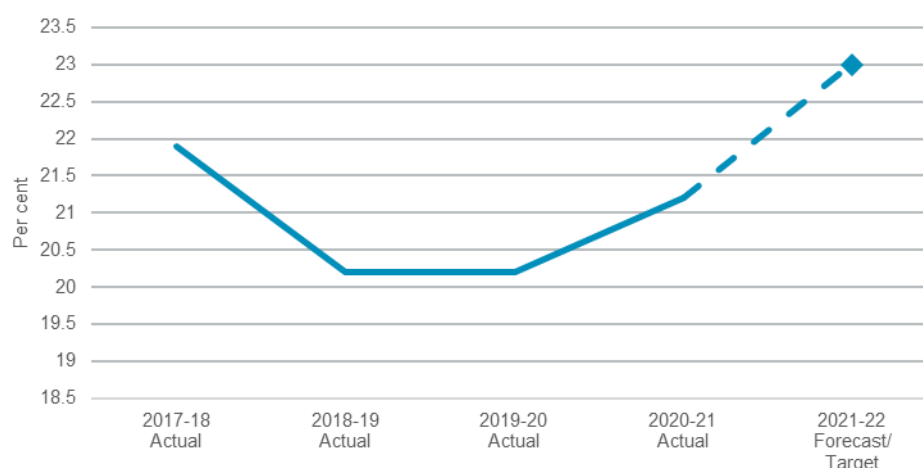


Pregnant women quitting smoking by the second half of their pregnancy

This indicator is aligned with NSW Health's priority to minimise the harm associated with tobacco use in pregnancy. NSW Health is continuing work to ensure cessation support is offered as part of routine pregnancy care in public hospitals to all pregnant women who smoke.

Performance against this indicator has recently improved. NSW Health has been working on promising long-term measures to improve clinical practice to reduce the harms of tobacco on mothers and babies. NSW Health strategies also include targeted action for priority populations, including to improve outcomes for Aboriginal women. Work undertaken includes improving data systems and electronic referrals to Quitline in maternity and other health services. NSW Health is disseminating over 300 carbon monoxide monitors through the Safer Baby Bundle program to maternity services to support conversations with expecting parents about smoking harms. Development and implementation of some measures has been delayed due to COVID-19.

Chart 3.8: Proportion of women quitting smoking by the second half of their pregnancy



Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Breast Screen participation rates (Women Aged 50-74)	%		
Breast Screen participation rates (Women Aged 50-69)		n.a. ^(a)	≥55
Breast Screen participation rates (Women Aged 70-74)		n.a. ^(a)	≥55
Children fully immunised at one year of age	%		
Aboriginal children		94.9 ^(b)	95.0
Non-Aboriginal children		94.8 ^(b)	95.0
Get Healthy Information and Coaching Service - Get Healthy in Pregnancy Referrals	no.	10,503 ^(c)	≥12,000
Pregnant women quitting smoking by the second half of their pregnancy	%	21.2	23.0
Towards zero suicides (per 100,000 people)	no.	11.0	n.a.

Note:

(a) Breast Screen participation rates for 2020-21 is not available until June 2021.

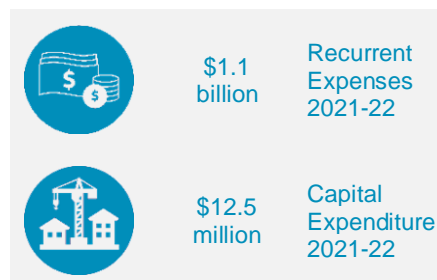
(b) Complete data from January to December 2020.

(c) 2020-21 actual is for three quarters as at end of Quarter 3 2020-21.

3.7 Outcome 5: Our people and systems are continuously improving to deliver the best health outcomes and experiences

State Outcome overview and 2021-22 investment

A skilled workforce with access to world leading education and training, and a system that harnesses research and digital innovation is essential to continuously improving outcomes and experiences of care across the system. This expertise is delivered by a range of statutory bodies and system managers.



2021-22 State Outcome Budget highlights

In 2021-22, the Health Cluster will invest \$1.1 billion (\$1.1 billion in recurrent expenses and \$12.5 million in capital expenditure) in this Outcome, including:

- \$4.6 million over four years to boost resources for the Health Care Complaints Commission, enabling it to process complaints in a more timely way.

Key performance insights

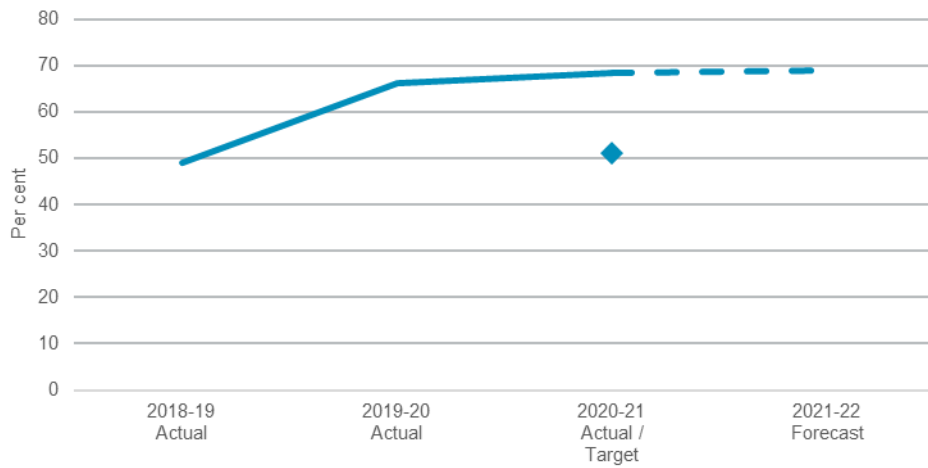
This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Increasing the volume of discharge summaries delivered electronically to General Practitioners (GPs)

Electronic discharge summaries enable well-coordinated and effective sharing of health information between care settings and clinicians. They support patients as they return to the community and may reduce unnecessary hospital visits. A number of planned projects will focus on increasing the percentage of discharge summaries delivered electronically to GPs.

Performance against this indicator continues to exceed the previous target and as at the end of December 2020 has increased 1.2 percentage points from 2019-20. There has been a continued increase on the delivery of electronic discharge summaries to GPs.

Chart 3.9: Increase in the percentage of discharge summaries delivered electronically to GPs



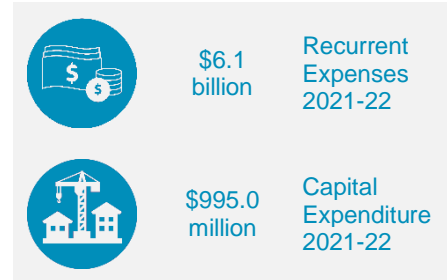
Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Ethics Application Approvals - By the Human Research Ethics Committee within 45 calendar days	%	81.0	80.0
Increase the percentage of discharge summaries delivered electronically to GPs	%	68.3	69.0

4. PLANNING, INDUSTRY AND ENVIRONMENT CLUSTER

4.1 Introduction

The Planning, Industry and Environment Cluster is responsible for the stewardship of the NSW Government’s natural and built assets. The Cluster’s key areas of focus include: planning and enabling development and the delivery of infrastructure to drive economic activity, protecting our native flora and fauna, setting the future direction of waste, sustainable materials and the circular economy, and ensuring an affordable, reliable and sustainable energy future. The Cluster is also responsible for creating better public and open spaces, improving the use and management of government-owned land and property, securing and improving the State’s water supply, increasing housing affordability and supply, and improving outcomes for Aboriginal people across the State, with a focus on land and housing.



State Outcomes to be delivered by the Planning, Industry and Environment Cluster

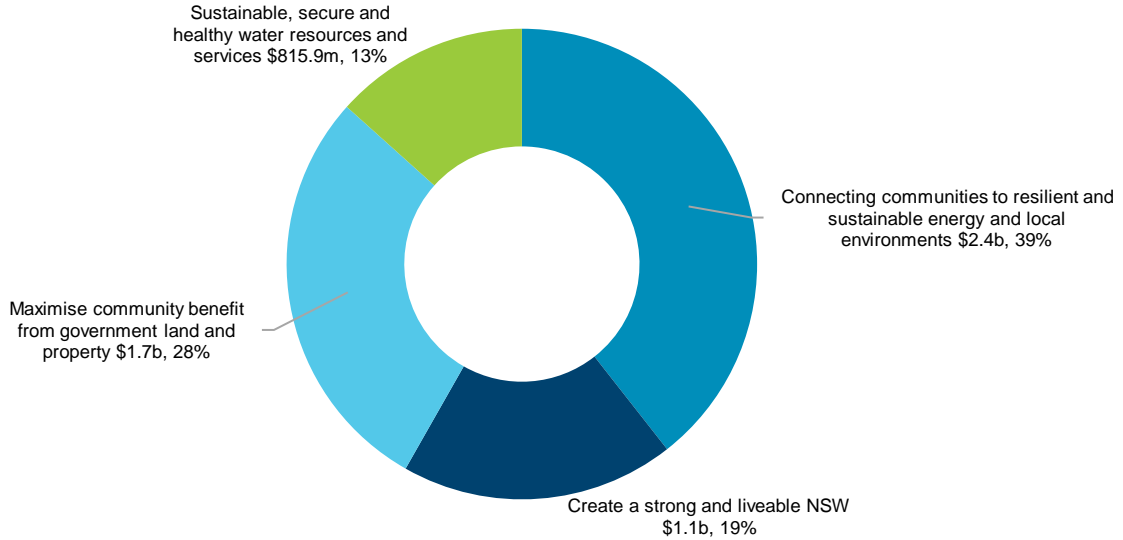
State Outcomes What the Cluster is delivering for people and business	Key Programs underway to support delivery of Outcomes
<p>1. Connecting communities to resilient and sustainable energy and local environments</p> <p>Protecting and preserving the quality of our environment via active stewardship to support a healthy New South Wales while securing an affordable, reliable and sustainable energy future.</p> <p><i>2021-22 investment: \$2.4 billion in recurrent expenses & \$351.2 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Conservation, preservation and improved community enjoyment of national parks • Ensuring a secure and sustainable energy future • Reducing carbon emissions while supporting a sustainable, climate-resilient New South Wales • Encouraging a circular economy to turn waste into a resource
<p>2. Create a strong and liveable NSW</p> <p>Planning for great places that create the conditions for prosperity, economic development, innovation and jobs. The delivery of infrastructure and a diverse housing mix that responds to the needs of communities, and securing environmental sustainability, good design, greener places and safe and inclusive public spaces that bring communities together.</p> <p><i>2021-22 investment: \$1.1 billion in recurrent expenses & \$33.4 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Coordinating and enabling the place and infrastructure outcomes of regional plans • Delivering better outcomes for place, design, public spaces and green infrastructure • Make strong, fair and quick planning assessments driving balanced outcomes

<p>State Outcomes What the Cluster is delivering for people and business</p>	<p>Key Programs underway to support delivery of Outcomes</p>
<p>3. Maximise community benefit from government land and property</p> <p>Delivering a coordinated, strategic approach to the use of government-owned property to maximise community benefits by delivering quality public spaces and diverse housing outcomes.</p> <p><i>2021-22 investment: \$1.7 billion in recurrent expenses & \$564.2 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Better use of government-owned land and property • Empowering Aboriginal communities for independent social and economic futures • Better place creation • Optimise benefits of Crown land
<p>4. Sustainable, secure and healthy water resources and services</p> <p>Providing confidence to communities and stakeholders through the transparent stewardship of water resources, provision of services and reforms that support sustainable and healthy environments, economies and societies across New South Wales.</p> <p><i>2021-22 investment: \$815.9 million in recurrent expenses & \$46.2 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Improved water sustainability, water access and water health • Improved water regulation

4.2 Overview of Cluster expenses by State Outcome

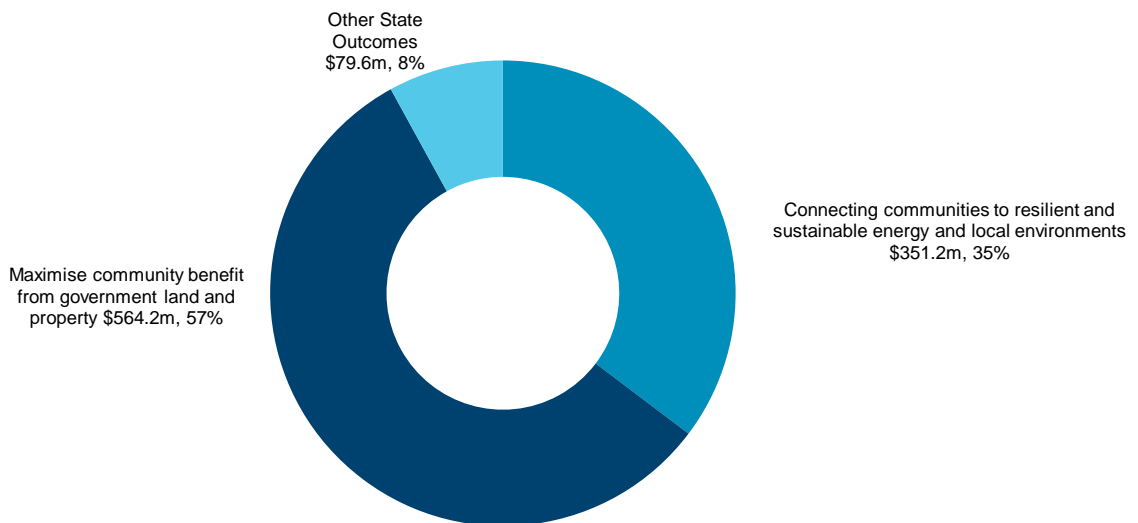
A summary of expenses by State Outcome is provided in the charts below.

Chart 4.1: Recurrent expenses by Outcome 2021-22 (dollars and %)



Note: The sum of percentages does not equal one hundred due to rounding.

Chart 4.2: Capital expenditure by Outcome 2021-22 (dollars and %)



Note: Grouped for presentation purposes, "Other State Outcomes" comprises:

- Create a strong and liveable NSW
- Sustainable, secure and healthy water resources and services.

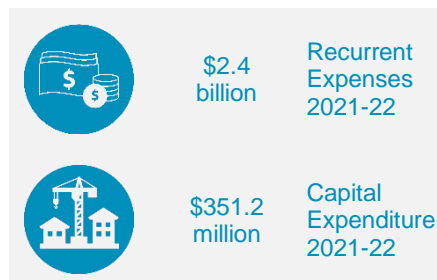
4.3 Outcome 1: Connecting communities to resilient and sustainable energy and local environments

State Outcome overview and 2021-22 investment

Protecting and preserving the quality of our environment through active stewardship to support a healthy New South Wales and securing an affordable, reliable and sustainable energy future.

This State Outcome comprises activity across energy, climate change and resource use and sustainability; biodiversity protection including habitat conservation, threatened species and aquatic habitats; nature-based experiences in national parks and zoos; and human and environmental health through regulation.

Delivery is shared by the Department of Planning, Industry and Environment (the Department), the NSW Environment Protection Authority (EPA), Natural Resources Commission, the Biodiversity Conservation Trust, Zoological Parks Board, and the Environmental Trust.



2021-22 State Outcome Budget highlights

In 2021-22, the Planning, Industry and Environment Cluster will invest \$2.8 billion (\$2.4 billion recurrent expenses and \$351.2 million capital expenditure) in this Outcome, including:

- \$785.4 million (\$1.9 billion recurrent expenses and \$495.8 million capital expenditure over four years) for national parks. This includes:
 - \$21.7 million (\$15.7 million recurrent expenses and \$49.6 million capital expenditure over four years) for grants from the Environmental Trust to the National Parks and Wildlife Services to support the acquisition of high value conservation land for protection in the NSW national parks estate, support the rewilding of threatened fauna, and implement ecological health monitoring and reporting projects to deliver improved conservation outcomes through evidence-based park management
 - \$10.3 million (\$5.4 million recurrent expenses and \$80.4 million capital expenditure over four years) for new signature walking experiences, including the Great Southern Walk in the Illawarra. The walks will include a range of dedicated accommodation options, making our natural and cultural heritage assets in our NSW national parks a must-see destination for local, national and international visitors
- \$333.2 million (\$1.3 billion recurrent expenses over four years) to enable the provision of energy rebates and emergency vouchers to help reduce energy bills and provide the community with more affordable energy
- \$257.3 million (\$959.1 million recurrent expenses and \$75.3 million capital expenditure over four years) to protect New South Wales' invaluable biodiversity, including:
 - \$46.3 million (\$125.0 million recurrent expenses and \$68.3 million capital expenditure over five years) to deliver on the NSW Government's goal to double the number of koalas in New South Wales by 2050
 - \$15.0 million (\$75.0 million recurrent expenses over five years) to continue the Saving our Species program, New South Wales' flagship threatened species conservation program, to maximise the number of ecological communities and threatened species that are secure in the wild in New South Wales

- \$13.5 million (\$25.7 million recurrent expenses and \$3.8 million capital expenditure over two years) to continue the delivery of the Land Management and Biodiversity Conservation Framework, including regulatory activities, implementation of the Biodiversity Offsets Scheme, and biodiversity mapping, assessment and evaluation
- \$149.7 million (\$698.8 million recurrent expenses and \$5.0 million capital expenditure over four years) to protect the community and environment from waste pollution and support the transition to a circular economy where we use materials more sustainably and reduce our carbon emissions. Activities include:
 - implementing the NSW Waste and Sustainable Materials Strategy 2041 and NSW Plastics Action Plan
 - continuing to keep our community safe and environment clean by targeting illegal dumping, littering and hazardous wastes
- \$147.6 million (\$248.5 million recurrent expenses and \$164.4 million capital expenditure over four years) to implement the *Electricity Infrastructure Roadmap*, the Government's plan to attract \$32.0 billion in private investment in new generation, storage, firming and network infrastructure by 2030, including:
 - \$35.1 million (\$121.6 million recurrent expenses over two years) to establish the administrative entities including the Consumer Trustee, Financial Trustee and the Regulator
 - \$15.2 million (\$72.4 million recurrent expenses and \$2.4 million capital expenditure over four years) for the Energy Corporation of NSW to enable the coordinated delivery of Renewable Energy Zones across New South Wales
- \$140.9 million recurrent expenses to manage waste and clean-up relating to bushfires and floods
- \$49.0 million (\$253.1 million recurrent expenses over four years) to transition New South Wales to net zero emissions by 2050, create more sustainable businesses and support job creation for the future economy. A key element is the Net Zero Industry and Innovation Program, launched in March 2021 with three focus areas:
 - supporting existing industry to transition to low emission alternatives and future proof their businesses
 - creating the jobs of the future by setting up low carbon industries such as green hydrogen
 - bolstering research and development in clean technology to support decarbonising in ways that grow the economy.

Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

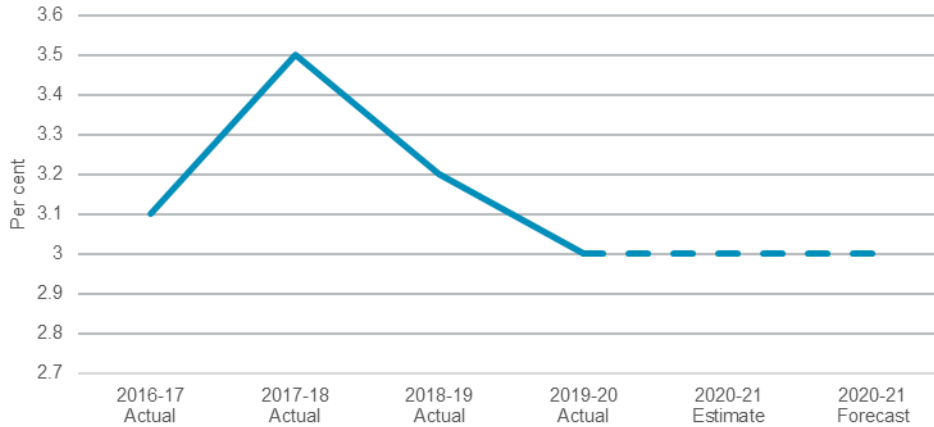
Energy as a proportion of the average household cost of living

This indicator measures low and average-income household electricity bills as a proportion of the household's disposable income. The NSW Government's energy efficiency programs, energy rebates and the *Electricity Infrastructure Roadmap* seek to reduce energy costs for consumers.

Performance against this indicator has improved in the last three years, which means households have more money to spend on other costs of living. This is due to a mix of market and regulatory changes, especially a reduction in the wholesale electricity cost component of retail electricity prices.

Under the NSW Government’s *Electricity Infrastructure Roadmap* to modernise the electricity sector, households are expected to save an average of \$130 annually on electricity bills between 2023 to 2040. Energy as a proportion of the average household cost of living is expected to remain stable in 2020-21 and 2021-22.

Chart 4.3: Energy as a proportion of the average household cost of living



Note: 2020-21 actual data is not yet available, and an estimate for 2020-21 has been provided.

Millions of tonnes of CO₂ equivalent emissions (MtCO₂-e) emitted annually in New South Wales

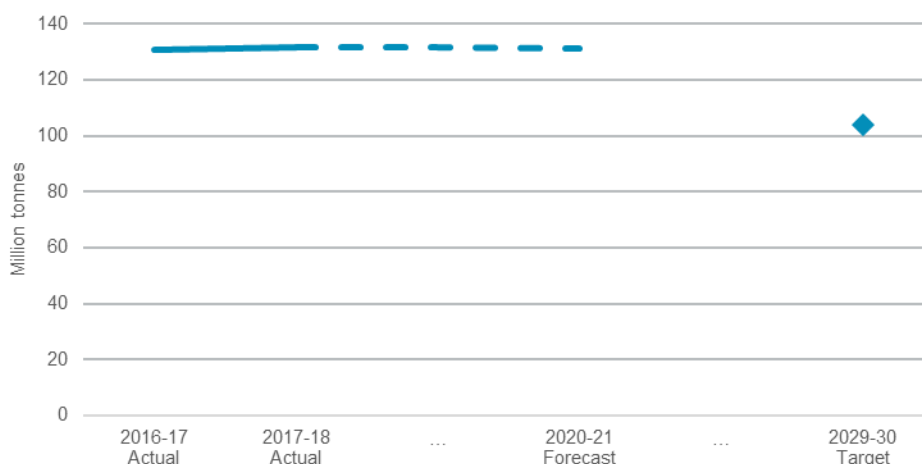
The NSW Government’s commitment to achieve net zero emissions by 2050 is set out in the *NSW Climate Change Policy Framework* released in 2016.

This indicator reports greenhouse gas emissions from all sectors of the economy and all other emitting and greenhouse gas sequestering activities occurring in New South Wales.

Performance against this indicator continues to remain stable with 2019 emissions, 17 per cent lower than 2005 levels. The *Net Zero Plan Stage 1: 2020-2030* sets out the NSW Government’s plan to reduce emissions by 35 per cent by 2030 compared to 2005 levels, and ultimately aims to achieve net zero emissions in ways that grow the economy and reduce the cost of living and doing business.

The NSW Government has committed \$1.2 billion from 2020-21 to 2029-30 to support programs under the *Net Zero Plan Stage 1: 2020-2030*. Further detailed plans will be developed over the next two decades to ensure net zero emissions are achieved by 2050.

Chart 4.4: Millions of tonnes of CO₂ equivalent emissions (MtCO₂-e) emitted annually in NSW



Note: 2020-21 actual data is not yet available, and an estimate for 2020-21 has been provided.

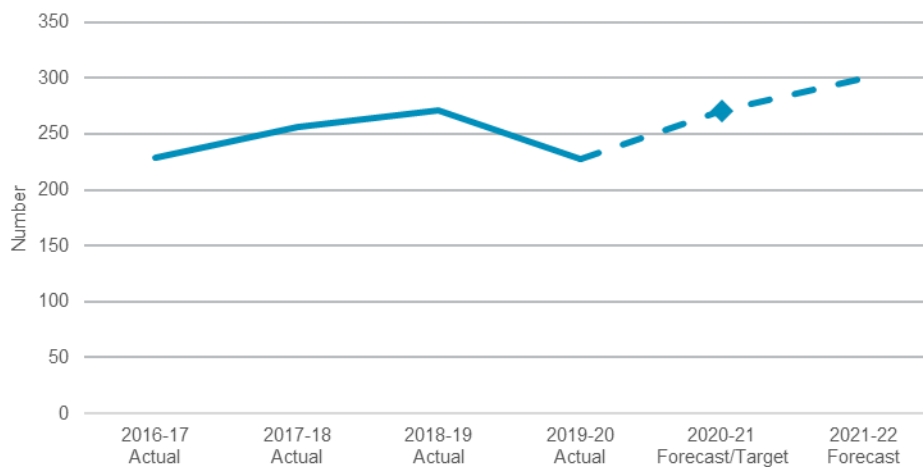
Number of threatened species and ecological communities on track to be secure in the wild

Saving our Species is the NSW Government’s flagship program for threatened species conservation which aims to secure threatened species in the wild and control key threats facing threatened plants and animals.

Through investment of \$100.0 million from 2016-17 to 2020-21, the number of threatened species and threatened ecological communities under active management has risen from 94, to over 400 species at 1,050 sites, a 400 per cent increase since the 2015-16 baseline. The program now has over 220 partners working with the NSW Government to co-invest time and resources into species conservation. There has been a decrease in threatened species and ecological communities security as a result of the drought and 2019-20 bushfires as reflected in the graph below.

There are roughly 270 species on track to be secure in the long term and this will increase as program outcomes continue to turn around the decline of threatened species and communities over time.

Chart 4.5: *Number of threatened species and ecological communities on track to be secure in the wild*



Note: 2020-21 actual data is not yet available, and an estimate for 2020-21 has been provided.

Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Proportion of prioritised aquatic habitats receiving environmental water in NSW	%	35.0 ^(a,b)	30.0
Energy as a proportion of the average household cost of living	%	3.0 ^(a)	3.0
Number of environmental incidents impacting human health and the environment	no.	8,933 ^(a)	8,900 ^(c)
Millions of tonnes of CO ₂ equivalent emissions (MtCO ₂ -e) emitted annually in NSW	no.	131.3 ^(a)	n.a. ^(d)
NSW Energy Security Target met			
Demand	MW	15,633 ^(a)	16,063
Supply	MW	16,256 ^(a)	16,458
Number of hectares managed for conservation, including national parks and reserves, and private land			
Private land	million Ha	n.a. ^(e)	n.a. ^(e)
Public land	million Ha	7.456 ^(a, f)	7.556 ^(f)
Number of visitors each year to national parks and zoos			
Number of visitors to parks	million	60.2 ^(g)	n.a. ^(g)
Number of visitors to zoos	million	1.14 ^(a,h)	1.10
Number of threatened, or previously locally extinct, species and ecological communities on track to be secure in the wild	no.	271 ^(a)	300

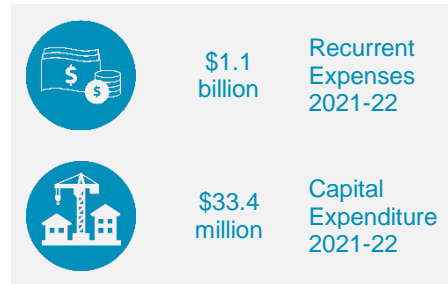
Notes:

- (a) 2020-21 data is not yet available, and an estimate for 2020-21 has been provided.
- (b) High rainfall events over the State and wetter conditions in third quarter of 2020-21 have positively influenced the year end estimate for 2020-21.
- (c) While the aspiration is to have fewer environmental incidents overall, reports of incidents have been steady at around 8,900 per year. Reporting of incidents is encouraged through increased public awareness, education campaigns, and during extreme events (such as high rainfall events). EPA regularly seeks to improve access for citizens to report incidents through the EPA Environment Line and to improve reporting and management of incidents across local and state government and emergency services. These measures may lead to increases in the number of reported incidents.
- (d) 2021-22 forecast data available August 2021.
- (e) Performance will depend on individual outcomes of tenders and fixed price offers, as well as available budget.
- (f) These figures are reported to threedecimal places, due to the magnitude of the numbers.
- (g) 2017-18 data has been provided, as 2019-20 data will not be available due to impacts of bushfires and COVID-19. New data will be available for 2021-22 (reported every two years).
- (h) The Dine & Discover NSW program has contributed to strong performance in the last half of 2020-21. COVID-19 related restrictions (i.e. overseas tourist limits) will continue to impact visitation in 2021-22 (and beyond).

4.4 Outcome 2: Create a strong and liveable NSW

State Outcome overview and 2021-22 investment

Planning for great places that create the conditions for prosperity, economic development, innovation and jobs, delivering infrastructure and a diverse housing mix that responds to the needs of communities, and securing environmental sustainability, good design, greener places and safe and inclusive public spaces that bring communities together.



This State Outcome comprises initiatives aimed at improving liveability across New South Wales with enhanced open, green and public spaces, delivering planning efficiencies to drive productivity, increasing housing supply and enabling infrastructure delivery in growth areas to create healthy, connected and prosperous places.

Delivery of this Outcome is shared between Place Design and Public Spaces, Planning and Assessment and Housing and Property.

2021-22 State Outcome Budget highlights

In 2021-22, the Planning, Industry and Environment Cluster will invest \$1.2 billion (\$1.1 billion recurrent expenses and \$33.4 million capital expenditure) in this Outcome, including:

- \$179.9 million (\$328.3 million recurrent expenses and \$36.3 million capital expenditure over four years) to deliver the NSW Planning Reform Action Plan to improve the timeliness, transparency and certainty of the State's planning system. This includes \$86.9 million (\$173.8 million recurrent expenses over two years) for the NSW Public Spaces Legacy Program, which will continue to accelerate planning assessments and fund 60 councils to provide new and improved public and open spaces across the State. Other planning reforms include consolidating employment zones and optimising the use of industrial land to generate jobs and support economic growth
- \$139.3 million recurrent expenses to deliver the Accelerated Infrastructure Fund 2, which will provide funding to councils in high growth areas to support construction activity and the release of new homes and employment areas in key greenfield sites. This follows on from \$70.0 million invested in the Accelerated Infrastructure Fund in 2020-21, which co-funded councils in north-west Sydney to deliver 14 projects worth \$143 million, unlocking the development of up to 40,000 new homes, 115 hectares of employment land and up to 1,000 jobs
- \$78.5 million (\$314.0 million recurrent expenses over four years) for existing pensioner council rate concessions to assist councils in easing the cost of living
- \$69.3 million (\$123.1 million capital expenditure over three years) to continue the Strategic Open Spaces Program across Greater Sydney, including new and upgraded parks at Penrith, Ermington, Appin, Leppington, Frenchs Forest, Belrose, Carramar, Beaumont Hills, Hurstville; and funding for Callan Park
- \$22.6 million (\$15.4 million recurrent expenses and \$30.0 million capital expenditure over two years) for the Cumberland Plain Conservation Plan to acquire the first stage of the Georges River Koala Reserve, restore native plants for koala habitat, deliver koala exclusion fencing to protect koalas from urban interfaces and establish biodiversity stewardship agreements for up to 540 hectares of conservation lands in the Greater Macarthur Growth Area

- \$4.9 million (\$20.0 million recurrent expenses over four years) to continue to deliver strategic plans to shape land use rezoning outcomes; deliver the committed 12 State-led rezoning precincts by the end of 2022 and then ongoing additional precincts, support councils through collaboration on council-led precincts and deliver ongoing State-led rezonings
- \$1.5 million (\$34.1 million recurrent expenses over three years) to expand the Roads to Home Program, which will provide planning and infrastructure upgrades to up to 10 additional Aboriginal communities. This brings the Government’s commitment to the Roads to Home Program to \$108.9 million since 2019-20 for up to 31 Aboriginal communities.

Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

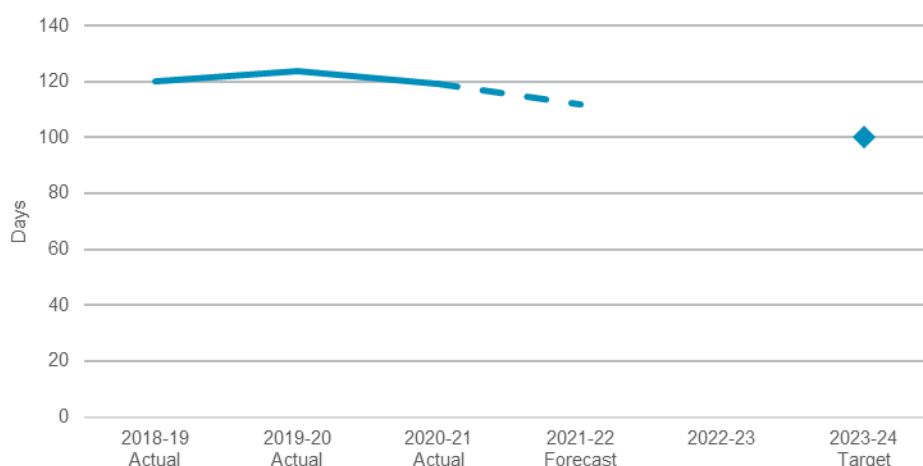
Ensure a 17 per cent reduction in State significant development assessment times from 120 to 100 days by June 2023

During 2021, the Department focused resources on closing long standing legacy applications, which initially increased timeframes. Following these focused efforts, the overall assessment timeframes are now trending down towards the 30 June 2021 target of 116 days. Forecasting shows performance improving steadily to reduce assessment timeframes towards the 2021-22 and 2022-23 targets.

In 2021, the Department introduced several measures to assist with reducing assessment timeframes. This included introducing more effective case management, utilising resources to streamline inter-agency and stakeholder issues across portfolios of projects, and improving delegations.

The Department has also introduced several key reforms including the rapid assessment framework (effective from July 2021), which will help further drive timeframes down towards 100 days. Other initiatives include the standardisation of the Secretary’s Environment Assessment Requirements and improving the quality of assessment and supporting reports.

Chart 4.6: Number of days to complete state significant development assessments



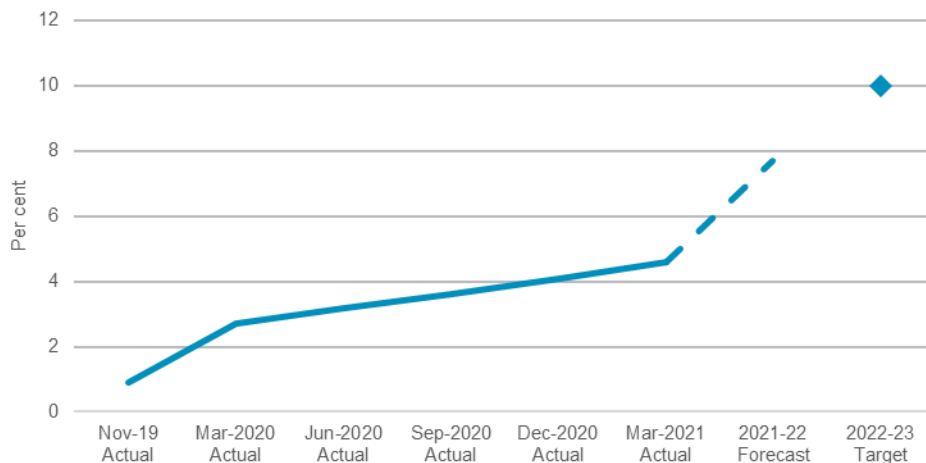
Increase the proportion of homes in urban areas within 10 minutes' walk of quality green, open and public space by 10 per cent by 2023

This indicator is on track to achieve its target by June 2023. At 30 April 2021, new or improved public space projects had increased walkable 10 minute access to quality green, open and public spaces for 118,160 homes within urban areas of New South Wales. This will be extended to an additional 111,840 homes by 30 June 2023.

The key programs contributing to this achievement include the Everyone Can Play grants, a program to support the delivery of inclusive play spaces and ensure people of all ages, abilities, and cultural backgrounds can play; the Parramatta Road Urban Amenity Improvement Program, the Precinct Support Scheme, the Metropolitan Green Space Program, the NSW Public Spaces Legacy Program, and the Your High Street and Streets as Shared Spaces grant funding programs. The Department is also partnering with local communities to design and deliver eight new, high quality public spaces through the Parks for People Strategic Open Space Program.

The Department is driving reform to enable more activated public space over the long term including by developing the State's first NSW Public Spaces Charter, and Public Open Space Strategy, working with New South Wales councils to implement Sydney's Green Grid and empowering councils to secure new parks through their local planning strategies.

Chart 4.7: Percentage increase of homes in urban areas within 10 minutes' walk of new or improved public space



Plant one million trees across Greater Sydney by 2022

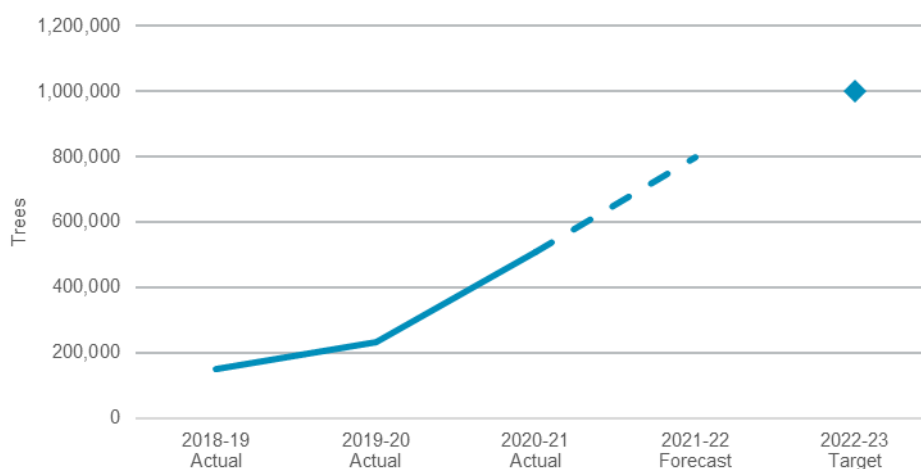
Performance against this Premier's Priority is on track to meet its target, with more than 500,000 trees planted and a further 250,000 trees procured to be planted by 2022. This represents more than double the number of trees planted in the 12 months to March 2021.

To help engage all sectors of the community in this priority, the Department is also pursuing several flagship programs, including:

- partnerships with peak organisations such as Landcare NSW, Greening Australia and Planet Ark to increase engagement and tree planting on public and private land
- working with NSW Government agencies such as NSW Health and the Department of Education to deliver greening demonstration projects at Fairfield and Westmead Hospitals and a cooling the schools tree canopy program at some of Greater Sydney's hottest schools

- delivering innovation projects with councils and corporate partners, such as Skyparks at Bondi Junction Westfield, University of NSW and the Entertainment Quarter through the installation of light-weight modular green roof units.

Chart 4.8: Number of trees planted across Greater Sydney



Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Ensure a 17 per cent reduction in state significant development assessment times from 120 to 100 days by June 2023 (except projects subject to an Independent Planning Commission hearing)	days	119.0	112.0
Increase the proportion of homes in urban areas within 10 minutes' walk of quality green, open and public space by 10 per cent by 2023	%	4.6	7.7
Plant one million trees across Greater Sydney by December 2022	no.	505,939	800,000 ^(a)
100 per cent of precincts delivered within publicly stated timeframes	%	33	100

Note:

(a) Figure is the cumulative number of trees forecast to be planted by June 2022.

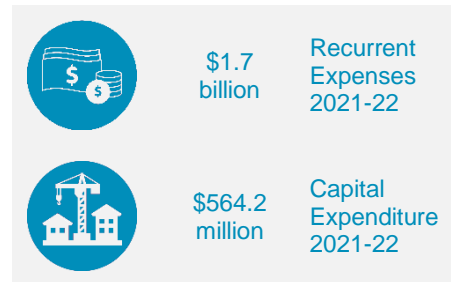
4.5 Outcome 3: Maximise community benefit from government land and property

State Outcome overview and 2021-22 investment

Delivering a coordinated, strategic approach to the use of government-owned property to maximise community benefits by delivering quality public spaces and diverse housing outcomes.

This State Outcome comprises activities aimed at improving asset management; the development and maintenance of social housing; the management of Crown land and key precincts; increasing the supply of housing for Aboriginal communities; and improving public spaces and parklands.

Delivery is shared by the Department of Planning, Industry and Environment, Land and Housing Corporation, Aboriginal Housing Office, Property & Development NSW, Greater Sydney Parklands, Royal Botanic Gardens and Domain Trust, Place Management NSW, Sydney Olympic Park Authority and the Hunter and Central Coast Development Corporation.



2021-22 State Outcome Budget highlights

In 2021-22, the Planning, Industry and Environment Cluster will invest \$2.3 billion (\$1.7 billion recurrent expenses and \$564.2 million capital expenditure) in this Outcome, including:

- \$337.9 million (\$307.1 million recurrent expenses and \$204.2 million capital expenditure over four years) for the construction and acceleration of new social housing properties, as well as upgrades and maintenance, by the Land and Housing Corporation and the Aboriginal Housing Office. Activity will support job creation, improve the quality, comfort and safety of housing for tenants, provide roof restorations and replacements, recladding, solar power installations, drought relief hydro panels, climate resilient housing works and air conditioning
- \$79.6 million (\$48.5 million recurrent expenses and \$31.2 million capital expenditure) to create better public and open spaces and improve government infrastructure including upgrades to showgrounds, public reserves, national parks, gardens and parklands, and accommodation for frontline workers in rural and remote communities
- \$73.4 million (\$191.8 million recurrent expenses and \$63.1 million capital expenditure over four years) for improvements to the Greater Sydney Parklands including: developing the Western Sydney parklands into a multi-use urban parkland that provides a diverse range of recreational, entertainment and tourist facilities; and improving Centennial Park and Moore Park Trust lands to increase public use and enhance recreational, cultural and environmental value
- \$54.8 million (\$106.0 million recurrent expenses and \$50.9 million capital expenditure over four years) for improvements to the Royal Botanic Gardens and Domain Trust including improvements to the Australian Institute of Botanical Science facilities, and delivering a new botanical facility in Western Sydney to ensure the security of plant specimens essential for conservation, bushfire regeneration and ongoing management of the natural environment
- \$20.0 million (\$60.0 million recurrent expenses over three years) for 300 new housing sector pre-apprenticeships, apprenticeships and cadetships to provide career pathways for young people and social housing tenants

- \$18.9 million (\$7.4 million recurrent expenses and \$103.2 million capital expenditure over four years) for new office hubs in Dubbo and Coffs Harbour to consolidate existing tenancies and provide modern, efficient office spaces to attract and retain regional government staff
- \$10.0 million (\$5.2 million recurrent expenses and \$119.3 million capital expenditure over four years) to support the adaptive re-use of the Registrar General’s Building as a cultural venue and public open space consistent with the Macquarie Street East Precinct Review
- \$6.7 million for further infrastructure upgrades at racecourses across regional New South Wales, generating jobs and supporting economic growth in the regions
- \$5.8 million (\$11.6 million recurrent expenses over two years) for the extension of the Services Our Way program, providing a critical connection between government and non-government services and on the ground, practical support and skill development for Aboriginal people and families with complex needs.

Key performance insights

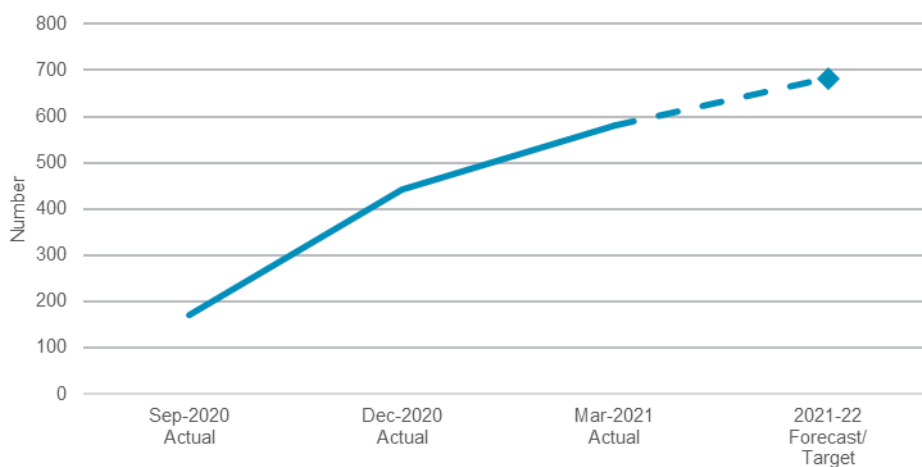
This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Number of additional and upgraded homes that have commenced construction in priority communities

The NSW Government is investing in social and affordable housing for Indigenous priority communities in New South Wales to deliver diverse housing options where it is needed most leveraging government land and property.

Performance against this indicator is currently on track to meet the 2020-21 target. In 2019-20, 714 additional and upgraded homes commenced construction in priority communities. In 2020-21, 580 have currently commenced against a target of 682 for the year. The number decreased from 2019-20 due to the National Partnership Agreement on Remote Indigenous Housing (NPARIH) ending in 2020-21. The 2020-21 target remains on track due to the uplift of the Aboriginal Housing Office’s Capital Works program provided as part of NSW economic stimulus measures.

Chart 4.9: Number of additional/upgraded homes that have commenced construction in priority communities



Note: This indicator measures the number of homes each financial year and only the current financial year performance is shown for presentational purposes and the indicator restarts at zero at the beginning of each financial year.

Percentage of entities in the DPIE Housing and Property group that are compliant with TPP19-07 NSW Asset Management Policy by 2024

The indicator demonstrates to the people of New South Wales that Housing and Property is continuously monitoring the performance and condition of its assets, increasing public accountability, and seeking to obtain better value from public funds. The objective of the Asset Management Policy for the NSW Public Sector is to achieve a consistent and improved approach to asset planning and delivery.

The policy requires that Housing and Property entities have a fit-for-purpose asset register, an asset management policy, a strategic asset management plan, and an asset management plan. All of Housing and Property’s entities were granted transitional status during 2020-21 and have successfully completed strategic asset management and asset management plans.

Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Number of additional/upgraded homes that have commenced construction in priority communities	no.	580	630
Number of reviews completed on NSW Government land and property in strategic precincts and/or portfolios	no.	3	4

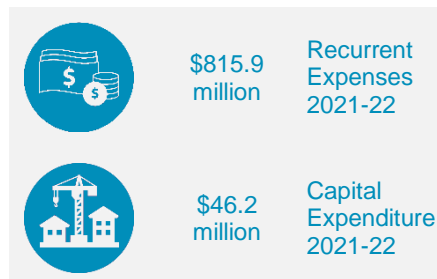
4.6 Outcome 4: Sustainable, secure and healthy water resources and services

State Outcome overview and 2021-22 investment

Providing confidence to communities and stakeholders through the transparent stewardship of water resources, and provision of services and reforms that support sustainable and healthy environments, economies and societies across New South Wales.

The State Outcome comprises activities aimed at improving water sustainability, access to and the health of water, improving water regulation, and increasing the safety of New South Wales dams.

Responsibility for delivery of this State Outcome is shared by the Department of Planning, Industry and Environment (Water Group) and the Natural Resources Access Regulator (NRAR).



2021-22 State Outcome Budget highlights

In 2021-22, the Planning, Industry and Environment Cluster will invest \$862.1 million (\$815.9 million recurrent expenses and \$46.2 million capital expenditure) in this Outcome, including:

- \$152.1 million (\$635.0 million recurrent expenses over four years) for water rebates to low-income households to assist with cost of living
- \$131.9 million (\$100.5 million recurrent expenses and \$31.4 million capital expenditure) made up of combined Commonwealth and State government funding to continue the development of business cases and early planning for water security measures, as part of the \$245.0 million commitment to address water security issues in the Lachlan Valley, Peel Valley and Border Rivers Regions
- \$75.8 million (\$306.9 million recurrent expenses over four years) committed as part of the Independent Pricing and Regulatory Tribunal draft price determinations¹ which will deliver:
 - \$46.6 million (\$176.6 million recurrent expenses over four years) for Water Administration Ministerial Corporation water management services
 - \$29.3 million (\$130.6 million recurrent expenses over four years) for Water NSW rural bulk water services for the State’s Community Service Obligation
- \$68.6 million (\$280.2 million recurrent expenses over four years) under the Safe and Secure Water Program for critical local water infrastructure to maintain and improve town water supply
- \$49.5 million (\$84.0 million recurrent expenses over two years) to continue commitments for drought-related water infrastructure being delivered by local councils and other drought proofing and support measures for regional communities
- \$47.3 million for the *Regional Water Stimulus* program to deliver urgent water infrastructure to protect and optimise the use and reuse of the State’s precious water resources

¹ The Independent Pricing and Regulatory Tribunal (IPART) regulates prices for government monopoly services. Figures in this paper were based on the draft determination made in March 2021. Prices remain subject to change until such time as the determination is final.

- \$32.2 million (\$130.7 million recurrent expenses over four years)² to investigate suspicious activities and alleged breaches to water regulation in New South Wales and manage dam safety
- \$19.9 million (\$37.0 million recurrent expenses over four years) to support the delivery of water strategies:
 - \$13.1 million to deliver regional and Greater Sydney water strategies and set medium to long term strategic directions for water resource management across the State
 - \$6.8 million (\$23.8 million recurrent expenses over four years) to deliver the NSW Water Strategy and the Aboriginal and ground water strategies to set the direction for water policy, planning and infrastructure decisions for the next 20 years and beyond, based on enhanced modelling capabilities to underpin sophisticated climate analysis
- \$8.3 million (\$13.6 million recurrent expenses over four years) to deliver detailed business cases, detailed site assessments and community engagement for the Lostock Dam to Glennies Creek Dam two-way pipeline to significantly improve water security in the Hunter and to address economic risks facing the region
- \$4.8 million (\$12.5 million recurrent expenses for three years) to reduce water losses and improve water security needs while delaying or avoiding more costly water supply augmentation and optimising future capital investment.

Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Proportion of water strategy actions implemented across New South Wales

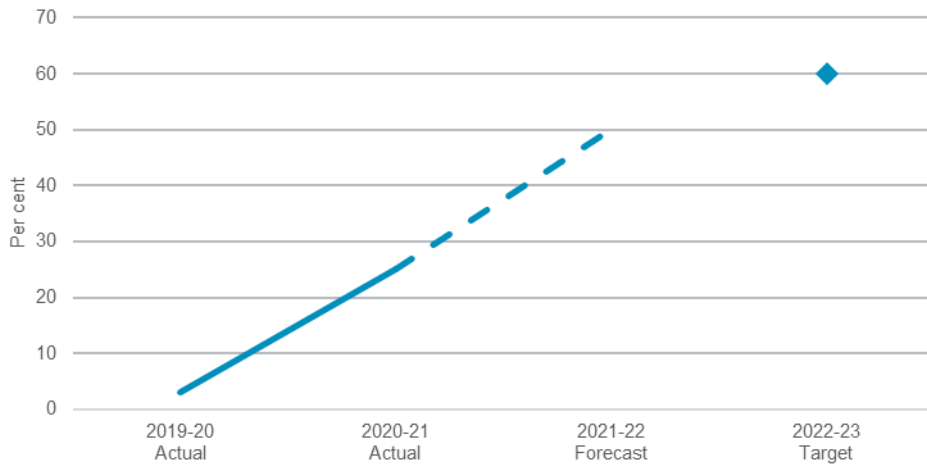
This indicator monitors the number of actions implemented for completed water strategies across New South Wales, delivering greater sustainability, security and health of water resources.

Performance against this indicator is currently on track to meet its 2023 target of 60 per cent of water strategy actions implemented, with 20 per cent of actions forecast to be implemented by the end of 2020-21. This measure is tied to the number of water strategies completed and is expected to lift markedly as more water strategies are finalised. Whilst only one water strategy will be completed by June 2021, current forecasts predict more than half will be completed by June 2022, with all 12 complete by December 2022.

Actions currently being implemented relate to the Greater Hunter Regional Water Strategy. Events such as the COVID-19 pandemic, 2019-20 bushfires, and the 2021 flooding emergency, impacted the delivery of strategies and the total number of actions that were available for completion over the last 12 months.

² Note \$16.3 million (\$64.2 million over four years) of Natural Resources Access Regulator (NRAR)'s funding is included in the Water Administration Ministerial Corporation IPART determination.

Chart 4.10: Proportion of water strategy actions implemented across New South Wales

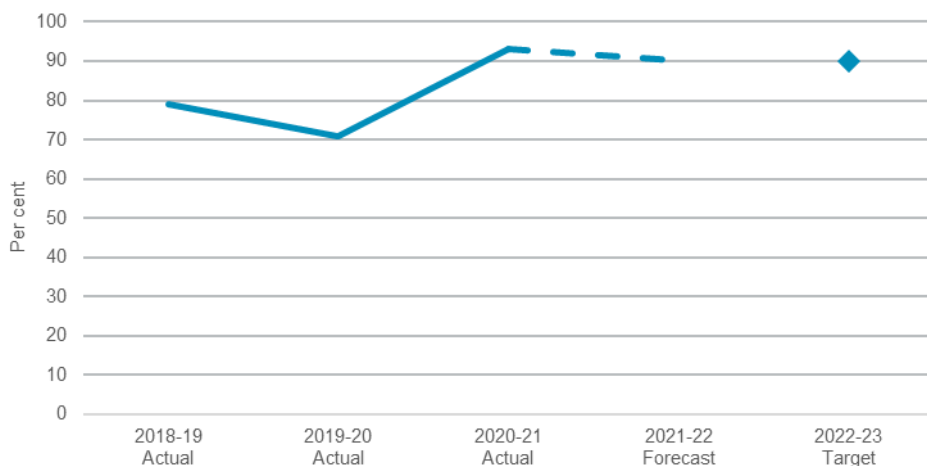


Proportion of reports of alleged breaches of water law assigned a risk rating and allocated for action on time

This indicator drives confidence in the water management framework through improved compliance and enforcement, and aims to demonstrate improvements in the efficiency, effectiveness and prudence of NRAR’s activities.

Performance against this indicator is exceeding its 2023 target of more than 90 per cent of cases triaged within five days, from a baseline of 71 per cent in 2019-20. The continued improvement of this metric is primarily due to a dedicated NRAR team focused on embedding further efficiencies in their procedures and retaining skilled operators with water regulation expertise.

Chart 4.11: Proportion of reports of alleged breaches of water law assigned a risk rating and allocated for action on time



Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Gigalitres saved, offset or brought into an improved framework as a result of investment in water efficiency projects	GL	0	n.a. ^(a)
Proportion of 92 water utilities across NSW assessed as improved on environmental, water quality, and affordability metrics on an annual basis	%	55.0	55.0
Proportion of reports of alleged breaches of water law assigned a risk rating and allocated for action on time	%	93.0	90.0
Proportion of water strategy actions implemented across NSW ^(b)	%	25.0	50.0
Water resources are demonstrated to be well managed, as measured by proportion of water sharing plans implemented as demonstrated through audit and evaluation	%	100.0	100.0

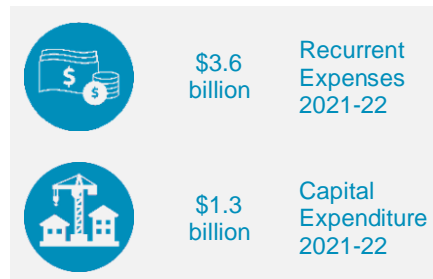
Notes:

- (a) This indicator is currently under review for appropriateness and is unlikely to be reported in future, therefore the 2021 -22 Forecast not available at time of print. A replacement indicator is currently under development.
- (b) Reported as proportion of actions implemented of completed Water Strategies (currently one strategy completed).

5. PREMIER AND CABINET CLUSTER

5.1 Introduction

The Premier and Cabinet Cluster works for the people of New South Wales by supporting the Premier and the Cabinet to deliver the Government’s objectives. It also delivers a diverse range of outcomes including infrastructure, long-term planning, commercial deals for major developments and precincts, preparedness for disaster and incident recovery, brings the voices of Aboriginal people into policy making, supports arts and culture, protects and preserves the State’s heritage, delivers policy and services, facilitates stewardship of the public service and attracts new and expanding businesses to create jobs for the people of New South Wales, along with growing the visitor economy.



State Outcomes to be delivered by the Premier and Cabinet Cluster

State Outcomes What the Cluster is delivering for people and business	Key Programs underway to support delivery of Outcomes
<p>1. Effective and coordinated government Supporting the Cluster’s strategic direction, coordination, assurance and delivery role across government, supporting and attracting new and expanding businesses to create jobs for the people of New South Wales, and growing the visitor economy. <i>2021-22 investment: \$2.3 billion in recurrent expenses & \$697.5 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Infrastructure coordination, prioritisation and development • Disaster recovery and building future community resilience • Growing the New South Wales visitor economy • Delivering the Global NSW strategy
<p>2. Excellence in arts, culture and heritage Maximising ‘excellence in arts, culture and heritage’ leverages New South Wales’ capabilities, positioning the State as a world-class centre for performances, events, exhibitions and cultural visitation, and developing State cultural assets for future generations. Acknowledging that arts, screen, heritage and culture play a critical role in the State’s economy, from skills development and job creation to attracting tourists. <i>2021-22 investment: \$778.5 million in recurrent expenses & \$533.9 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Maintain World Heritage and other heritage listed sites • Collect, conserve and maintain cultural assets • Engage and exhibit • Support the arts and culture industry sector • Educate, research and inspire
<p>3. Empowering Aboriginal communities Empowering Aboriginal communities leads to a transformed relationship between Aboriginal peoples and government, as well as supporting the delivery of policies and practices that support Aboriginal peoples’ right to self-determination. <i>2021-22 investment: \$106.2 million in recurrent expenses & \$0.1 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Closing the Gap Jurisdictional plan for New South Wales • Stolen Generations Reparations Scheme • Aboriginal Economic Prosperity Framework • Aboriginal cultural heritage reform
<p>4. Accountable and responsible government Supporting good government decision-making and upholding government integrity. <i>2021-22 investment: \$370.3 million in recurrent expenses & \$22.8 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Statutory compliance of integrity agencies and independent entities • Oversight and monitoring • Training and prevention • Conduct, regulate and report on elections

5.2 Overview of Cluster expenses by State Outcome

A summary of expenses by State Outcome is provided in the charts below.

Chart 5.1: Recurrent expenses by Outcome 2021-22 (dollars and %)

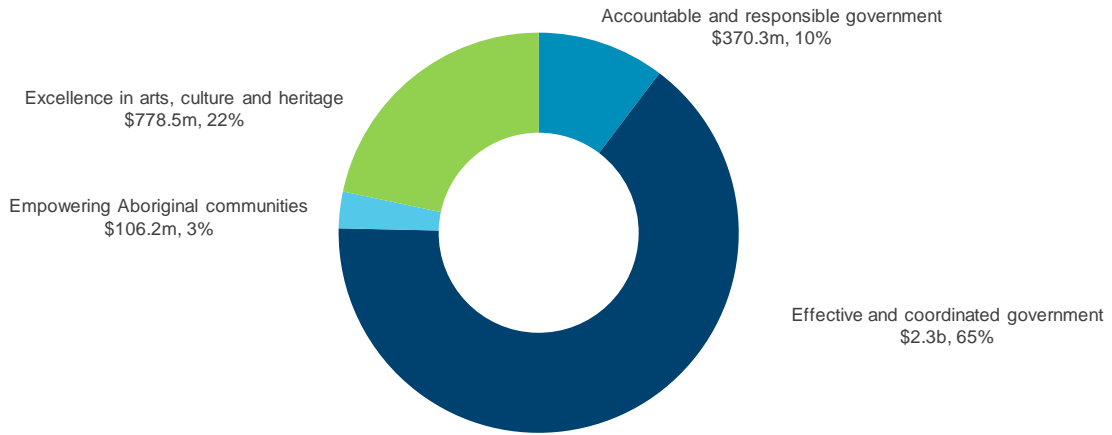
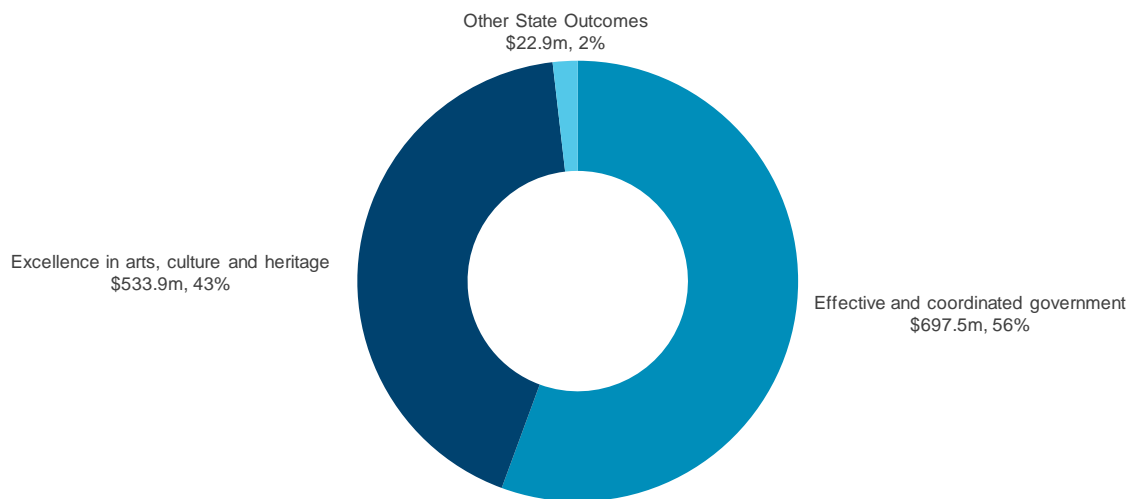


Chart 5.2: Capital expenditure by Outcome 2021-22 (dollars and %)



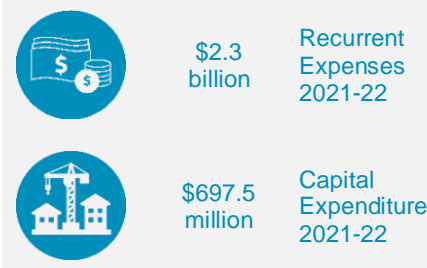
Note: The sum of percentages does not equal one hundred due to rounding.
Grouped for presentation purposes, "Other State Outcomes" comprises:

- Accountable and responsible government
- Empowering Aboriginal communities.

5.3 Outcome 1: Effective and coordinated government

State Outcome overview and 2021-22 investment

This Outcome accounts for the Cluster's strategic direction, coordination, assurance, investment, industry support and project delivery role across government.



2021-22 State Outcome Budget highlights

In 2021-22, the Premier and Cabinet Cluster will invest \$3.0 billion (\$2.3 billion in recurrent expenses and \$697.5 million in capital expenditure) in this Outcome, including:

- \$1.1 billion (\$1.4 billion recurrent expenses and \$1.2 billion capital expenditure over four years) for Infrastructure NSW to support major infrastructure. Infrastructure NSW is currently responsible for delivering a number of major infrastructure projects for New South Wales with total expenditure of \$2.5 billion including:
 - \$828.0 million for the Sydney Football Stadium Redevelopment
 - \$750.0 million for the new Sydney Fish Markets
 - \$355.2 million total remaining cost in developing the Barangaroo precinct
- \$789.1 million (\$1.6 billion recurrent expenses and \$107.2 million capital expenditure over four years) for Resilience NSW to coordinate and oversee disaster management, disaster recovery and build community resilience to future disasters across New South Wales. It is responsible for the State's recovery from natural disasters and the development of the State's Resilience Strategy, including:
 - \$370.2 million (\$563.0 million recurrent expenses and \$100.0 million in capital expenditure over four years) in disaster relief through the 2021 NSW Storm and Flood Recovery package
 - \$16.5 million (\$41.8 million recurrent expenses over four years), as part of a \$268.2 million Stage 2 response to the NSW Bushfire Inquiry, for the establishment of a Bushfire and Natural Hazards Research and Technology Program
- \$416.1 million (\$1.0 billion recurrent expenses and \$14.8 million capital expenditure over four years) for Investment NSW, created on 29 March 2021, to drive local and international investment and create jobs for New South Wales including:
 - \$35.0 million to implement initiatives under the Entrepreneurship and Innovation Ecosystem government action plan to foster originality, design and investment while creating sustainable jobs in targeted sectors, precincts and regional New South Wales
 - \$11.0 million (\$36.0 million recurrent expenses over four years) for two research initiatives aligned with the State's 2021 Accelerating Research and Development Action Plan:
 - Emerging Industry Infrastructure Fund to encourage co-investment in targeted industries to develop capability and attract global skills
 - Bushfire Response Research and Development Mission to assist in research and development of technologies to plan, prepare for and respond to bushfires in New South Wales

- \$373.4 million (\$992.8 million recurrent expenses and \$11.6 million capital expenditure over four years) for Destination NSW to promote the State's tourism and major events sector, including:
 - \$53.0 million for a COVID-19 response package for eligible disrupted major events, a support package to help the business events industry across New South Wales and a funding boost for tourism marketing
 - \$50.0 million (\$200.0 million recurrent expenses over four years) to rejuvenate the State's visitor economy by securing future significant events that signal New South Wales as the premier state to visit and do business
- \$149.5 million (\$201.8 million recurrent expenses and \$685.7 million capital expenditure over four years) for the Western Parkland City Authority to deliver on the Government's promise of a thriving Parkland City for Western Sydney, including:
 - \$47.3 million (\$870.0 million estimated total capital expenditure) for enabling works to prepare the site and build a solid foundation for the new Bradfield City Centre to align with the development of the Western Sydney International (Nancy-Bird Walton) Airport and the Sydney Metro – Western Sydney Airport
 - \$5.0 million (\$21.0 million recurrent expenses and \$47.8 million capital expenditure over two years) for the construction of Bradfield City Centre's First Building, an initial step to develop Bradfield into a thriving city and home to advanced manufacturing, research, science and education.

Key performance insights

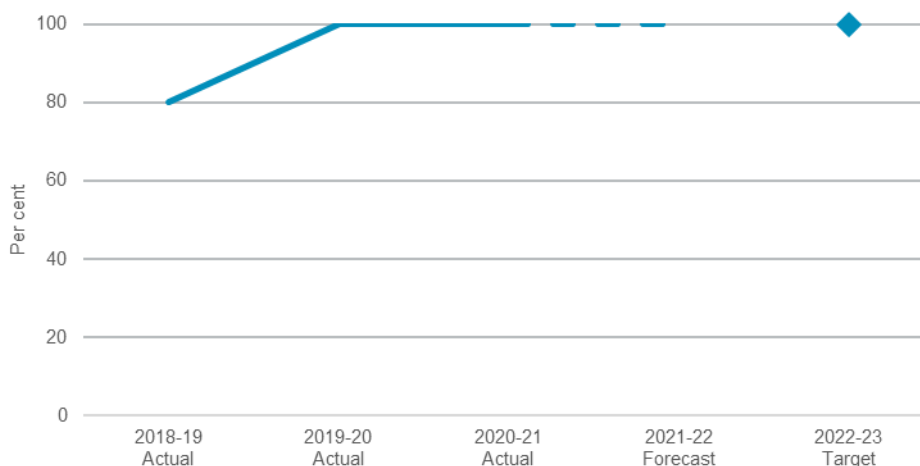
This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Improving governance, design and delivery of project infrastructure to make a significant difference for the people of New South Wales

The Cluster, through Infrastructure NSW, supports Government by overseeing project assurance through the Investor Assurance (Gateway) process, including regular reporting on major projects. It also directly delivers infrastructure projects either for other Clusters or as the responsible agency for project delivery. To maintain independence, NSW Treasury carries out Gateway assurance processes for major projects delivered by Infrastructure NSW.

This indicator tracks compliance with Gateway processes and delivery of infrastructure projects. Performance against this indicator is stable and is expected to meet the performance target.

Chart 5.3: Percentage of major projects compliant with Gateway processes

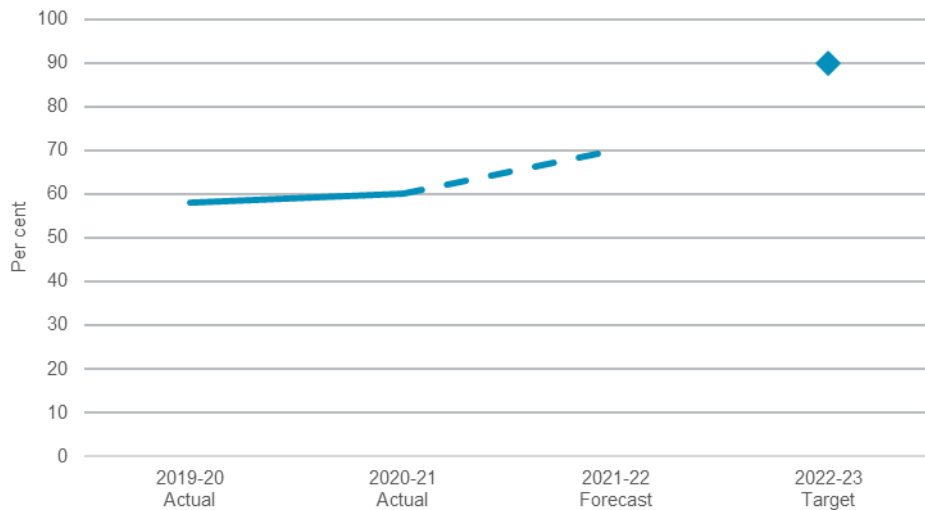


Drive the Premier's Priorities to make a significant difference for the people of New South Wales

The Premier's Priorities focus on some of the most complex challenges our community faces. The Premier's Implementation Unit tracks progress of delivery on an annual basis. Meeting these ambitious targets requires cooperation across NSW Government and innovative approaches.

Performance against this indicator remains stable and is expected to meet performance target.

Chart 5.4: Percentage of the 14 Premier's Priorities assessed as 'likely to be delivered'

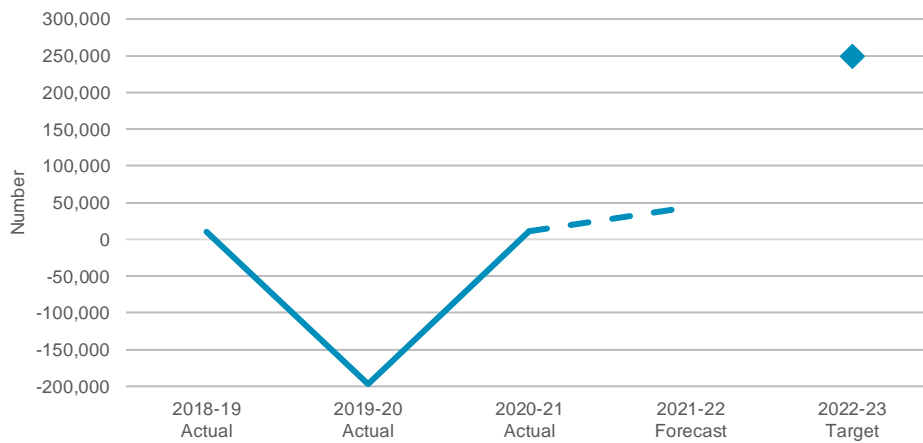


Increases in employment in New South Wales since April 2019 (seasonally adjusted)

Performance against this indicator continues to be challenging due to the impact of COVID-19 on the labour market. Around 270,000 workers in New South Wales lost their jobs between March and May 2020 as restrictions to halt the spread of COVID-19 forced many businesses to close or curtail operations. Twelve months later as restrictions eased, New South Wales regained almost all the lost employment by March 2021.

Despite the labour market rebounding as the economy reopened, the impact of COVID-19 on the population and certain segments of the economy means that the number of people employed is still significantly below where it would have been if not for the pandemic. Under current Commonwealth policy settings, the loss to working age population in New South Wales is expected to be permanent, weighing down employment.

Chart 5.5: Jobs created in New South Wales since April 2019



Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Delivery of the 14 Premier's Priorities as indicated by their "likelihood of delivery" assessment	%	60.0 ^(a)	70.0
Effective delivery of infrastructure projects	%	100.0	100.0
Compliance with Gateway processes for major projects	%	100.0 ^(a)	100.0
Jobs created in New South Wales since April 2019 (seasonally adjusted)	no.	11,090	44,020

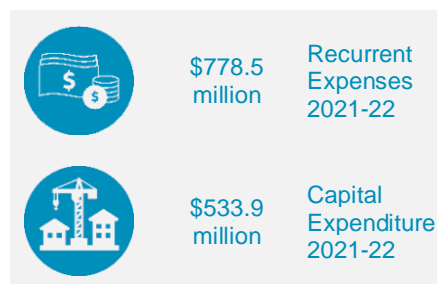
Notes

(a) Data is a forecast as financial year is not complete.

5.4 Outcome 2: Excellence in arts, culture and heritage

State Outcome overview and 2021-22 investment

Arts, screen, heritage and culture play a critical role in the State's economy, from skills development and job creation to attracting cultural tourists. Maximising 'excellence in arts, culture and heritage' will leverage New South Wales' current capabilities, further position the State as a world-class centre for performances, events, exhibitions and cultural visitation, as well as the development of new state cultural assets for future generations.



2021-22 State Outcome Budget highlights

In 2021-22, the Premier and Cabinet Cluster will invest \$1.3 billion (\$778.5 million in recurrent expenses and \$533.9 million in capital expenditure) in this Outcome, including:

- \$844.8 million (\$1.4 billion recurrent expenses and \$1.0 billion capital expenditure over four years) for the Community Engagement division of the Department of Premier and Cabinet. Through Create NSW and Heritage NSW, the Division is responsible for driving and supporting the State's arts, culture and heritage sectors, including:
 - \$840.0 million total government contribution for the new flag-ship Powerhouse Parramatta with expanded storage at the Museum Discovery Centre, Castle Hill and the assessment and digitisation of 338,000 items from the Powerhouse Collection
 - \$30.0 million (\$60.0 million recurrent expenses over two years) for the Creative Capital program to deliver new cultural infrastructure projects in Greater Sydney and regional New South Wales to boost community participation in the arts, along with cultural tourism
 - \$15.0 million for a Cahill High Line, inspired by the Manhattan High Line, temporarily transforming the Cahill Expressway into a contemporary landscape which will host a series of events and provide a viewing deck for New Year's Eve fireworks and Sydney Harbour until the opening of the 2022 Sydney Festival
 - \$10.0 million (\$40.0 million recurrent expenses over four years) to attract major blockbuster art and museum exhibitions to New South Wales, showcasing the world's finest treasures in our world-renowned cultural institutions
 - \$6.0 million (\$24.0 million recurrent expenses over four years) to expand the State's Arts and Cultural Funding Program to incentivise innovation, vibrancy and creativity within the cultural sector. The uplift will focus on funding to small and medium arts companies, along with funding to enable additional regional touring
 - \$5.0 million to establish the Heritage Blue Plaques Program that will identify heritage sites for communities to appreciate and connect with their historic surrounds
 - \$4.8 million (\$2.6 million recurrent expenses and \$165.6 million capital expenditure over four years) for the transformation of the Ultimo Powerhouse Museum, including Australia's first dedicated design and fashion museum and an academy supporting 60 regional students to experience immersive education and exhibition programs
- \$222.2 million (\$297.0 million recurrent expenses and \$182.0 million capital expenditure over four years) for the Art Gallery of New South Wales to operate one of Australia's flagship art museums, including \$152.7 million for the completion and opening of the new Sydney Modern facility

- \$127.1 million (\$426.8 million recurrent expenses and \$58.0 million capital expenditure over four years) for the State Library of New South Wales to continue collecting and preserving materials, encourage research and learning, and provide support to local libraries across the State
- \$82.1 million (\$243.2 million recurrent expenses and \$49.6 million capital expenditure over four years) for the Australian Museum to operate expanded public spaces and improved amenities within the recently re-opened historic complex
- \$73.6 million (\$340.4 million recurrent expenses and \$11.9 million capital expenditure over four years) for the Museum of Applied Arts and Sciences to operate the Ultimo Powerhouse Museum, the Sydney Observatory, Museums Discovery Centre, Castle Hill and, on opening, Powerhouse Parramatta
- \$43.8 million (\$143.2 million recurrent expenses and \$14.0 million capital expenditure over four years) for the State Archives and Records Authority to continue the development, preservation and access to historical and Government records
- \$33.5 million (\$116.7 million recurrent expenses and \$17.9 million capital expenditure over four years) for the Historic Houses Trust of New South Wales to continue to manage, maintain and interpret some of the most historically important houses, gardens and museums in New South Wales
- \$5.2 million for the Sydney Opera House to upgrade recording and broadcast studio equipment, supporting the expansion of national and international audience participation and underpinning the Opera House's digital education program.

Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

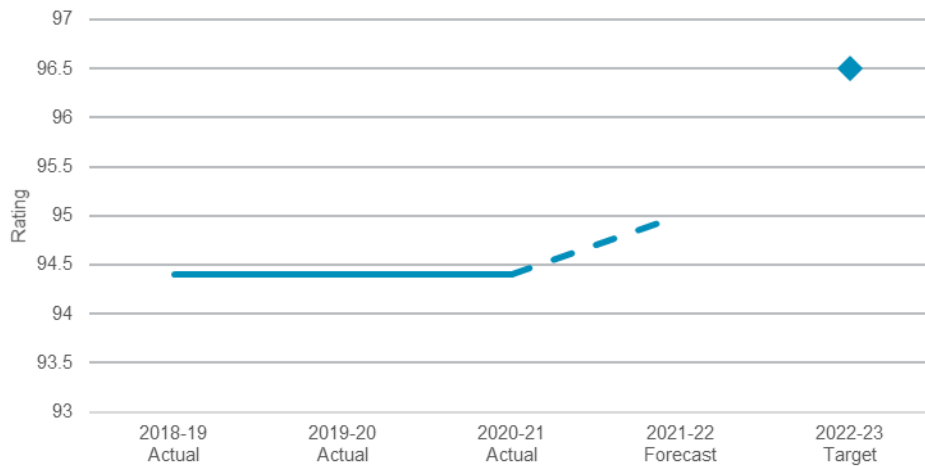
Sydney and New South Wales are world-class centres for performances, events, exhibitions and cultural visitation, telling stories that reflect our diverse histories and contemporary life

New South Wales is the home of the nation's largest and most diverse arts, cultural and heritage sectors, as well as the engine room of Australia's creative industries. New South Wales' arts, screen, heritage and culture sectors play a critical role in the State's economy, supporting skills development and job creation along with actively promoting tourism. This indicator tracks Sydney's Liveability rating and the increase in the number of annual visits to the Cluster's arts, cultural and heritage venues.

Maintaining performance levels against this indicator continues to be challenging due to COVID-19 restrictions and its impact on the public's appreciation of the State's cultural institutions along with the delay of the assessment of the Liveable City Rating (Culture and Environment) due to the COVID-19 pandemic.

Through the Government's COVID-19 Response and Recovery package, \$3.5 million has been invested in driving attendance to Sydney's cultural institutions, and in turn activating the CBD, through the Culture Up Late program. This program has opened up Sydney's major cultural institutions to visitors at night, with special programming and exhibitions, including concerts and subsidised tickets at cultural institutions.

Chart 5.6: Liveable City Rating (Culture and Environment)



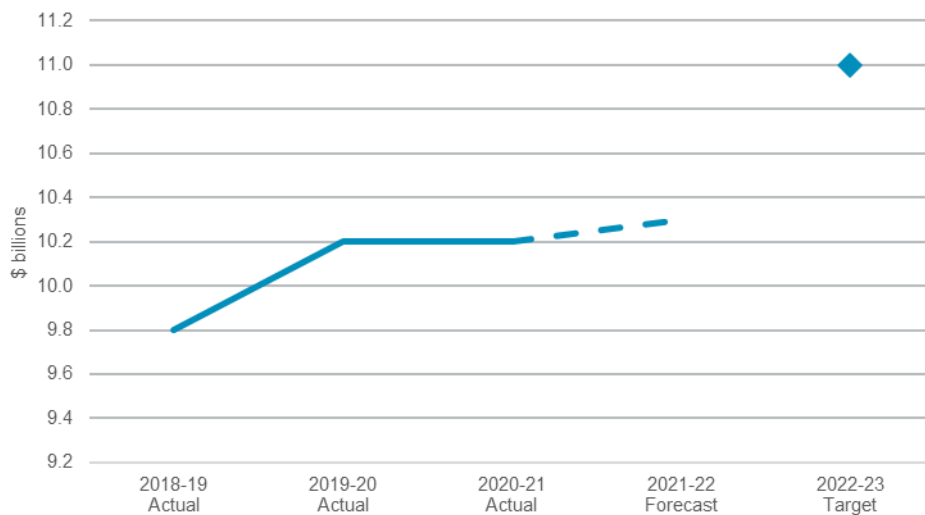
Note: The Liveable City Rating is provided by the Economist's Global Liveability Report and represents a "Culture and Environment" rating with scores across nine components as to whether they are available in the city.

Collect, research, conserve and exhibit NSW cultural and heritage assets

New South Wales cultural infrastructure, inclusive of the facility itself and the collections maintained within the facility, create jobs, attracts visitors to New South Wales and preserves cultural assets for future generations.

Delivery of key cultural infrastructure projects remains on schedule. This, along with upgrades and maintenance announced in the prior budget, has ensured the underlying quality of the assets and performance against this indicator remains stable and on track to meet the target.

Chart 5.7: Value of cultural and heritage assets being maintained and protected for current and future generations



Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Cultural and heritage assets being maintained and protected for current and future generations	\$b	10.2 ^(a)	10.3
Increase annual visits to Premier and Cabinet arts, cultural and heritage venues	million	5.4 ^(a)	4.8 ^(b)
Increase in the number of customers who have their Heritage Act applications determined within statutory timeframes	%	40.0 ^(a)	75.0
Liveable City Rating (Culture and Environment)	no.	94.4 ^(a)	95.0

Notes

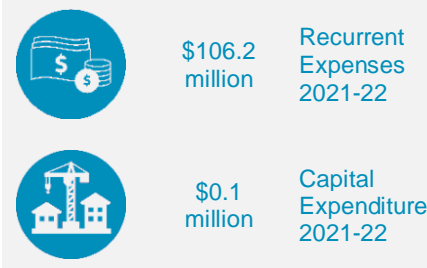
(a) Data is a forecast as financial year is not complete.

(b) 2021-22 forecast originally based on assumption some cultural institutions being closed.

5.5 Outcome 3: Empowering Aboriginal communities

State Outcome overview and 2021-22 investment

Empowering Aboriginal communities leads to a transformed relationship between Aboriginal peoples and government, as well as supporting the delivery of policies and practices that support Aboriginal peoples' right to self-determination.



2021-22 State Outcome Budget highlights

In 2021-22, the Premier and Cabinet Cluster will invest \$106.2 million (\$106.2 million recurrent expenses and \$0.1 million capital expenditure) in this Outcome, including:

- \$41.0 million (\$44.9 million recurrent expenses over four years) in additional funding for the Stolen Generations Reparation Scheme to ensure all living Stolen Generation survivors receive their ex-gratia payments
- \$20.0 million total Government contribution for Closing the Gap initiatives in accordance with the National Agreement, and support for the equal participation of Aboriginal communities in priority reforms.

Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Drive transformation in Aboriginal communities – government relationships

Unfinished Business, the NSW Parliament General Purpose Standing Committee's report on its inquiry into Stolen Generations reparations, was tabled in Parliament on 23 June 2016. The report made 35 recommendations relating to reparations. This indicator remains a key area of focus as it tracks Government's compliance with the Stolen Generations Reparations Scheme guidelines.

Performance against this indicator remains stable and in line with the target at 100 per cent compliance with the Stolen Generations Reparations Scheme guidelines.

Drive sustainable economic prosperity

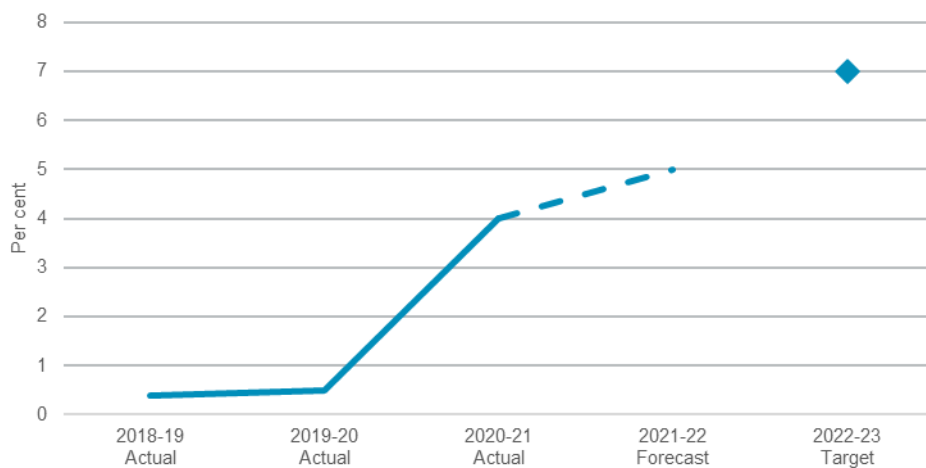
The *Aboriginal Procurement Policy* guides the NSW Government procurement activity with the objective to support the opportunity to increase Aboriginal skills, economic participation and grow the Indigenous business sector. The Government's procurement capacity will be leveraged to support Aboriginal employment opportunities and participation along with growth of Aboriginal-owned businesses in order to drive prosperity across Aboriginal communities.

This indicator tracks the increase in Premier and Cabinet Cluster contracts awarded to Aboriginal businesses in line with the *Aboriginal Procurement Policy* target of seven per cent in 2022-23.

The policy has been recently strengthened with the *Aboriginal Procurement Policy* and the *Aboriginal Participation in Construction Policy* combined from 1 January 2021. This concentrates the Government's procurement activities through a single policy framework in order to improve outcomes.

Performance against this indicator has improved since 2019-20, with four per cent of Premier and Cabinet Cluster contracts awarded to Aboriginal businesses in 2020-21.

Chart 5.8: *Percentage of Premier and Cabinet Cluster contracts awarded to Aboriginal business in line with Aboriginal procurement target*



Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Compliance with the Stolen Generations Reparations Scheme guidelines	%	100	100
Increase in Premier and Cabinet cluster contracts awarded to Aboriginal business in line with the Aboriginal procurement target	%	4.0 ^(a)	5.0

Notes

(a) Data is a forecast as financial year is not complete.

5.6 Outcome 4: Accountable and responsible government

State Outcome overview and 2021-22 investment

This Outcome accounts for the Cluster's role in supporting good government decision-making and upholding government integrity.



\$370.3
million

Recurrent
Expenses
2021-22



\$22.8
million

Capital
Expenditure
2021-22

2021-22 State Outcome Budget highlights

In 2021-22, the Premier and Cabinet Cluster will invest \$393.1 million (\$370.3 million in recurrent expenses and \$22.8 million in capital expenditure) in this Outcome to enhance these independent agencies' abilities to fulfil their statutory obligations, including:

- \$201.5 million (\$526.1 million recurrent expenses and \$17.2 million capital expenditure over four years) for the New South Wales Electoral Commission including:
 - \$97.6 million for the conduct of the 2021 Local Government elections
 - \$18.4 million (\$97.7 million recurrent expenses and \$7.8 million capital expenditure over four years) for the 2023 State elections
 - \$9.6 million (\$8.1 million recurrent expenses and \$7.1 million capital expenditure over four years) to modernise voting centre devices that support the delivery of independent and fair New South Wales elections
- \$37.8 million (\$123.3 million recurrent expenses and \$7.9 million capital expenditure over four years) for the Public Service Commission
- \$32.2 million (\$123.8 million recurrent expenses and \$3.8 million capital expenditure over four years) for the Independent Commission Against Corruption
- \$29.3 million (\$115.6 million recurrent expenses and \$1.7 million capital expenditure over four years) for the New South Wales Ombudsman
- \$24.4 million (\$95.1 million recurrent expenses and \$18.9 million capital expenditure over four years) for the Law Enforcement Conduct Commission.

Key performance insights

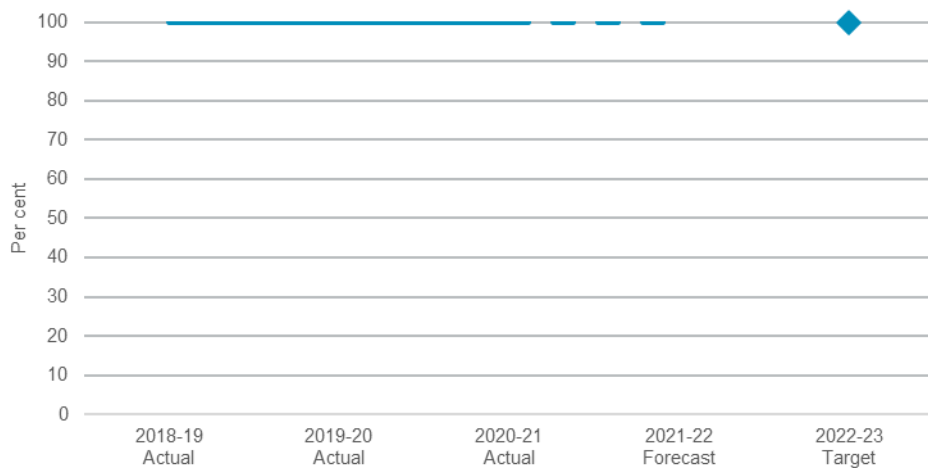
This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Upholding government integrity through responsive, risk-based and efficient oversight

Individual integrity agencies are integral to instilling public trust and confidence in government. This indicator tracks whether integrity agencies and independent entities are meeting their statutory requirements.

Performance against this indicator remains stable at the 2022-23 target level, with ongoing full compliance recorded by integrity agencies and independent agencies.

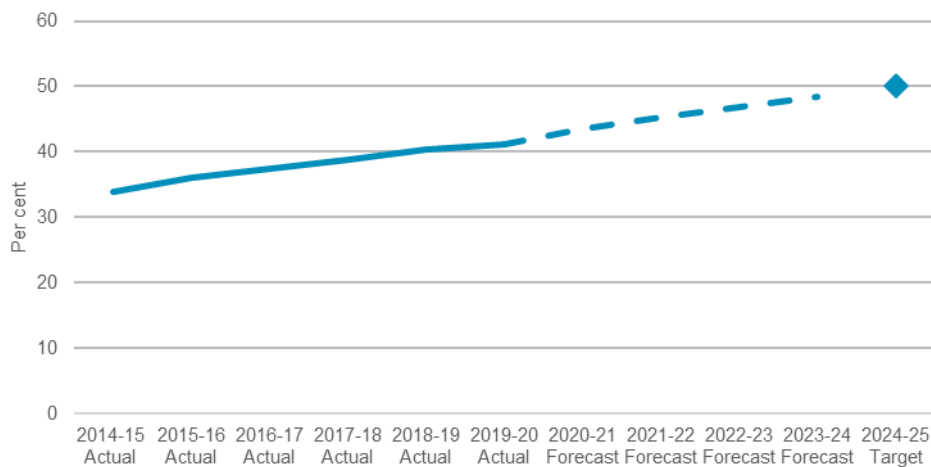
Chart 5.9: Percentage of statutory requirements met by integrity agencies and independent entities



Increasing the percentage of female leaders in the NSW public service

Both employee engagement and a diversified workforce are key indicators of workforce innovation, productivity and performance. Improvement in these indicators will underpin the achievement of Premier’s Priority 14 – World Class Public Service. These indicators track public sector engagement as well as key metrics including: the number of female leaders, Aboriginal leaders and roles held by people with a disability.

Chart 5.10: Percentage of female leaders in NSW Public Service



Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Increase annual engagement of public sector employees	%	67.2 ^(a)	67.5
Increase in percentage of public sector roles held by people with a disability	%	2.4 ^(b)	4.0
114 Aboriginal leaders by 2025	no.	105 ^(b)	115
Increase percentage of female leaders in the public sector	%	41.1 ^(c)	45.2
Increase workforce satisfaction in relation to effective utilisations of technology in order to improve outcomes	%	n.a. ^(d)	n.a. ^(d)
NSW attracts the best employees ensuring delivery of a World Class Public Service for the people of NSW	%	74.0	76.0
Percentage of State General Election (SGE) staff trained	%		
% of SGE staff satisfied with training		n.a. ^(e)	94.0
% of SGE Staff trained		n.a. ^(e)	100.0
Website user satisfaction rates		n.a. ^(e)	80.0
Meeting statutory requirements for integrity agencies and independent entities	%	100.0	100.0
No successful challenges to elections	%	0.0	0.0
Overall core voter satisfaction rates	%	84.0	86.0
Participation rates State/local elections	%		
Participation rates for NSW - local elections		n.a. ^(f)	n.a. ^(f)
Participation rates for NSW - State elections		n.a. ^(f)	90.5
Voter enrolment rate	%	n.a. ^(f)	98.3

Notes:

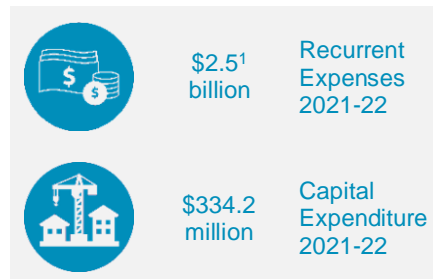
- (a) Data sourced from 2020 People Matter Employee Survey that occurred in October / November 2020.
- (b) Data is a forecast as financial year is not complete.
- (c) Data sourced from 2020 Workforce Profile Collection census data from June 2020 census date and available from November 2020.
- (d) This is a new metric. 2020-21 as the first year will determine baseline for 2021-22.
- (e) Metric is in progress.
- (f) Local and State elections are yet to be held.

6. REGIONAL NSW CLUSTER

6.1 Introduction

The Regional NSW Cluster works to maximise the long-term wellbeing of regional New South Wales and is committed to making these regions a great place to live, work, visit and do business.

As the agency for regional issues, Regional NSW seeks to help build strong, cohesive communities and economies, grow primary industries and ensure sustainable land use practices, create regional employment opportunities, and steward the use of our natural endowments including advancing sustainable mining and resource development.



¹ Excludes other funds and trusts

State Outcomes to be delivered by the Regional NSW Cluster

State Outcomes What the Cluster is delivering for people and business	Key Programs underway to support delivery of Outcomes
<p>1. Productive and sustainable land use</p> <p>Enhancing the use of the State’s public and private lands, by supporting their sustainability, use and productivity. This is achieved by providing on-ground and frontline support to land managers to better manage natural resources, respond to biosecurity risks and improve primary production, productivity and output in the State.</p> <p><i>2021-22 investment: \$261.6 million in recurrent expenses & \$26.1 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Protect the economy, environment and community, including from biosecurity risks • Enabling land managers to better manage our natural resources
<p>2. Stronger primary industries</p> <p>Focusing on primary industries’ productivity, growth and ensuring the sector’s sustainability for the benefit of all citizens. Our commitment to research and innovation, safe and secure food supply and industry support and development programs, delivered via an on-ground presence across the State, ensures biosecurity food security and economic growth for the State.</p> <p><i>2021-22 investment: \$681.3 million in recurrent expenses & \$77.7 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Protect and promote biosecurity, food safety, animal welfare & market access • Enhance productivity of plant, livestock and the sustainable use of agricultural resources • Sustainable growth of fishing and aquaculture and protecting aquatic resources • Manage the sustainability of forestry • New South Wales Rural Assistance Authority • New South Wales Food Authority
<p>3. Mineral and petroleum industries generating prosperity, safely</p> <p>Supporting and growing responsible mining and exploration across regional New South Wales. This is critical for regional employment, export earnings and royalties. Our mission is to make the State the number one destination for mining investment, whilst ensuring safety and environmental outcomes.</p> <p><i>2021-22 investment: \$124.2 million in recurrent expenses & \$2.9 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Make regional NSW a preferred investment destination for exploration and mining • Regulating safe and environmentally sustainable mining

State Outcomes

What the Cluster is delivering for people and business

4. Stronger and cohesive regional communities and economies

Focusing on community wellbeing and economic growth in regional New South Wales. Regions have endured unprecedented destruction and disruption through the compounding impacts of drought, bushfires, floods and COVID-19. We continue to refocus efforts on the changed economic conditions and delivering the *20-Year Economic Vision for Regional NSW*.

2021-22 investment: \$1.4 billion in recurrent expenses & \$227.5 million in capital expenditure

Key Programs

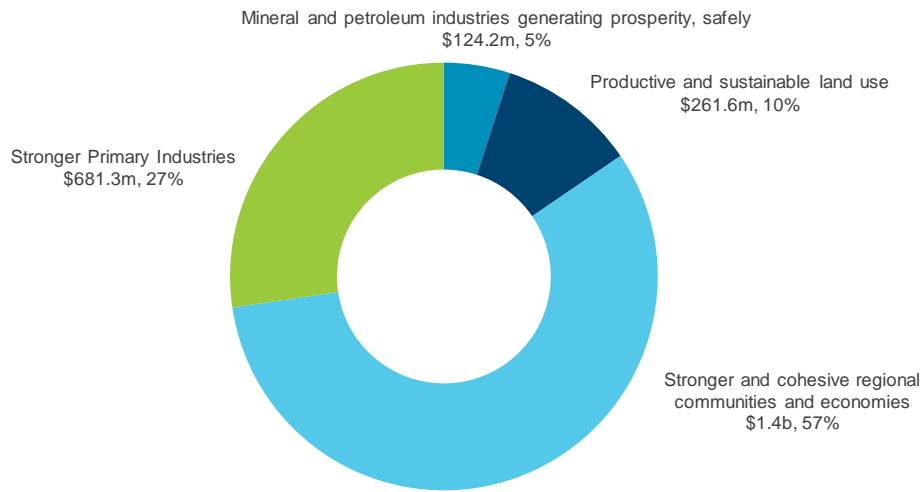
underway to support delivery of Outcomes

- Growth, development and wellbeing in regional NSW
- Regional Growth NSW Development Corporation

6.2 Overview of Cluster expenses by State Outcome

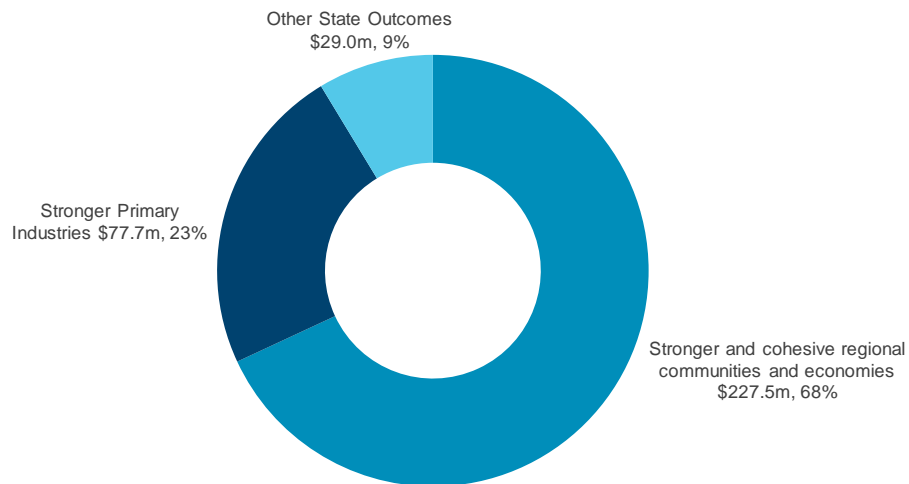
A summary of expenses by State Outcome is provided in the charts below.

Chart 6.1: Recurrent expenses by Outcome 2021-22 (dollars and %)



Note: The sum of percentages does not equal one hundred due to rounding.

Chart 6.2: Capital expenditure by Outcome 2021-22 (dollars and %)



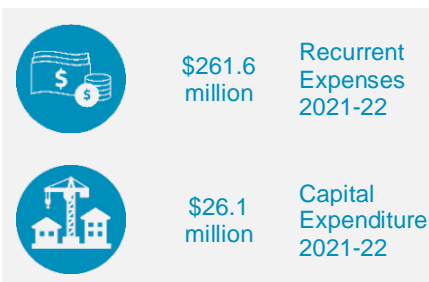
Note: Grouped for presentation purposes, "Other State Outcomes" comprises:

- Mineral and petroleum industries generating prosperity, safely
- Productive and sustainable land use.

6.3 Outcome 1: Productive and sustainable land use

State Outcome overview and 2021-22 investment

Led by Local Land Services (LLS), this Outcome realises improved sustainability and productivity of public and private land through delivery of LLS' legislated services, including travelling stock reserves, natural resource management, agricultural advice, animal and plant biosecurity and emergency management. This is achieved by providing on-ground and frontline support to land managers. Everyone in New South Wales will benefit from well managed access to, and use of, natural resources that maximise economic opportunities in a safe and sustainable way.



2021-22 State Outcome Budget highlights

In 2021-22, the Regional NSW Cluster will invest \$287.7 million (\$261.6 million recurrent expenses and \$26.1 million capital expenditure) in this Outcome, including:

- \$113.6 million (\$334.0 million recurrent expenses and \$16.2 million capital expenditure over four years) for the conservation and restoration of natural and cultural resources, through conservation earthworks, river and coastal restoration and rehabilitation, emergency response, native vegetation management, pest and weed control in alignment with the *Local Land Services Act 2013*
- \$85.1 million (\$265.0 million recurrent expenses and \$12.7 million capital expenditure over four years) to protect the economy, environment and community from invasive species, and plant and animal biosecurity risks including \$19.6 million (\$32.7 million recurrent expenditure over two years) to extend the NSW Border Wild Dog Exclusion Fence by 742 kilometres
- \$39.8 million (\$63.3 million recurrent expenses over two years) to deliver the National Land Care Program and to partner with Landcare communities in New South Wales to conserve and fund our natural resource priorities arising from vegetation loss, soil degradation and pests, weeds and animals
- \$27.2 million (\$78.4 million in recurrent expenses and \$5.0 million capital expenditure over four years) to provide a range of initiatives to support productive and sustainable land use. These include climate and market change response initiatives, incentive programs and access to best practice information and technology to improve farm system resilience, productivity and sustainability into the future. Further, the investment also enables delivery of legislative responsibilities to provide Travelling Stock Route (TSR) permits and fees, pest control, weed control, biodiversity conservation and cultural management, stock management, TSR planning and customer service (capacity building)
- \$20.9 million (\$42.3 million recurrent expense and \$4.2 million capital expenditure over four years) to deliver private native forestry reforms that enable new private native forestry extension and approval arrangements. These reforms will allow landholders to discuss native forestry issues in the context of overall farm business planning and deliver sustainable management, regulate native vegetation clearing and promote biodiversity conservation consistent with the biodiversity conservation legislation.

Key performance insights

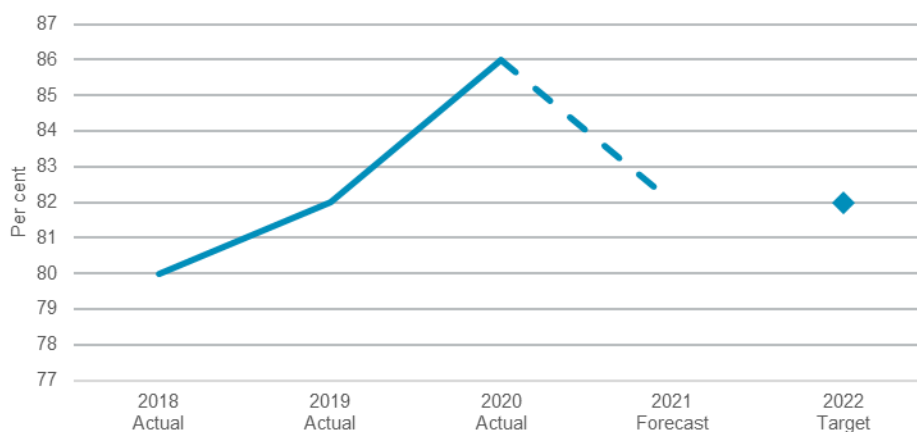
This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Increased land manager recommendation of LLS for services relating to agricultural productivity and natural resource management

This indicator demonstrates engagement and satisfaction with LLS' services and provides valuable insight into which services are working well and which need improvement. It is measured through ongoing monitoring of stakeholder net promoter scores (NPS) and is reviewed against an annual target of greater than 82 per cent.

Generally, the NPS for LLS trends in the range of 70 to 90 per cent. For the 2020 calendar year, the NPS was 86 per cent, above the target of 82 per cent. This high performance was due to increased positive response to LLS support throughout the tough times of drought and bushfire recovery. Performance is expected to continue to meet the target of 82 per cent going forward. LLS actively manages this performance by tailoring its services to the needs of land managers, providing timely advice and tailoring service delivery approaches and programs as required to prevent the spread of pests and diseases, and enhance management of soils, water, plants, animals and their products.

Chart 6.3: *Increased land manager recommendation of LLS for services relating to agricultural productivity and natural resource management*



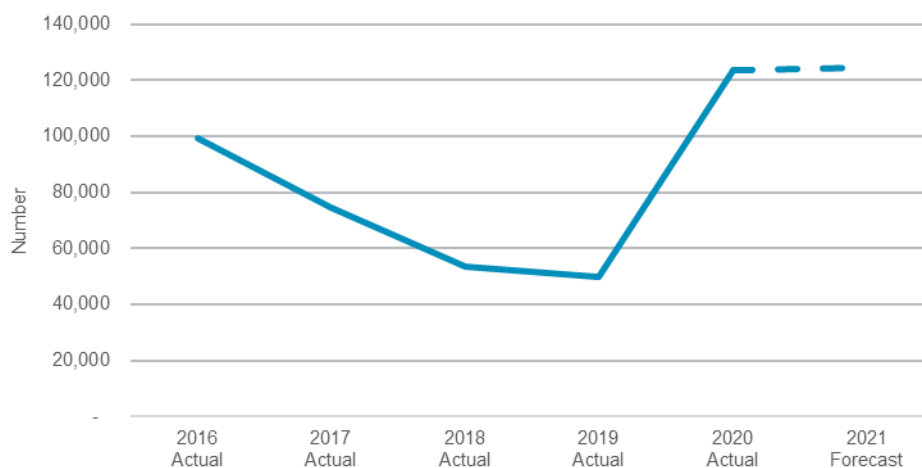
Note: The 2020 figure provided is an estimate as it is a quarterly measure.

Increased engagement of land managers in LLS programs relating to agricultural productivity and natural resource management

Engagement in LLS activities supports land managers to better manage the State's natural resources, respond to biosecurity risks, and improve primary production in New South Wales. Since 2014, LLS has undertaken more than 17,000 awareness raising and training events, engaging with more than 400,000 participants.

LLS has successfully shifted service delivery models in response to the COVID-19 pandemic including holding virtual events. Broader customer reach has also been achieved as a result of additional economic stimulus through targeted drought investment, bushfire recovery programs and COVID-19 stimulus measures in 2020. Performance against this indicator is now on track to meet its target, with a large increase in engagement with more than 120,000 landholders engaged in 2020.

Chart 6.4: *Number of land managers engaged in LLS programs relating to agricultural productivity and natural resource management*



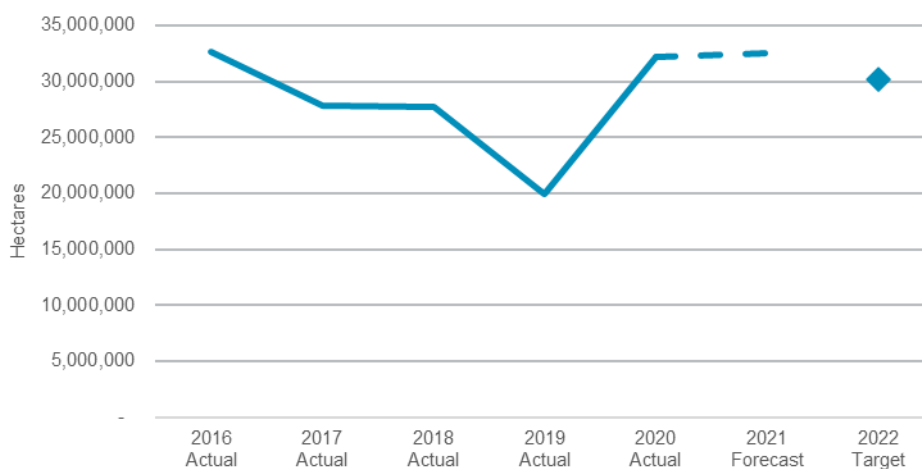
Note: Indicator methodology has been revised in 2020 resulting in a break in time series and therefore actuals prior to 2020 are not comparable to 2020 and the previously published target is no longer applicable. A new performance target is under development.

Increased area of improved land manager practices relating to agricultural productivity and natural resource management over four years

Equipping land managers with awareness and knowledge of better land management practices enables them to better manage the State’s public and private lands. LLS delivers awareness raising and training events along with other engagement processes and incentives to support this. Since 2014, these activities have resulted in land managers applying more than 190 million hectares of improved agriculture and natural resource management practices.

In addition, recent efforts to support drought and bushfire recovery have enabled other opportunities to address farm management issues, most notably management of vertebrate pests. Performance against this indicator has improved with a significant increase in area of improved land manager practices and is now exceeding the target, with more than 32 million hectares improved in 2020.

Chart 6.5: *Increased area of improved land manager practices relating to agricultural and natural resource management over four years*



Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Increased area of improved land manager practices relating to agriculture and natural resource management over four years ^(a)	Ha.	32,201,334	32,523,347
Increased land manager recommendation of LLS to their friends for services relating to agricultural productivity and natural resource management ^(a)	%	86.0	82.0
Increased engagement of land managers in LLS programs relating to agricultural productivity and natural resource management ^(a)	no.	123,359	124,593

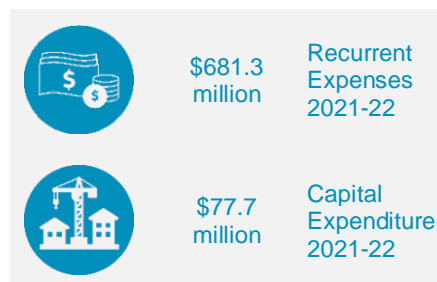
Note

(a) As these indicators are measured on a calendar year basis, 2020-21 actual data and 2021-22 forecast data in this table relates to the 2020 and 2021 calendar years respectively.

6.4 Outcome 2: Stronger primary industries

State Outcome overview and 2021-22 investment

Led by the Department of Primary Industries (DPI), this Outcome's focus is on the state's primary industries' productivity, growth and ensuring the sector's sustainability for the benefit of all citizens. DPI plays a central role in the government's commitment to regional New South Wales by driving a strong primary industries sector. Our commitment to research and innovation, safe and secure food supply and industry support and development programs, delivered via an on-ground presence across the State, ensures biosecurity, food security and economic growth for the State.



2021-22 State Outcome Budget highlights

In 2021-22, the Regional NSW Cluster will invest \$759.0 million (\$681.3 million recurrent expenses and \$77.7 million capital expenditure) in this Outcome, including:

- \$187.8 million (\$232.6 million recurrent expenses over four years) for on-farm assistance, productivity improvements, innovation and climate resilience in the primary production sector through well-managed loans, rebate and grant programs; in order to become the single gateway for assistance for NSW primary producers, including \$95.0 million to combat the current mouse plague in regional New South Wales in 2021-22
- \$182.4 million (\$608.3 million recurrent expenses and \$43.3 million capital expenditure over four years) to enhance productivity of plant and livestock farming systems, improving the productivity and sustainability from climate adaptation on agricultural resources, including \$47.9 million over four years for the 'Farms of the Future' pilot as part of the \$63.4 million Future Ready Regions initiative. This also includes capital investment of \$51.7 million (\$56.6 million over two years) in the State's primary industries research and development infrastructure portfolio
- \$176.9 million (\$478.0 million recurrent expenses and \$25.3 million capital expenditure over four years) to protect New South Wales from increasing high priority biosecurity risks, promote compliance with the Commonwealth *Biosecurity Act 2015* (including invasive plants and animals), undertake biosecurity diagnosis, deliver legislative food safety requirements, safeguard animal welfare and ensure market access by undertaking biosecurity preparedness exercises, disaster response impact assessments and recovery advisory services, including \$5.0 million in 2021-22 to ensure appropriate supply of zinc phosphate for NSW farmers to manage the long-term threats posed by the current mouse plague
- \$164.9 million (\$526.2 million recurrent expenses and \$6.9 million capital expenditure over four years) to enable the sustainable growth of fishing, aquaculture and hunting, through investment in research, management of Aboriginal fishing, marine and coastal environment, safeguarding inland freshwater threatened fish species and freshwater fisheries, protecting aquatic resources. This is achieved through licencing and other compliance activities, and ensuring safe and responsible hunting under the *Game and Feral Animal Control Act 2002*
- \$38.2 million recurrent expenses to deliver round two of the Emergency Water Infrastructure Rebate program to support innovative on-farm infrastructure investment and drought preparedness
- \$13.4 million (\$51.2 million recurrent expenses over four years) to lead policy and industry development, research and regulatory oversight for the State's \$2.4 billion wood and product manufacturing industry as set out in *Plantations and Reafforestation Act 1999*.

Key performance insights

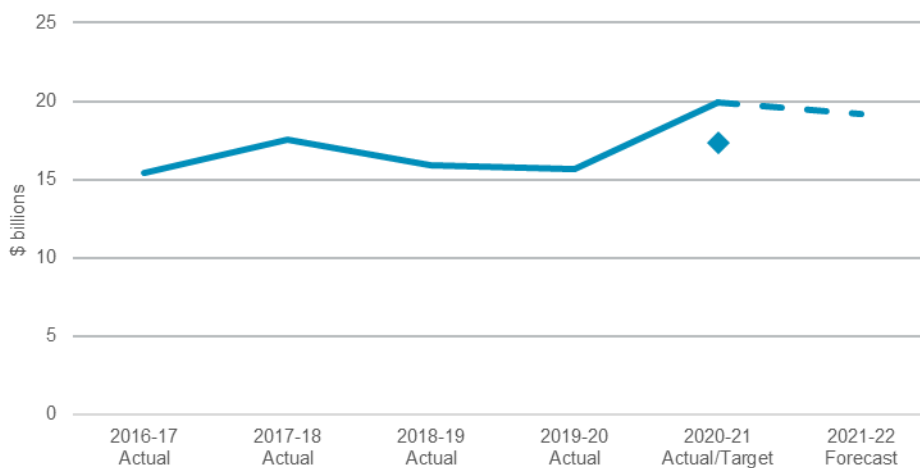
This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Growth in total primary industries output over 12 months

Drought, bushfires, floods and the outbreak of COVID-19 have had a significant impact on primary industry output over recent years. However, primary industries have demonstrated their ability to rebound quickly with 2020-21 forecast to record strong year on year growth. The New South Wales winter crop (grains, oilseeds and pulses) is estimated to have broken all-time production records.

This demonstrates the increased resilience of the sector, supported by DPI activities throughout these events, and the ability to capitalise on DPI research and development programs which have supported biosecurity responses and record yields in the 2020-21 cropping year. Despite this, the performance against this indicator remains challenging. The sector continues to face significant challenges including the rebuilding of a substantially depleted livestock herd, accessing sufficient labour to maintain productivity and advancing the State's infrastructure and capability to address biosecurity risks that are continuing to rise in volume and complexity.

Chart 6.6: Total primary industries output over 12 months

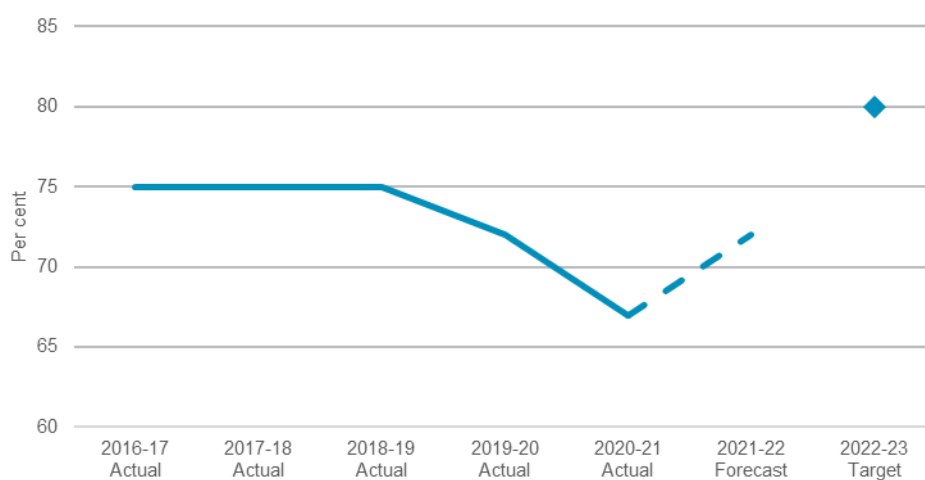


Increase in stakeholder satisfaction

Maintaining strong stakeholder relationships is central to DPI's role in supporting stronger primary industries. The challenging conditions affecting primary industries across New South Wales over recent years has impacted stakeholders experience and satisfaction with DPI.

DPI has worked closely with a wide range of stakeholders through the recent challenges of drought, floods, the COVID-19 pandemic and increasing biosecurity threats however these challenges have impacted stakeholder engagement. Additional focus on improving stakeholder collaboration and recovery from recent disasters is expected to result in improvements in satisfaction, enabling the 2022-23 performance target to be met.

Chart 6.7: Rating of industry stakeholders based on engagement with DPI

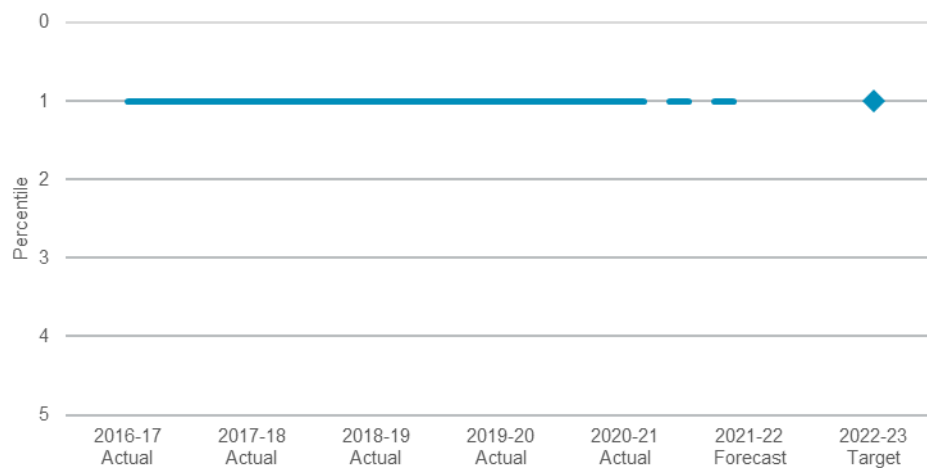


Maintain top one per cent of International Research Ranking in Agricultural Science, Plant and Animal Sciences

Publication of research in high impact scientific journals demonstrates the quantity, quality and robustness of DPI's science functions. DPI benchmarks against similar organisations using widely recognised metrics such as the number of scientific publications, citation and science impact. The citation ranking is based on how many other scientists refer to DPI's research in their scientific papers. As such, it is a measure of the impact or the 'usefulness' of DPI's research work, which can improve performance of the State's primary industries.

Performance against this indicator continues to remain stable, with DPI consistently maintaining its place in the top one per cent of research organisations globally for over a decade and on track to maintain this place in 2021-22.

Chart 6.8: *Maintain top one per cent of international research ranking in agricultural science, plant and animal sciences*



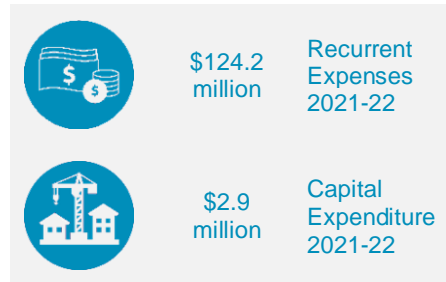
Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Growth in total primary industries output over 12 months	\$ billions	19.9	19.2
Maintain top one per cent of International Research Ranking in Agricultural Science, Plant and Animal Sciences	%	1.0	1.0
Increase in stakeholder satisfaction	%	67.0	72.0

6.5 Outcome 3: Mineral and petroleum industries generating prosperity, safely

State Outcome overview and 2021-22 investment

Led by the Mining, Exploration & Geoscience division and the NSW Resources Regulator, this Outcome's focus is to support and grow responsible mining and exploration across regional New South Wales. Our mission is to make New South Wales a preferred investment destination for exploration and mining through leading practice policy and legislation, excellence in geoscience, efficient titles assessment and proactive regulation. The sustainable growth of the minerals industry creates opportunity for economic growth and employment opportunities for the people of New South Wales.



2021-22 State Outcome Budget highlights

In 2021-22, the Regional NSW Cluster will invest \$127.1 million (\$124.2 million recurrent expenses and \$2.9 million capital expenditure) in this Outcome, including:

- \$34.5 million (\$103.1 million recurrent expenses over four years) to grow investment in mining and exploration by acquiring, synthesising and delivering data, promoting the State's resources, undertaking economic and resource analysis and providing geoscientific and market information to inform decision making and land use planning to support mineral and petroleum exploration and mining. This includes \$39.7 million over four years from the Coal Innovation Fund for research and investment in carbon capture, use and storage and low emissions coal technology projects, from a mixture of legislated funding sources, industry levies and NSW Government investment
- \$33.6 million (\$140.0 million recurrent expenses and \$1.0 million capital expenditure over four years) to regulate mine and petroleum site safety in relation to Work Health and Safety compliance and enforcement
- \$26.1 million (\$75.6 million recurrent expenses over four years) to address remediation of high-risk legacy mine sites, including site assessment, contamination safety and risk reduction to manage physical risks to the public from legacy mines, including an additional \$47.7 million over four years to address 20 high and extreme risk legacy mines
- \$15.7 million (\$42.3 million recurrent expenses and \$4.0 million capital expenditure over four years) to deliver robust assessment of exploration and mining titles applications, rollout and enhancement of the Titles Management System and calculation of quarterly royalty returns for collection by Revenue NSW
- \$9.2 million (\$38.3 million recurrent expenses over four years) to undertake regulatory compliance inspections and investigate instances of non-compliance of the *Mining Act 1992*. This investment also provides support for regulatory operations and programs focused on industry engagement, compliance and intelligence through development and maintenance of online systems.

Key performance insights

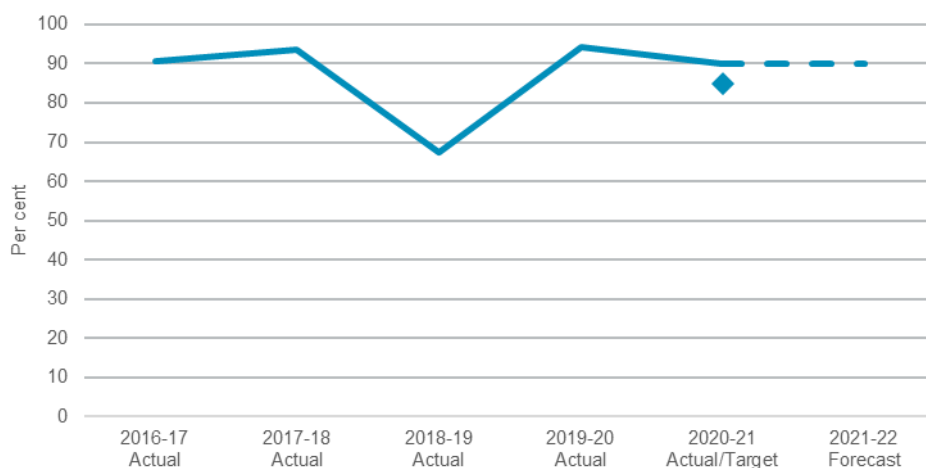
This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Efficient and effective mining titles assessment performance as measured against industry agreed KPIs for titles assessment activity over 12 months

The sustainable growth of the minerals industry helps to ensure New South Wales is well placed to benefit from global demand for metals, create jobs and capitalise on the opportunity for economic growth. This indicator tracks the output of programs aimed at enhancing access to the State's mineral and petroleum resources.

Performance against this indicator remains high, due in part to the increases in resources and the focus on ageing titles that have driven improvements to processes. In 2019-20, New South Wales achieved an average of 94.3 per cent, well above the industry agreed key performance indicator target of 85 per cent for 2020-21.

Chart 6.9: Mining titles assessment performance

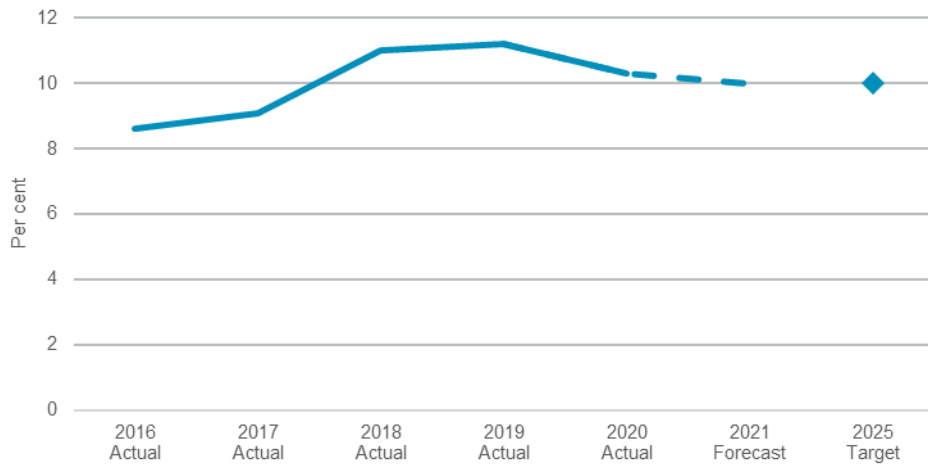


New South Wales to average over 10 per cent share of Australian mineral exploration expenditure in Australia over five years to 2025

The State's share of exploration expenditure is positively correlated to mineral and petroleum discovery and mining investment.

Performance remains above the target at 10.3 per cent in the 2020 calendar year, with 11.8 per cent for new deposits. This is mainly driven by the Mining, Exploration & Geoscience division facilitating measures to improve industry confidence, including supporting positive policy settings, greater geoscientific data acquisition, dissemination and release as well as more consistent approval pathways and timeframes.

Chart 6.10: Proportion of NSW's share of Australian mineral exploration expenditure in Australia



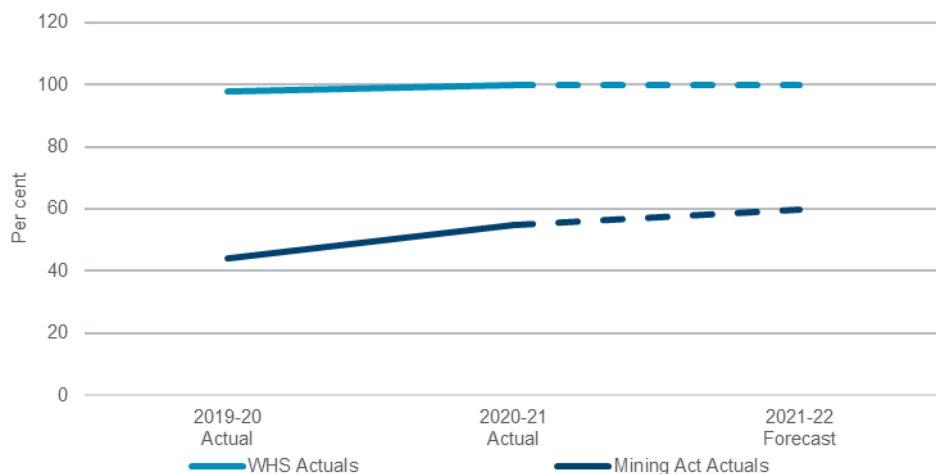
Proportion of high risk and priority mine sites proactively inspected for compliance with work health and safety (WHS) and the Mining Act 1992 requirements

Proactive, consistent regulation of high-risk sites contributes to improved industry performance and ultimately better health, safety and environmental outcomes in New South Wales mines.

Regulatory oversight is a key aspect of ensuring compliance with the legislative requirements and providing certainty in the regulatory process and framework. WHS site inspections focus on critical controls that when implemented correctly prevent the occurrence of significant mining accidents or disasters. Site inspections authorised under the Mining Act 1992 are typically associated with rehabilitation obligations. The Resources Regulator is currently ramping up inspections as well as implementation of a significant body of work introducing regulatory reforms in this space.

Performance against this indicator for both WHS and the Mining Act 1992 is stable.

Chart 6.11: Proportion of high risk and priority mine sites proactively inspected for compliance with WHS and the Mining Act 1992



Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Improved pre-competitive mineral and petroleum resource data and analysis to support exploration as measured by the Fraser Institute over 12 months ^(a)	%	97.0	95.0
Efficient and effective titles assessment performance as measured against industry agreed KPIs for titles assessment activity over 12 months	%	90.0	90.0
NSW to average over 10 per cent share of Australian mineral exploration expenditure in Australia over five years to 2025 ^(a)	%	10.3	10.0
Proportion of total Australian private mining capital spent in NSW ^(a)	%	8.2	8.4
Proportion of high risk and priority mine sites proactively inspected for compliance with WHS & Mining Act requirement	%		
WHS		100.0	100.0
Mining Act		>55.0	>60.0

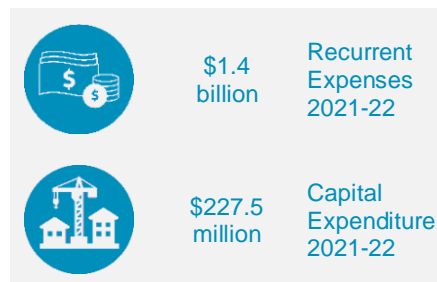
Note

(a) As this indicator is measured on a calendar year basis, 2020-21 actual data and 2021-22 forecast relates to 2020 and 2021 respectively.

6.6 Outcome 4: Stronger and cohesive regional communities and economies

State Outcome overview and 2021-22 investment

Led by Public Works Advisory & Regional Development, Regional Precincts and Office of the Cross Border Commissioner divisions, this Outcome's focus is community wellbeing and economic growth in regional New South Wales. The regions have endured unprecedented destruction and disruption through the compounding impacts of droughts, bushfires, floods and the COVID-19 pandemic. The implementation of a refreshed 20-Year Economic Vision for Regional NSW will support industries and communities to recover and build resilience.



2021-22 State Outcome Budget Highlights

In 2021-22, the Regional NSW Cluster will invest \$1.7 billion (\$1.4 billion recurrent expenses and \$227.5 million capital expenditure) in this Outcome, including:

- \$514.0 million (\$897.1 million recurrent expenses over three years) to deliver the following targeted recovery programs that provide economic stimulus and support recovery from natural disasters such as COVID-19, bushfire, drought, mouse plague and flood, targeting regional councils, businesses in driver industries and community organisations:
 - Bushfire Local Economic Recovery Package (\$177.6 million)
 - Infrastructure and Jobs Acceleration Fund (\$99.5 million)
 - Drought Stimulus Package (\$76.1 million)
 - NSW Storm and Flood Clean up (\$64.8 million)
 - Bushfire Local Industry Recovery Package (\$55.9 million)
 - Mouse Plague Response (\$40.0 million)
- \$398.4 million (\$571.0 million recurrent expenses over four years) to deliver programs that will enable economic growth, social development, wellbeing and community amenity across regional NSW and support the ongoing prosperity of mining communities, allowing regional councils and community groups to deliver locally based infrastructure projects, investing in vital job creating projects for families and businesses across regional NSW, including:
 - Regional Growth Fund (\$210.6 million)
 - Stronger Country Communities Fund (\$69.6 million)
 - Resources for Regions (\$20.7 million)
- \$318.2 million (\$334.8 million recurrent expenses and \$543.1 million capital expenditure over four years) for Snowy Hydro Legacy Fund projects including *Special Activation Precincts* to deliver place-based solutions to foster economic development, and to bring a faster, more reliable digital network to regional New South Wales through the *Regional Digital Connectivity Program*

- \$83.3 million (\$302.2 million recurrent expenses over four years) for Public Works Advisory to provide strategic advice on whole-of-government construction procurement and assurance policy, support government response to natural disasters, accidents or engineering emergencies, asset and facilities management, expert advice, design and planning work for more than 400 towns and regional water supply and wastewater management schemes, and to manage the delivery of \$3.5 billion of regional infrastructure projects and programs of work
- \$79.5 million (\$93.0 million recurrent expenses over two years) from the Regional Job Creation Fund to incentivise the attraction and expansion of businesses and jobs retention and creation in Regional NSW by offering between \$100,000 and up to \$10.0 million in co-funding to activate or bring forward regional projects in engine, enabling or emerging engine industries. The projects are expected to create 5,000 full time equivalent ongoing jobs over three years
- \$8.5 million (\$14.0 million in recurrent expenses over three years) to support the Office for Regional Youth, the Regional Youth Taskforce, new Regional Youth Community Coordinators and a Regional Youth Wellbeing Program to support recovery and resilience of children and young people in flood impacted communities.

Key performance insights

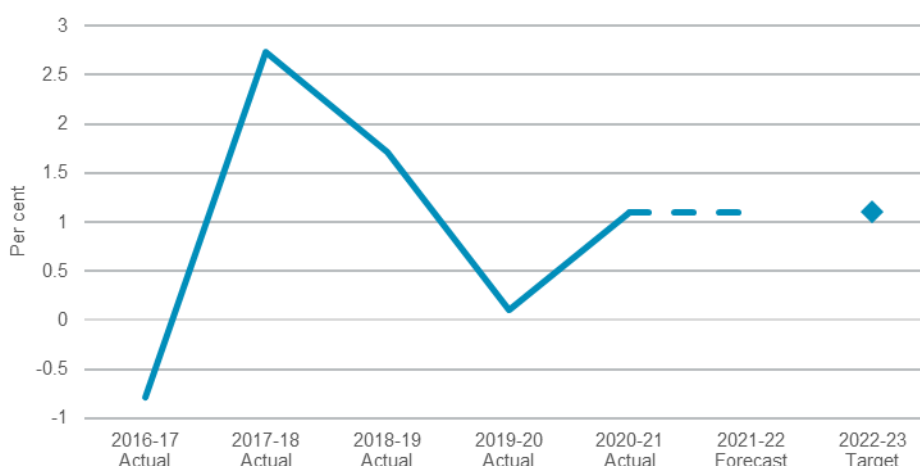
This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Percentage growth in employment in regional NSW over four years

This indicator tracks the economic change and growth in the regional New South Wales economy and its subsequent impact on employment. The target of 1.1 per cent growth each year equates to 50,000 jobs in regional New South Wales over the next four years.

Performance against this indicator remains challenging as COVID-19 restrictions have had a major impact on labour market conditions across Australia since March 2020. Regional NSW continues to drive regional growth strategies to stimulate economies and increase employment opportunities across the regions.

Chart 6.12: Percentage growth in employment in regional New South Wales over four years



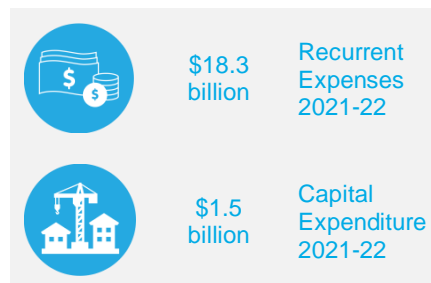
Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Percentage growth in employment in regional NSW over four years	%	1.1	1.1

7. STRONGER COMMUNITIES CLUSTER

7.1 Introduction

The Stronger Communities Cluster delivers community services that support a safe and just New South Wales. It supports safer, stronger communities through: operating an effective legal system; the protection of children and families; building resilience to natural disasters and emergencies; promoting public safety; reducing reoffending; supporting community harmony and social cohesion; and promoting physical activity and participation in organised sport, active recreation and sporting events.



The Stronger Communities Cluster has responsibility for delivering key policies for the Government, including seven State Outcomes and five Premier's Priorities. The Stronger Communities Cluster also includes the Office of the Children's Guardian; the Ageing and Disability Commissioner; Women NSW; the Advocate for Children and Young People; Multicultural NSW; the Office for Veterans Affairs; and the Office of Sport.

State Outcomes to be delivered by the Stronger Communities Cluster

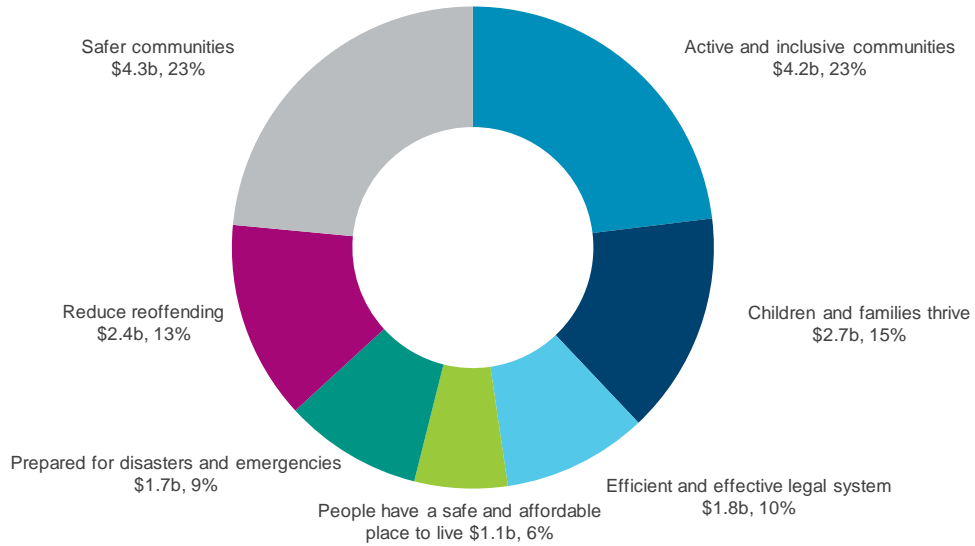
State Outcomes What the Cluster is delivering for people and business	Key Programs underway to support delivery of Outcomes
<p>1. Active and inclusive communities</p> <p>Delivering programs and support services that aim to improve wellbeing, increase physical activity and community participation, and promote community harmony and social cohesion, particularly for participants in the National Disability Insurance Scheme (NDIS).</p> <p><i>2021-22 investment: \$4.2 billion in recurrent expenses & \$21.8 million in capital expenditure</i></p>	<ul style="list-style-type: none"> Supporting the NDIS Office of Sport Programs Community Support and Development Multicultural NSW
<p>2. Children and families thrive</p> <p>Ensuring the safety and wellbeing of vulnerable children, young people and families, and protecting them from the risk of harm, abuse and neglect.</p> <p><i>2021-22 investment: \$2.7 billion in recurrent expenses & \$139.7 million in capital expenditure</i></p>	<ul style="list-style-type: none"> Out of Home Care and Permanency Support Child Protection Targeted Early Intervention Domestic and Family Violence
<p>3. Efficient and effective legal system</p> <p>Resolving matters through legal services, the administration of courts and tribunals, and client-facing justice services to victims and vulnerable people.</p> <p><i>2021-22 investment: \$1.8 billion in recurrent expenses & \$256.4 million in capital expenditure</i></p>	<ul style="list-style-type: none"> Courts and Tribunals Legal Aid and Justice Services Victims Services Office of the Director of Public Prosecutions
<p>4. People have a safe and affordable place to live</p> <p>Assisting people who are unable to access or maintain appropriate housing, including homelessness services.</p> <p><i>2021-22 investment: \$1.1 billion in recurrent expenses & \$51.2 million in capital expenditure</i></p>	<ul style="list-style-type: none"> Social Housing Homelessness Services

<p>State Outcomes What the Cluster is delivering for people and business</p>	<p>Key Programs underway to support delivery of Outcomes</p>
<p>5. Prepared for disasters and emergencies Delivering emergency management to enhance response and recovery efforts and build community resilience. <i>2021-22 investment: \$1.7 billion in recurrent expenses & \$159.6 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Fire and Rescue NSW • NSW State Emergency Service • NSW Rural Fire Service
<p>6. Reduce reoffending Operating the State’s corrections system, including support for, and management of, adult and youth offenders in correctional centres and the community. <i>2021-22 investment: \$2.4 billion in recurrent expenses & \$494.6 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Adult and Youth Custodial Offender Management - Public • Community Offender Management • Offender Management Services
<p>7. Safer communities Preventing, detecting and investigating crime, maintaining social order and community safety, promoting road safety, and supporting emergency management. <i>2021-22 investment: \$4.3 billion in recurrent expenses & \$390.9 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • 24-hour policing Metropolitan • 24-hour policing Regional NSW • Investigation and Counter-Terrorism • NSW Crime Commission

7.2 Overview of Cluster expenses by State Outcome

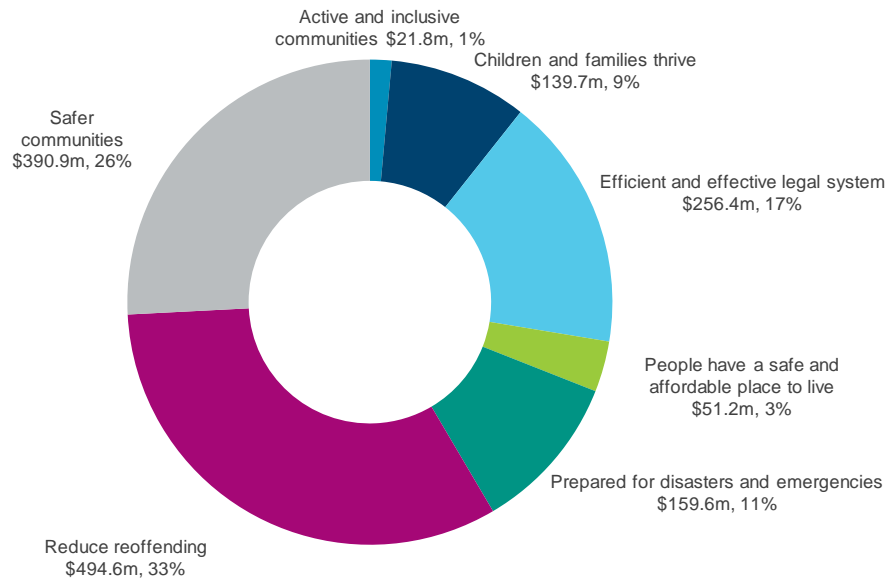
A summary of expenses by State Outcome is provided in the charts below.

Chart 7.1: Recurrent expenses by Outcome 2021-22 (dollars and %)



Note: The sum of percentages does not equal one hundred due to rounding.

Chart 7.2: Capital expenditure by Outcome 2021-22 (dollars and %)

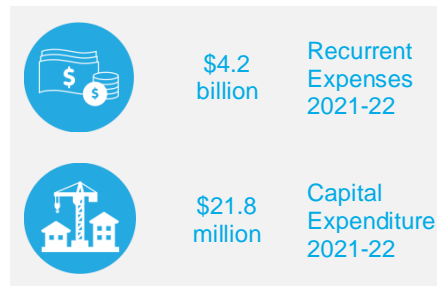


7.3 Outcome 1: Active and inclusive communities

State Outcome overview and 2021-22 investment

This Outcome captures the range of programs and support services that aim to improve wellbeing, increase physical activity and community participation in sport and active recreation, and promote community harmony, social inclusion and cohesion, particularly for participants in the National Disability Insurance Scheme (NDIS).

Services are delivered under this Outcome by the Department of Communities and Justice (including Women NSW and Office of Veterans Affairs), Multicultural NSW, Office of the Ageing and Disability Commissioner, and the Office of Sport.



2021-22 State Outcome Budget highlights

In 2021-22, the Stronger Communities Cluster will invest \$4.2 billion (\$4.2 billion in recurrent expenses and \$21.8 million in capital expenditure) in this Outcome, including:

- \$3.6 billion in cash and in-kind contributions for individual packages and other flexible supports under the NDIS so that people with disability, their families and carers can achieve their goals and participate fully in the community
- \$735.1 million for the Office of Sport to deliver programs and infrastructure, which enable communities to maximise the social, health and economic benefits realised through sport and active recreation. This includes:
 - \$102.5 million (\$205.1 million over two years) for the Multisport Community Infrastructure Fund to support the development of local sporting facilities across New South Wales. A focus of this Fund will be to increase participation and maximise accessibility through development of universally designed facilities, which can be utilised by multiple sporting codes
 - \$75.0 million (\$150.0 million over two years) for the Centres of Excellence Grant Program. Funding will be made available to various sporting codes to improve talent pathways and community engagement
 - \$22.2 million (\$43.9 million over two years) for the Learn to Swim Active Pre-Schooler Voucher program to give children aged 3-6 years and not yet enrolled in school the opportunity to develop critical swimming and water safety skills by providing one \$100 voucher per year for eligible swimming programs
 - \$8.0 million to develop a final business case for the Suburban Stadia Strategy to enable the Government to commence the development of one stadium by 2023
 - \$6.7 million to develop a final business case for the Hunter Sport and Entertainment precinct
 - \$5.2 million (\$21.4 million over four years) to support the ongoing operations of the NSW Institute of Sport
 - \$4.0 million (\$16.0 million over four years) for the expansion of the Surf Club Facility Program, which enables the construction of new and upgraded safe and inclusive Surf Club facilities in New South Wales

- \$49.1 million for Multicultural NSW to promote social cohesion through delivery of community programs, multicultural events, and language services. This includes:
 - \$2.8 million (\$8.5 million over three years) to support new and emerging communities through the continuation of key Multicultural NSW programs and the Settlement Services Unit
 - \$1.0 million capital expenditure for the digitisation of Multicultural NSW language interpreting services to improve accessibility in remote areas, and in the field for emergency personnel
- \$18.6 million over two years for the Community Building Partnerships Program to stimulate further investment in local communities, increasing total funding for the Program to \$37.2 million in 2021-22. This additional funding is equivalent to an additional \$100,000 for every electorate.

Key performance insights

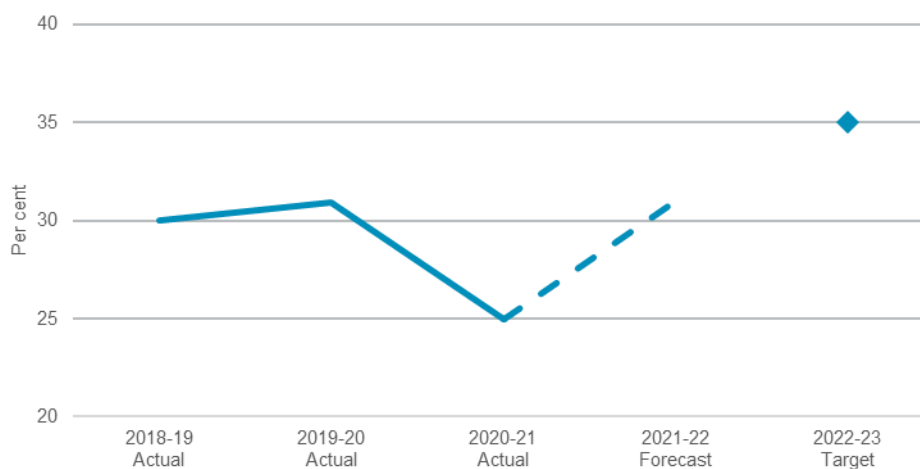
This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Percentage of children (aged 5-14) participating in organised physical activity outside of school hours for at least 3.2 hours per week on average

The COVID-19 pandemic has affected performance against this indicator. Due to health and social distancing restrictions placed on operating sporting facilities, community sports and competitions, performance against this indicator for the 2020 calendar year (25.0 per cent) dropped almost six percentage points compared with the 2019 year (30.7 per cent).

Performance is expected to return to pre-COVID levels in 2021, provided there are no significant restrictions placed on community sports. Continued investment in sport and recreation centres and in providing accessible and affordable participation opportunities, including through the Active Kids Voucher Program, will support all New South Wales children to increase their regular participation in organised physical activities. New facilities investment through the Multisport Community Infrastructure Fund will support local community-based organisations to develop multisport facilities across New South Wales, which will also support achievement of the 35 per cent target by 2023.

Chart 7.3: *Percentage of children regularly participating in organised physical activities outside school hours for at least 3.2 hours per week on average*



Note: 2020-21 actual reflects latest available information as at 30 April 2021.

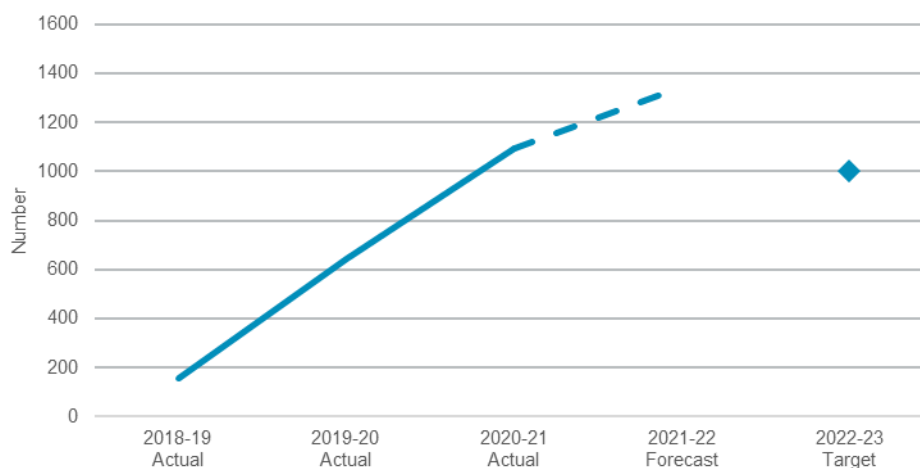
Number of veterans gaining employment in the NSW public sector

The Veterans Employment Program (VEP) continues to be a national leader in veterans' employment initiatives.

The target set by the Premier in November 2018 to employ 1,000 veterans into the NSW public sector has been achieved earlier than anticipated. 1,094 veterans have been employed into New South Wales public sector roles in the period from October 2018 to March 2021.

The VEP continues to develop new initiatives including delivery of a workshop four times per year to assist veterans to find roles in the New South Wales public sector.

Chart 7.4: Number of veterans gaining employment in the NSW public sector



Note: 2020-21 actual reflects latest available information as at 30 April 2021.

Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual ^(a)	2021-22 Forecast
Number of veterans gaining employment in the NSW public sector	no.	1,094	1,344
Percentage of children regularly participating in organised physical activities outside school hours for at least 3.2 hours per week on average	%	25	31

Note

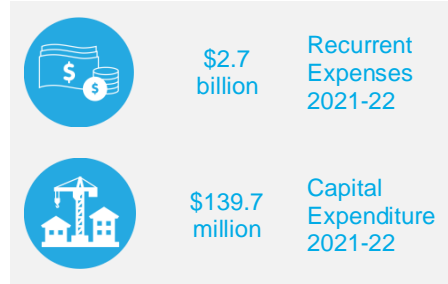
(a) Latest information available as at 30 April 2021.

7.4 Outcome 2: Children and families thrive

State Outcome overview and 2021-22 investment

This Outcome focuses on ensuring the safety and wellbeing of vulnerable children, young people and families, protecting them from the risk of harm, abuse and neglect. Services supporting this Outcome are delivered by the Department of Communities and Justice and the Office of the Children's Guardian.

This work also supports the Premier's Priorities to protect our most vulnerable children, increase permanency for children in out-of-home care, and reduce domestic violence reoffending.



2021-22 State Outcome Budget highlights

In 2021-22, the Stronger Communities Cluster will invest \$2.9 billion (\$2.7 billion in recurrent expenses and \$139.7 million in capital expenditure) in this Outcome, including:

- \$1.4 billion to support the safety, welfare and wellbeing of vulnerable children in out-of-home care and supporting permanency outcomes. This includes \$5.7 million (\$12.0 million over four years) to increase guardianship and adoptions for children in out-of-home care. Funding will support a targeted promotion and awareness campaign, establish a dedicated guardianship and adoption taskforce, and improve support for prospective guardians and adoptive parents
- \$756.5 million to support a robust child protection system to assess reports of child abuse and neglect, and provide support to keep children safely at home and prevent entries to care
- \$204.9 million to prevent family, domestic and sexual violence, reduce reoffending and support victim safety through the continuation of evidence-based early intervention, victim support and perpetrator interventions. This includes:
 - Approximately \$70.0 million (\$140.0 million over two years) to invest in frontline family, domestic and sexual violence services across New South Wales, jointly funded with the Commonwealth Government under the new National Partnership on family, domestic and sexual violence
 - \$7.2 million (\$33.9 million over four years) to support the safety of domestic and family violence victim survivors with specialist case-management through the expansion of the Staying Home Leaving Violence program, and continuation of the Domestic Violence Pro-Active Support Service.

Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

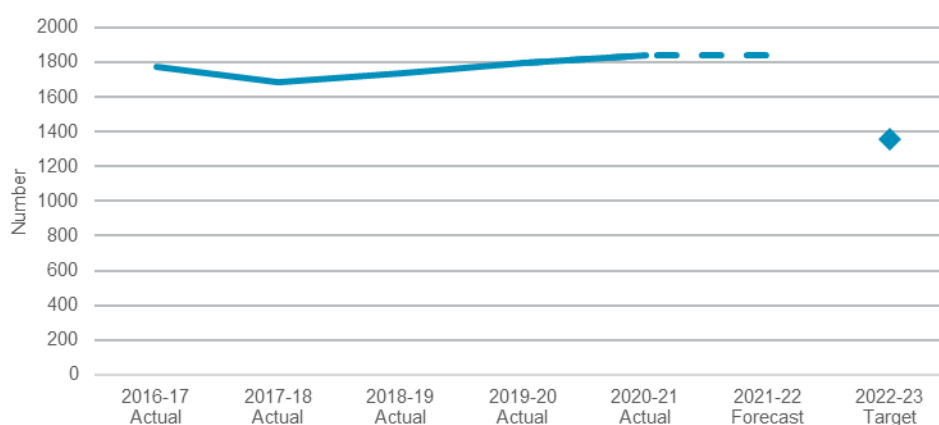
Number of people charged with a domestic violence assault who had an earlier domestic assault charge in the last 12 months

Performance against this indicator continues to be challenging. In the 12 months to February 2021, there was a 1.3 per cent increase in the number of domestic violence assault reoffenders from the 2015 baseline.

In recognition of the complex nature of domestic violence and reoffending behaviours, the NSW Government continues to develop, evaluate and deliver evidence-based programs to reduce reoffending in the short and long-term. This includes ongoing investment in effective community-based Men's Behaviour Change Programs, including EQUIPS (Explore, Question, Understand, Investigate and Practise, Plan and Succeed). Ongoing investment is also supporting continuation of the Practice Guide for Intervention, to enable Community Corrections officers to proactively assist offenders to address factors contributing to their offending behaviour.

Over the past year, frontline domestic violence services have reported increased demand, all whilst having to quickly adapt service delivery to COVID-19 conditions. In response to this, the New South Wales and Commonwealth Governments provided an additional \$33.0 million in 2020-21 to support the safety of victim-survivors during the pandemic. This support will be extended under the new National Partnership on family, domestic and sexual violence, which will provide approximately \$140.0 million over two years in additional New South Wales and Commonwealth funding.

Chart 7.5: Number of people charged with a domestic violence assault who had an earlier domestic assault charge in the last 12 months



Note: 2020-21 actual reflects latest available information as at 30 April 2021.

Proportion of children and young people re-reported at risk of significant harm (ROSH) within 12 months

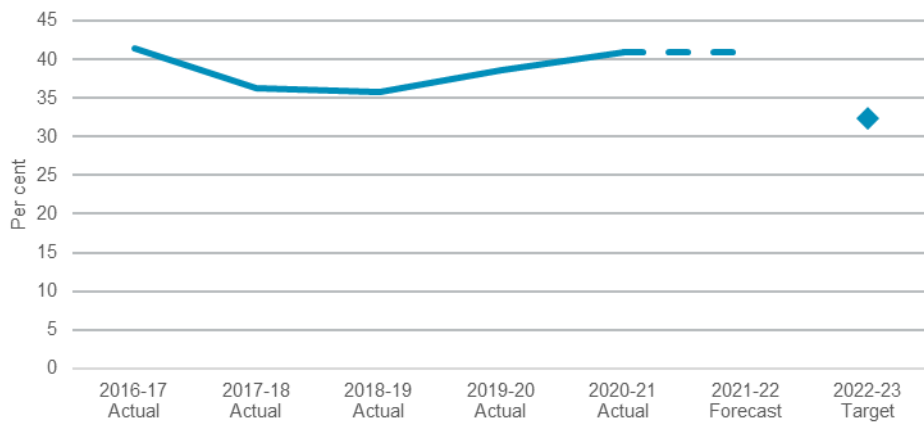
Performance against this indicator continues to be challenging. The proportion of children and young people re-reported at ROSH within 12 months continued to increase in 2020-21, with significant growth in ROSH reports placing upward pressure on ROSH re-report rates.

Analysis of barriers to lowering the re-report rate have informed new strategies being employed, including:

- continuing to improve casework practice, ensuring timely and appropriate referrals to service providers, and ensuring cases are closed with appropriate responses in place, including alternative support pathways
- enhancing the e-reporting tool and verifying risk information through advanced screening to improve the quality of information in reports and supporting more accurate assessments of children at ROSH.

Initiatives will be monitored and formally evaluated to measure their impact and ensure continual practice improvement.

Chart 7.6: *Proportion of children and young people re-reported at risk of significant harm (ROSH) within 12 months*



Note: 2020-21 actual reflects latest available information as at 30 April 2021.

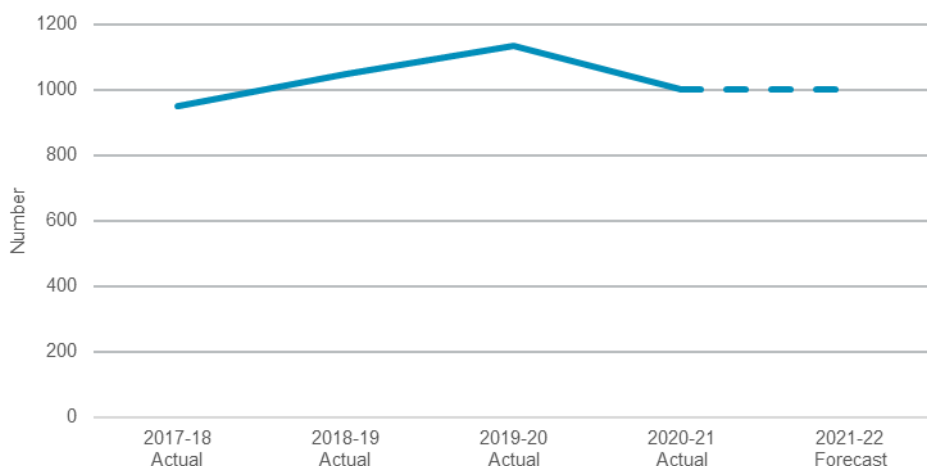
Number of children and young people exiting out-of-home care (OOHC) to restoration, guardianship or adoption

Adoptions from OOHC in New South Wales to permanent, safe, loving homes remain the highest in Australia. The number of children exiting OOHC to permanent, legal guardianship have increased year on year since 2016. However, achievement of the target for this indicator remains challenging.

In 2021-22 the NSW Government is investing \$12.0 million over four years to boost achievement of adoption and guardianship, including through targeted promotion and awareness campaigns to increase the number of prospective guardians and adoptive parents, as well as establishing a dedicated guardianship and adoptions taskforce. Part of this investment is also aimed at increasing efficiency in preparing and completing court processes for adoption and guardianship, so more children can move from OOHC to a permanent, safe, and loving home sooner.

Key areas identified to help drive positive outcomes and reach the performance target for this indicator include strengthening monitoring and performance mechanisms, undertaking permanency reviews for children in long term stable placements, and implementation of the Aboriginal Case Management Policy.

Chart 7.7: *Number of children and young people exiting Out-of-Home Care to restoration, guardianship or adoption*



Note: 2020-21 reflects annual rounded forecast to 30 June 2021. The target is for 5,250 (cumulative) permanent outcomes or 1,313 (average) per year over four years to 2022-23, and is not displayed for presentation purposes

Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual ^(a)	2021-22 Forecast
Number of children and young people exiting out-of-home care to restoration, guardianship or adoption ^(b)	no.	1,000	1,000
Number of entries to out-of-home care ^(b)	no.	2,400	2,500
Number of people charged with a domestic violence assault who had an earlier domestic assault charge in the last 12 months	no.	1,838	1,838
Proportion of children and young people re-reported at risk of significant harm (ROSH) within 12 months (as at 30 June) ^(b)	%	41	41

Notes

(a) Latest information available as at 30 April 2021

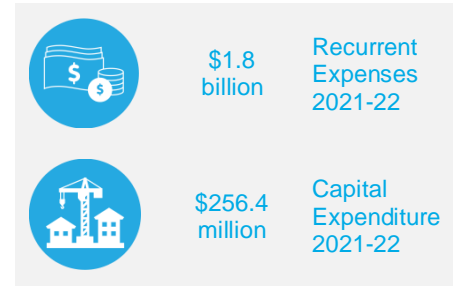
(b) Annual rounded forecast to 30 June

7.5 Outcome 3: Efficient and effective legal system

State Outcome overview and 2021-22 investment

This Outcome focuses on the resolution of criminal and civil matters by funding legal services, the administration of courts and tribunals, and targeted services for victims and vulnerable people.

This Outcome captures services provided across the Department of Communities and Justice, Legal Aid NSW, the Office of the Director of Public Prosecutions, the Crown Solicitor's Office, the Judicial Commission of NSW and NSW Trustee and Guardian.



The long-term increase in the number and complexity of criminal lodgements is the primary challenge facing this Outcome.

2021-22 State Outcome Budget highlights

In 2021-22, the Stronger Communities Cluster will invest \$2.0 billion (\$1.8 billion in recurrent expenses and \$256.4 million in capital expenditure) in this Outcome, including:

- \$755.1 million to support courts and tribunals in New South Wales including new ongoing funding for additional Local Court magistrates and associated additional resources for Legal Aid and the Office of the Director of Public Prosecution reflected below
- \$404.8 million to support Legal Aid NSW in providing legal services to disadvantaged clients in most areas of criminal, civil and family law
- \$184.0 million to the Office of the Director of Public Prosecutions NSW supporting the operations of the State's independent prosecutor in the NSW Children's, Local, District and Supreme courts
- \$130.5 million to support Victim Services which includes \$41.7 million (\$84.4 million over two years) to meet increased demand for payments to victims of crime
- \$101.0 million to support NSW Trustee and Guardian, which includes \$10.1 million (\$41.5 million over four years) to support the delivery of critical services
- \$5.5 million in capital expenditure for domestic violence saferooms in up to 44 courts in priority locations and to enhance JUSTConnect enabling domestic violence complainants to give evidence from their own device.

Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

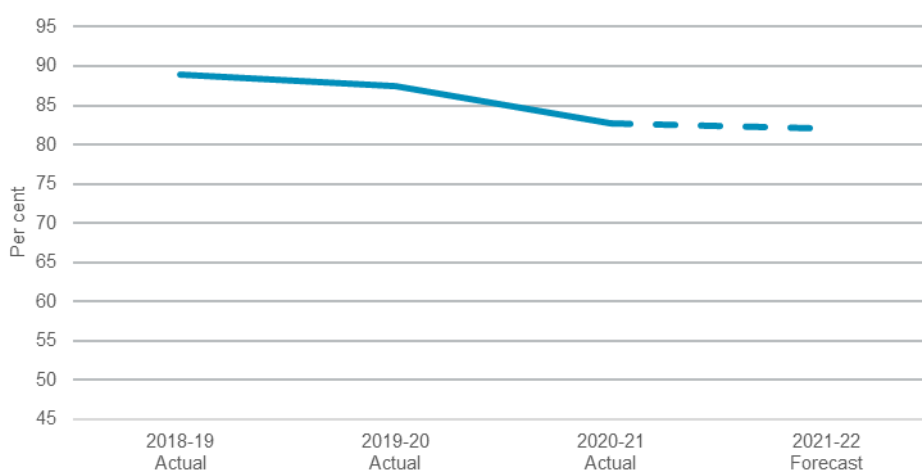
Percentage of Local Court criminal cases finalised within six months

Performance against this indicator remains challenging exacerbated by the COVID-19 environment. Approximately 25,000 cases were deferred in the early stages of the pandemic which has increased the number of outstanding cases before the Local Court.

New investment in additional magistrates funded in the 2021-22 Budget is expected to improve performance against this indicator along with additional resources for Legal Aid and the Office of the Director of Public Prosecutions.

Further ongoing investment in court digitisation (\$54.5 million over three years) is expected to deliver productivity gains that will assist in offsetting growing caseloads, improving performance against this indicator. This includes moving more than 200,000 short procedural court appearances online by 2023. The 2021-22 Budget provides additional funding in Audio-Visual Link (AVL) facilities as part of the Sustaining Critical Infrastructure Program supporting more efficient processes for court users.

Chart 7.8: Percentage of Local Court criminal cases finalised within 6 months



Note: 2020-21 actual reflects latest available information as at 30 April 2021. Target has been excluded as it is in the process of being reviewed.

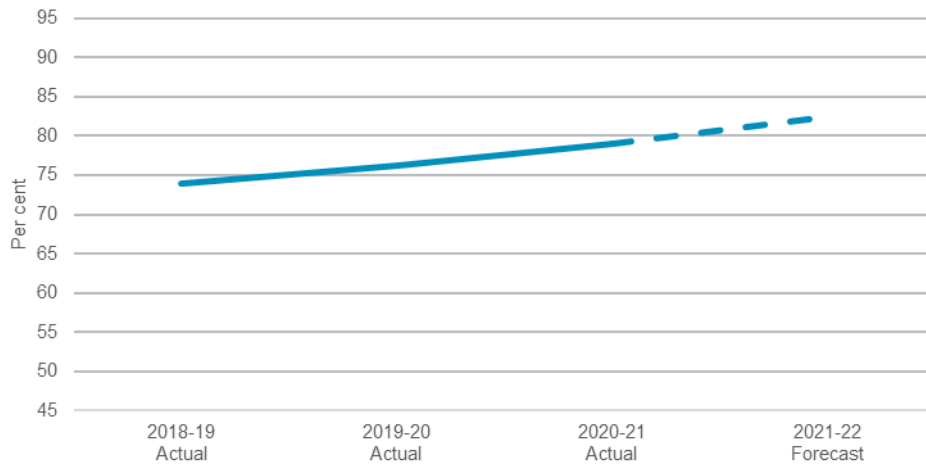
Percentage of District Court criminal cases finalised within 12 months

Performance against this indicator is improving. The District Court is meeting its performance target and is expected to continue to do so for 2021-22. The District Court has significantly benefited from recent Government investment in additional judges as well as from legislative changes. These have contributed to a reduction in demand and capacity to better manage workload.

This investment allowed the District Court to recover from disruptions caused by COVID-19, in terms of matters finalised more quickly.

The District Court reduced short term backlogs caused by the need to defer jury trials in the early stage of the COVID-19 pandemic. Modelling indicates that with current capacity, the District Court will reduce its pending caseload by the end of 2021-22.

Chart 7.9: Percentage of District Court criminal cases finalised within 12 months



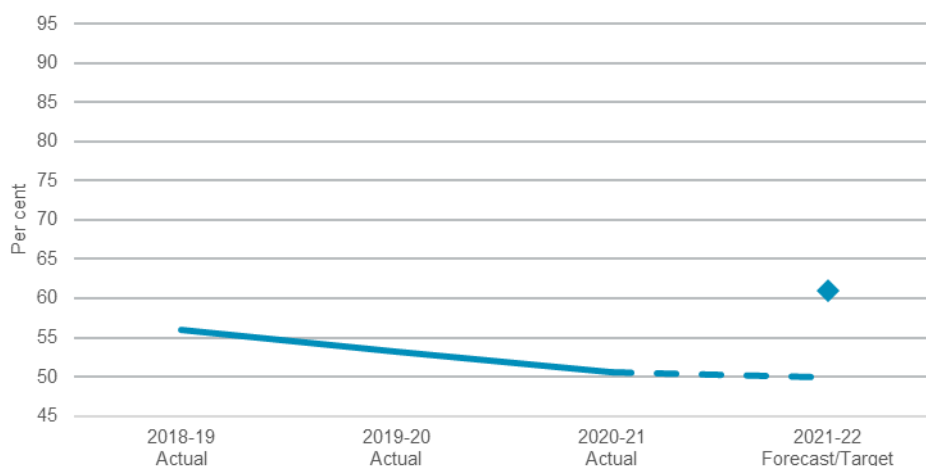
Note: 2020-21 actual reflects latest available information as at 30 April 2021. Target has been excluded as it is in the process of being reviewed.

Percentage of domestic and family violence related offences resolved in the Local Court within three months

Performance against this indicator is currently challenging. Performance has been impacted by the deferral of cases during COVID-19. In the 12 months to March 2021, 50.6 per cent of matters were resolved within three months. This level of performance is expected to be maintained.

The Local Court continues to invest significant effort into managing domestic violence matters, including a practice direction requiring that matters involving a domestic violence offence be listed on the first available date, as well as capital investment for domestic violence saferooms. New processes put in place during COVID-19 to improve court efficiency and user experiences are being sustained, including greater use of AVL.

Chart 7.10: Percentage of domestic violence related criminal offences finalised in the Local Court within 3 months of the first court appearance



Note: 2020-21 actual reflects latest available information as at 30 April 2021.

Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual ^(a)	2021-22 Forecast
Percentage of District Court criminal cases finalised within 12 months	%	79.0	82.5
Percentage of District Court criminal cases finalised within 24 months	%	95.7	95.0
Percentage of domestic violence related criminal offences finalised in the Local Court within 3 months of the first court appearance	%	50.6	50.0
Percentage of Local Court criminal cases finalised within 12 months	%	95.7	95.0
Percentage of Local Court criminal cases finalised within 6 months	%	82.7	82.0
Percentage of NSW Civil and Administrative Tribunal (NCAT) cases finalised within 6 months	%	95.2	95.0

Note

(a) Latest information available as at 30 April 2021, reflecting 12 months to March 2021.

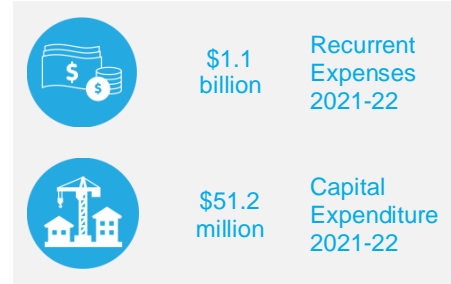
7.6 Outcome 4: People have a safe and affordable place to live

State Outcome overview and 2021-22 investment

This Outcome captures the assistance provided to people who are unable to access or maintain appropriate housing. This assistance allows those in need of assistance to live independently within society.

The services supporting this Outcome are delivered by the Department of Communities and Justice, and include:

- homelessness services
- social housing and support.



2021-22 State Outcome Budget highlights

In 2021-22, the Stronger Communities Cluster will invest \$1.2 billion (\$1.1 billion in recurrent expenses and \$51.2 million in capital expenditure) in this Outcome, including:

- \$730.5 million for social housing, supporting secure and affordable housing for people on low incomes which includes \$52.4 million towards the Aboriginal Community Housing Investment Fund and associated Roads to Home housing assistance (part of the \$66.8 million program announced in the 2020-21 Budget)
- \$295.9 million to deliver a range of specialist homelessness services across New South Wales
- \$20.7 million (\$57.0 million over two years) to expand the Together Home Program for those experiencing homelessness, providing an additional 250 households with leasing and wrap around support services for two years, and funding towards the construction of 100 new dwellings for people who require long term housing support at the end of the program.

Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Number of homeless persons in New South Wales living in improvised dwellings, tents, or sleeping out

Performance against this indicator is on track to meet the target. The New South Wales-wide street count in February 2021 identified 1,141 people experiencing street homelessness in New South Wales, a 13 per cent reduction compared to the 2020 street count. This included a 19 per cent reduction in street homelessness in the City of Sydney Local Government Area (LGA) compared to 2020.

The NSW Government invested significant funding in 2019-20 and the 2020-21 Budget to protect those at risk during the COVID-19 pandemic. Between April 2020 and April 2021, 38,761 people were assisted with temporary accommodation across New South Wales, including 5,001 people who identified as rough sleepers.

Reductions in street homelessness are being driven in part by the effective implementation of the Together Home program and investments in prevention and early intervention.

The Together Home program, which provides housing and essential support services to people experiencing homelessness in New South Wales, has been expanded in this budget to bring total expenditure for the program to \$122.1 million. The additional investment of \$20.7 million in 2021-22 (\$57.0 million over two years) will go towards leasing accommodation, wrap around support services and providing 100 new dwellings for people who exit the program and require long term social housing support.

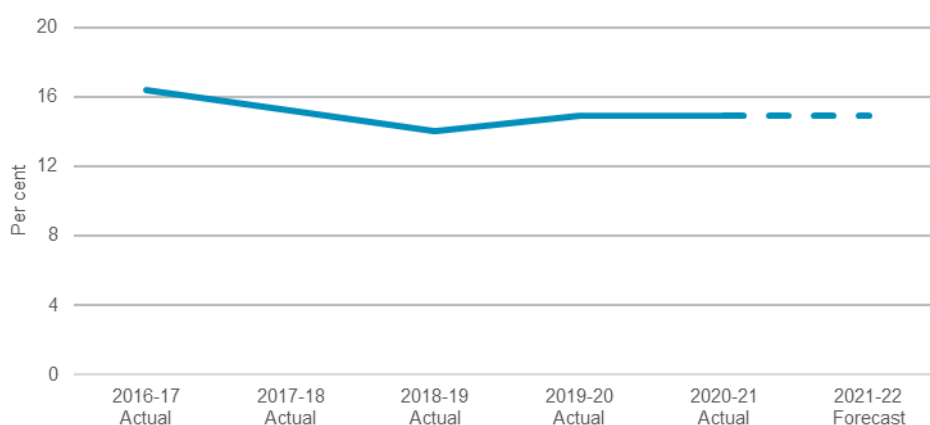
The NSW Government also continues to invest over \$20 million per year in the NSW Homelessness Strategy for prevention and early intervention programs to support people to establish and sustain long-term housing, screen young people at risk of homelessness, and to expand Assertive Outreach services.

Proportion of tenants successfully transitioning out of social housing annually

Performance against this indicator remains challenging. Housing affordability remains a significant issue in New South Wales with limited supply of private rentals at the low end of the market. The move of people out of major metropolitan areas during the COVID-19 pandemic has also affected affordability in regional areas of the State.

Housing 2041 sets a 20-year vision for housing in New South Wales and considers housing needs from homelessness to home ownership, including social and affordable housing. This is expected to improve housing access across the spectrum, supporting transitions out of social housing.

Chart 7.11: Proportion of tenants successfully transitioning out of social housing annually



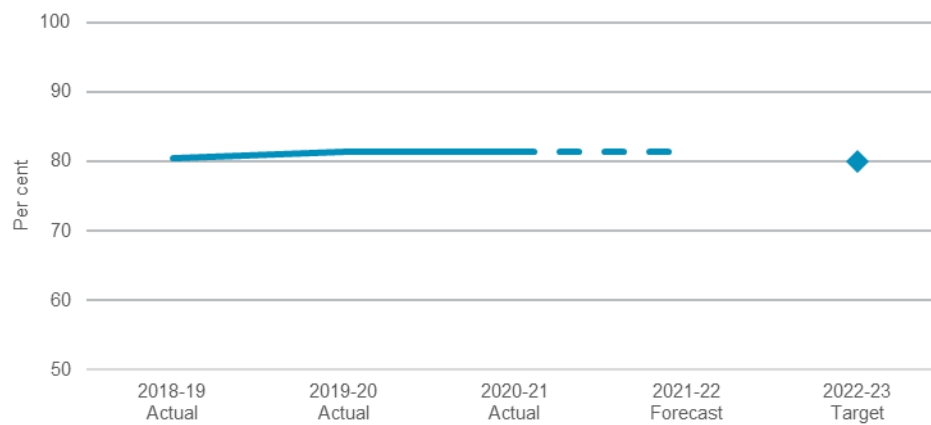
Note: 2020-21 actual reflects latest available information as at 30 April 2021. The target for this indicator is to maintain performance and has not been included in the chart for presentational purposes.

Proportion of social housing applicants each year who are diverted from social housing to the private rental market, not returning for further assistance 12 months later

Performance against this indicator continues to exceed the performance target. Since *Future Directions* was released, around 80 per cent of people receiving support under diversion programs do not need further assistance 12 months after receiving the subsidy or payment. These programs include one-off support (such as no-interest bond loans) and medium-term rent subsidies in the private rental market (Rent Choice/Start Safely).

The effectiveness of the Rent Choice programs (\$20.0 million in additional funding provided in 2019-20 and 2020-21) at diverting people from social housing is driven by the identification of suitable applicants at the outset. The Rent Choice programs' efficiency will be assessed in 2021-22.

Chart 7.12: *Proportion of social housing applicants each year who are diverted from social housing to the private rental market not returning for further assistance 12 months later*



Note: 2020-21 actual reflects latest available information as at 30 April 2021.

Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual ^(a)	2021-22 Forecast
Number of homeless persons in New South Wales living in improvised dwellings, tents, or sleeping out	no.	n.a. ^(b)	n.a. ^(b)
Proportion of social housing applicants each year who are diverted from social housing to the private rental market not returning for further assistance 12 months later	%	81.3	81.3
Proportion of tenants successfully transitioning out of social housing annually	%	14.9	14.9

Notes

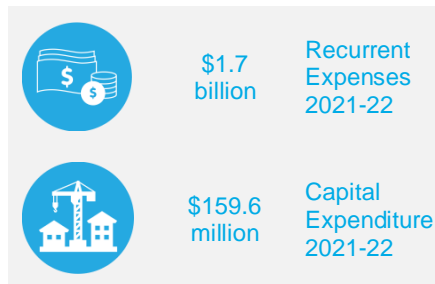
(a) Latest information available as at 30 April 2021.

(b) Data is currently not available.

7.7 Outcome 5: Prepared for disasters and emergencies

State Outcome overview and 2021-22 investment

This Outcome focuses on the duties and responsibilities of the emergency services, including co-ordination of emergency prevention, preparedness, response and recovery operations. It is comprised of the operations under Fire and Rescue NSW (FRNSW), the NSW Rural Fire Service (NSW RFS), and the NSW State Emergency Service (NSW SES).



The emergency services agencies are supported by Resilience NSW, which is responsible for disaster recovery and building community resilience to future disasters and includes the former Office of Emergency Management functions. Resilience NSW is in the Premier and Cabinet Cluster.

2021-22 State Outcome Budget highlights

In 2021-22, the Stronger Communities Cluster will invest \$1.9 billion (\$1.7 billion in recurrent expenses and \$159.6 million in capital expenditure) in this Outcome, including:

- \$847.1 million in recurrent expenses and \$82.6 million in capital expenditure for FRNSW to respond to hazards and emergency incidents quickly and effectively across metropolitan New South Wales to minimise the impact of these events on people, property and the environment
- \$655.3 million in recurrent expenses and \$29.7 million in capital expenditure for the NSW RFS to combat bushfires across New South Wales through reduction of bushfire hazards, reduction of fire ignition sources and monitoring of bushfire prone areas
- \$193.1 million in recurrent expenses and \$47.3 million in capital expenditure for the NSW SES to respond to flood and storm emergencies, as well as road accident rescue, bush search and rescue, and evidence searches in rural parts of New South Wales
- \$192.9 million (\$161.9 million in recurrent expenses and \$31.0 million in capital expenditure) over four years as part of the Stage 2 response to the NSW Bushfire Inquiry, including:
 - \$48.2 million over two years to extend fleet replacement and vehicle safety retrofits
 - \$34.4 million over four years to expand NSW RFS' delivery of a Strategic Fire Trail Network, and ongoing funding for critical Private Land Fire Trail staff in regional areas
 - \$22.7 million over four years for additional Personal Protective Clothing for FRNSW firefighters
 - \$20.0 million over two years for NSW RFS to upgrade Fire Control Centres and Emergency Operations Centres and Station/Neighbourhood Safe Places
 - \$18.4 million over two years for FRNSW to enhance Integrated Call and Dispatch capability
 - \$17.2 million over two years for NSW RFS to purchase three emergency helicopters
 - \$16.1 million in 2022-23 for a further extension of funding for NSW RFS mitigation crews to maintain current levels of hazard reduction works
 - \$5.2 million over four years to invest in drone technology through enhancements to FRNSW's Remote Piloted Aircraft Systems capability

- \$50.5 million recurrent expenses and \$25.0 million capital expenditure over four years for the Stay Safe and Keep Operational program, which will support the communication requirements of the emergency services agencies in areas not currently serviced by the Government Radio Network across New South Wales
- \$35.3 million to support the Emergency and Rescue Workers Compensation Fund
- \$4.8 million over four years for NSW SES to gather flood intelligence and analysis with the aim of minimising the impacts of flooding on the community, including updating local flood plans as part of the Hawkesbury-Nepean Valley Flood Risk Management Strategy.

Key performance insights

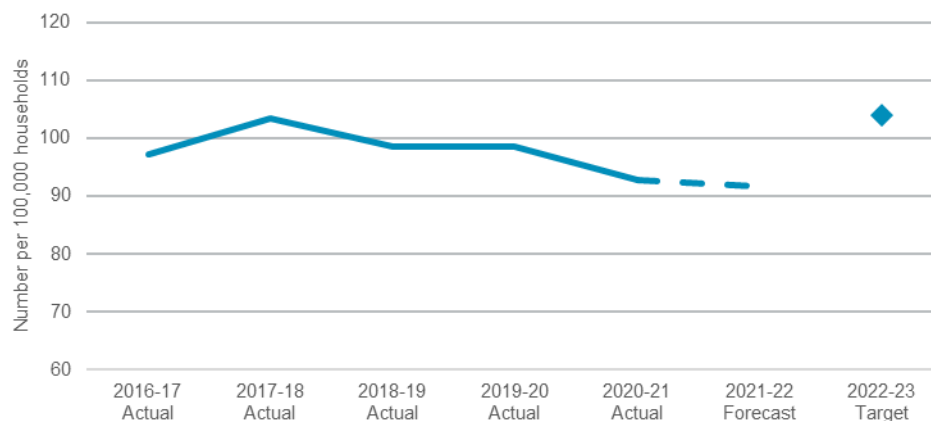
This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Number of dwellings that have sustained damage or were destroyed by fire

Performance against this indicator is improving, and data has been consistent across recent years. The reduced incidence of bushfires in 2020-21 reduced the number of residential structure fires.

A key driver of performance for this indicator is the delivery of a wide range of fire safety education, prevention and preparedness programs to create a safer environment and build resilience, particularly through targeting programs and services to identified at-risk community groups. FRNSW continues to focus effort on the *Safety Visits* program for at-risk groups, as well as delivering educational presentations to pre-school and primary school children, educational programs to older adults, and community safety activities across New South Wales to Indigenous Australians. The NSW RFS continues to deliver the Home Fire Safety program to local communities including schools, encouraging homeowners in rural areas to be home fire safe.

Chart 7.13: Number of dwellings that have sustained damage or were destroyed by fire



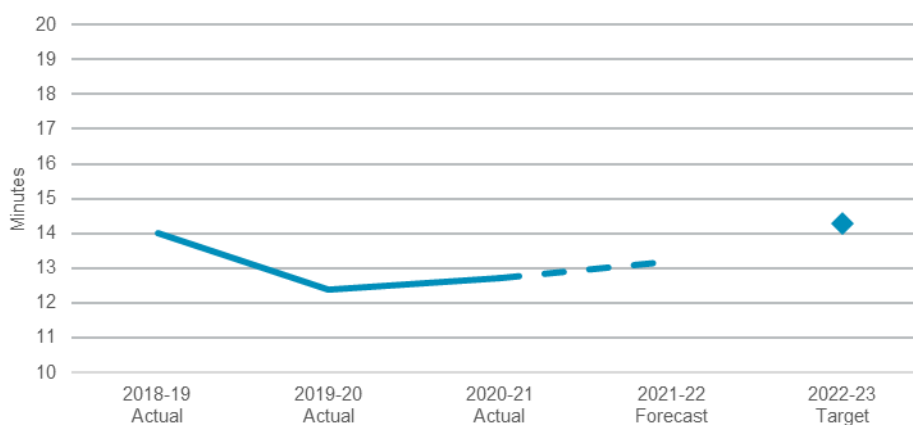
Note: 2020-21 actual reflects latest available information as at 30 April 2021. The 2022-23 target is calculated on a 10-year average, the Cluster has been outperforming this average in recent years.

Average response time to emergency incidents

The NSW Government continues to invest significantly in FRNSW and the NSW RFS to ensure these agencies have sufficient resources to respond to hazard and emergency incidents quickly and effectively. However, performance against this indicator is challenging. Factors influencing response times include land area, population size and density, population dispersion, road and transport infrastructure, crew configurations, response systems and processes, and travel distances.

Increased rainfall in New South Wales for the summer of 2020-21 had a significant impact on the number of structure fires in regional areas of the State. In 2020-21, the average response time to emergency incidents was 12.7 minutes, outperforming the rolling 10-year average of 14.3 minutes. This recent performance is considered an anomaly due to increased rainfall, which resulted in a significant decline in bushfire activity and subsequently fewer structure fires.

Chart 7.14: Average response time to emergency incidents



Note: 2020-21 actual reflects latest available information as at 30 April 2021. The 2022-23 target is calculated on a 10-year average, the Cluster has been outperforming this average in recent years.

Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual ^(a)	2021-22 Forecast
Number of dwellings that have sustained damage or were destroyed by fire as a result of an emergency or disaster event	no.	92.8	91.7
Average response time to emergency incidents ^(b)	min	12.7	13.2

Note:

(a) Latest information available as at 30 April 2021.

(b) Supporting information and data for this indicator refers to: the time taken for 90 per cent of all responses to arrive at a structure fire, according to the *Report on Government Services*.

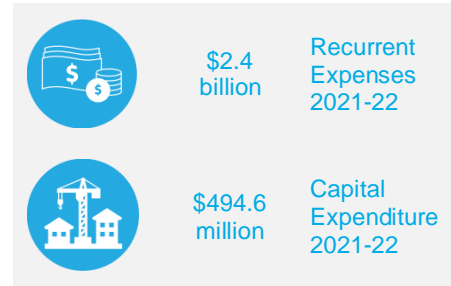
7.8 Outcome 6: Reduce reoffending

State Outcome overview and 2021-22 investment

This Outcome relates to the State's corrections system, including support for, and management of, adult and youth offenders in correctional centres and the community.

The Cluster works to achieve this Outcome through focusing on the following strategic priorities:

- reducing adult and youth reoffending
- reducing domestic violence reoffending in both adults and youths
- addressing Aboriginal over-representation in both adult and youth justice systems
- addressing the needs of women and young female offenders
- countering terrorism and violent extremism.



2021-22 State Outcome Budget highlights

In 2021-22, the Stronger Communities cluster will invest \$2.9 billion (\$2.4 billion in recurrent expenses and \$494.6 million in capital expenditure) in this Outcome, including:

- \$2.2 billion for the management of adult offenders in custody and in the community, which includes the delivery of programs to reduce reoffending and to support reintegration
- \$494.6 million in capital expenditure to support the management of youth and adult offenders in New South Wales including new funding for:
 - \$30.0 million (\$120.0 million over four years) for the Sustaining Critical Infrastructure Program, delivering infrastructure upgrades across the Department of Communities and Justice critical asset base which includes investment in Audio Visual Link facilities and other upgrades for correctional centres
 - \$30.0 million (\$85.0 million over four years) to protect highly sensitive data and ICT infrastructure through investments in cyber security
- \$256.2 million for the supervision and care of youth offenders, which includes individualised case management and specialised skills training.

Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

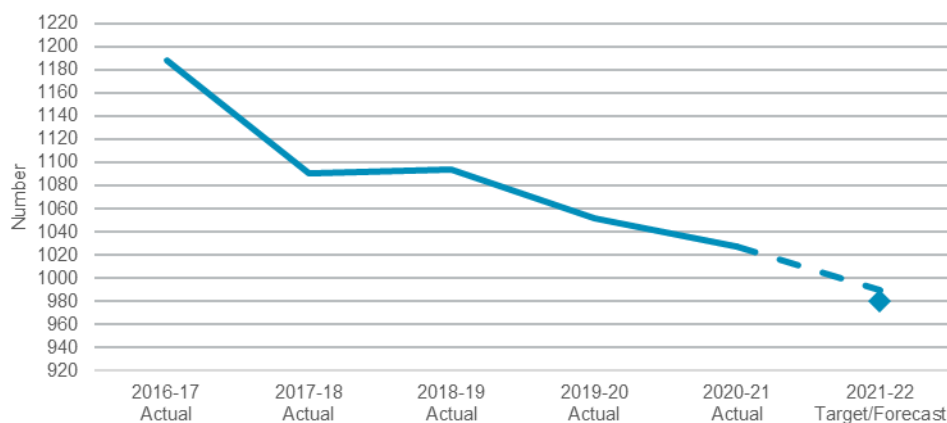
Number of young people each year who reoffend within 12 months of participation in a Youth Justice Conference or completion of a custodial order or sentence to a supervision order

Performance against this indicator continues to be on track to meet the target with the number of young people reoffending trending downwards over the past 10 years. The number of young people in custody in New South Wales has fallen in both sentenced and unsentenced detention, including the rate of young Aboriginal Australians.

The trends indicate that the suite of diversionary reforms and work focused on addressing Aboriginal over-representation is delivering its intended outcomes. Enhancements will continue to be implemented to maximise the opportunity for therapeutic interventions for young people in custody and address the number of young people entering custody on remand.

The Youth Justice system continues to perform at a high standard. Investment from the 2020-21 Budget will allow the Youth Justice system to continue as one of the best performing Youth Justice systems in Australia. This investment will also allow the custodial and community offender populations to be safely detained in Youth Justice centres and receive community-based interventions that are proven to reduce reoffending.

Chart 7.15: Number of young people each year who reoffend within 12 months of participation in a Youth Justice Conference or completion of a custodial order or sentence to a supervision order



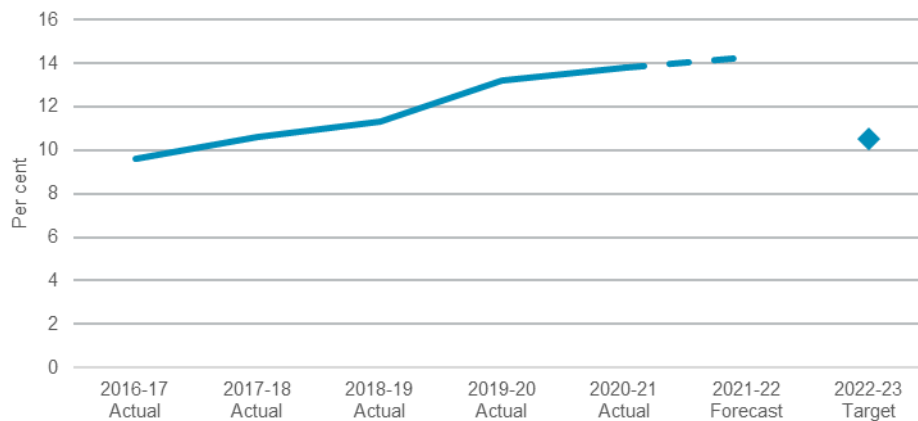
Note: 2020-21 is reoffending in the 12 months to December 2019 cohort. Previous years based on reoffending in the 12 months to June. Each of these data points reflects a 12 month delay due to the inherent lag in measuring this indicator.

Proportion of adult offenders receiving a supervised community sentence who have a new proven personal, property or serious drug offence within 12 months of sentence

People on supervised or community-based orders represent the largest cohort of offenders managed by Corrective Services NSW, at approximately 35,000 people. The delivery of rehabilitation services and support for this cohort reduces the likelihood of reoffending. Community Corrections is vital in improving community safety and ensuring people do not become further entrenched in the criminal justice system.

Performance against this indicator remains challenging, however the annual rate of reoffending appears to be stabilising compared to the upward trend observed from 2016 to 2019. While the annual rate of reoffending has not decreased, the most recent rate of reoffending amongst the quarterly cohort (those who were sentenced to a community based order in the last quarter of 2019) is observed to be decreasing. Investment in Community Corrections capacity in the 2020-21 Budget and new investment in 2021-22 will enable Community Corrections to increase supervision and interventions that are commensurate with risk, which is expected to improve performance against this indicator.

Chart 7.16: *Proportion of adult offenders receiving a supervised community sentence who have a new proven personal, property or serious drug offence within 12 months of sentence*



Note: 2020-21 based on annual average reoffending to December 2020. Previous years based on annual average reoffending to June. Each of these data points reflects a 12 month delay due to the inherent lag in measuring this indicator.

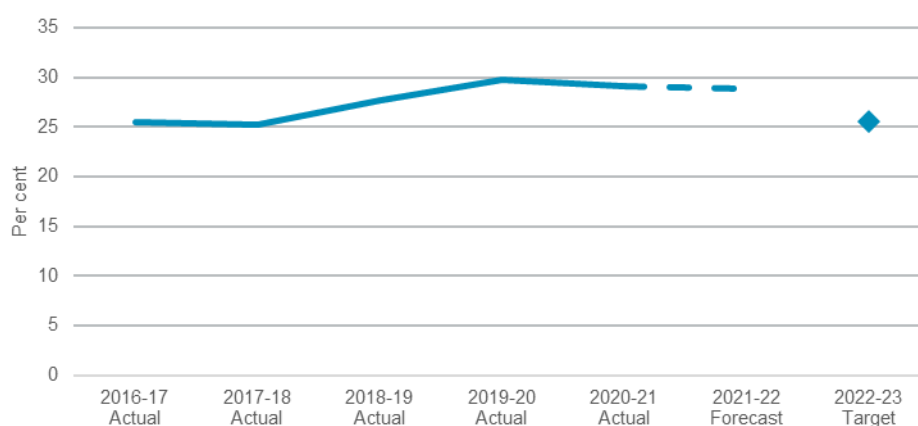
Proportion of adult offenders released from custody who have a new proven personal, property or serious drug offence in the 12 months following release

Performance against this indicator remains challenging. People released from prison are the offender group most at risk of reoffending. Of the persons that were released from prison in 2017, 26.8 per cent reoffended within 12 months, representing a 16.5 per cent increase since 2011. The increase was at least in part due to the impact of police targeting repeat offenders and the subsequent reconviction of these offenders. This occurs as a result of the NSW Police Force targeting of repeat offenders using the Suspect Targeting Management Plan (STMP) which operates by identifying individuals at risk of offending. A recent Bureau of Crime Statistics & Research (BOCSAR) study has shown that targeting repeat offenders using the STMP can be associated with a reduction in crime in certain cases.

Since then there has been improvements with reductions in reoffending recorded. Over the past 12 months the annual average reoffending rate reduced from 29.9 per cent in the first quarter of 2019 to 29.1 per cent in the last quarter of 2019. There is an 18-month reporting time lag as the performance measure captures serious offences committed in a fixed period after the prisoner is released. These results are within the forecasted range of reduction in reoffending due to the cumulative impact of strategies rolled out in 2017 and ramped up in 2018 and 2019.

Investment in supervision capacity in correctional centres provided in the 2020-21 Budget is expected to improve performance against this indicator.

Chart 7.17: Proportion of adult offenders released from custody who have a new proven personal, property or serious drug offence in the 12 months following release



Note: 2020-21 based on annual average reoffending to December 2020. Previous years based on annual average reoffending to June. Each of these data points reflects a 12 month delay due to the inherent lag in measuring this indicator.

Performance indicators for this Outcome

Outcome Indicators ^(a)	Units	2020-21 Actual ^(b)	2021-22 Forecast ^(c)
Number of young people each year who reoffend within 12 months of participation in a Youth Justice Conference or completion of a custodial order or sentence to a supervision order	no.	1,027	990
Proportion of adult offenders receiving a supervised community sentence who have a new proven personal, property or serious drug offence within 12 months of sentence	%	13.8	14.3
Proportion of adult offenders released from custody who have a new proven personal, property or serious drug offence in the 12 months following release	%	29.1	28.8

Notes

(a) Each of these data points reflects a 12 month delay due to the inherent lag in measuring these indicators.

(b) Reoffending to 31 December 2020.

(c) Forecast based on 12 months following the 2020-21 data.

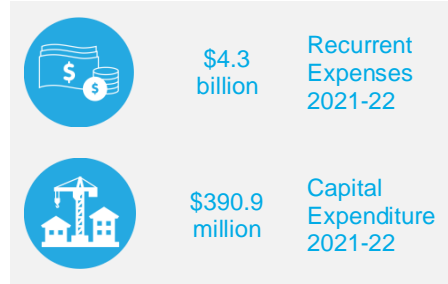
7.9 Outcome 7: Safer communities

State Outcome overview and 2021-22 investment

This Outcome captures activities relating to preventing, detecting and investigating crime, maintaining social order and community safety, promoting road safety, and supporting emergency management.

This Outcome is delivered by the NSW Police Force and the NSW Crime Commission, who focus on:

- preventing, disrupting and responding to crime, including serious and organised criminal activities
- monitoring and promoting road safety
- maintaining social order
- performing and coordinating emergency and rescue operations
- confiscating the proceeds of crime.



2021-22 State Outcome Budget highlights

In 2021-22, the Stronger Communities Cluster will invest \$4.7 billion (\$4.3 billion in recurrent expenses and \$390.9 million in capital expenditure) in this Outcome, including:

- \$4.3 billion for the NSW Police Force which includes:
 - \$41.5 million for 250 additional police. These will join the 700 police recruited in 2019-20 and 2020-21, as part of the State's commitment to deliver 1,500 new police over four years to enhance the State's crime fighting capability and keep the community safe
 - \$47.9 million to commence a three-year pilot of an optional disengagement scheme supporting officers to exit the NSW Police Force.
- \$389.4 million in capital expenditure for NSW Police Force infrastructure which includes \$1.6 million (\$18.9 million over five years) to commence phase 2 of the Marine Vessel Replacement Program providing a new police vessel fleet and ensuring that the NSW Police Force continues to have the capability and capacity to deliver crucial services
- \$31.3 million to support the NSW Crime Commission in reducing the incidence of organised and other serious crime across the State including \$3.9 million (\$16.3 million over four years) to enhance the financial investigations capability.

Key performance insights

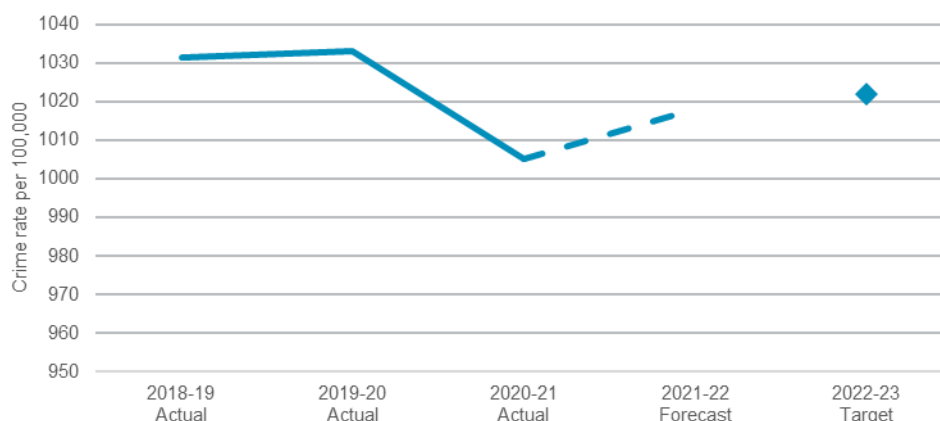
This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Rate of violent crime in New South Wales per 100,000 population

Performance against this indicator has remained stable for the 24 months to December 2020 with 10 out of 17 crime categories showing downward trends, six stable and one with an upward trend (up 10.1 per cent).

Robbery without a weapon and robbery with a firearm have been trending down. Many violent crimes fell sharply in April 2020 because of measures to reduce the spread of the COVID-19 pandemic. Recent data indicates that violent offending has returned to pre-pandemic levels.

Chart 7.18: Rate of violent crime in NSW per 100,000 population

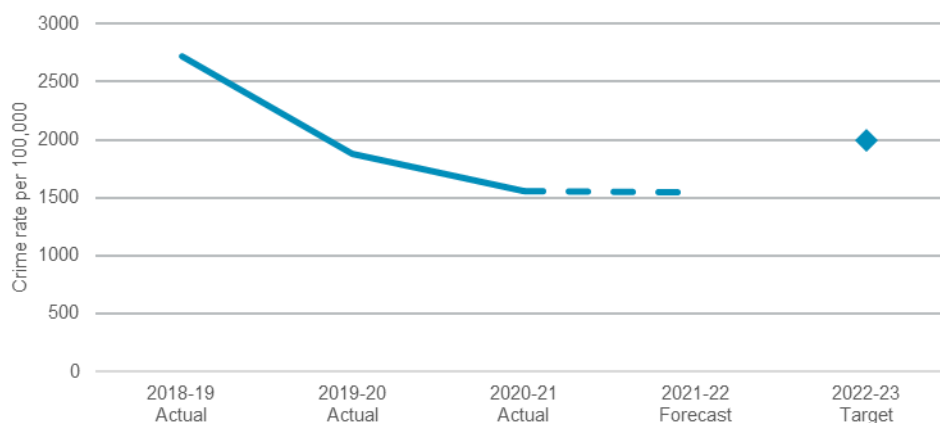


Note: 2020-21 actual reflects latest available information as at 30 April 2021.

Rate of property crime in New South Wales per 100,000 population

Performance against this indicator is stable and remains below target. For the 24 months to December 2020, property crimes have been trending down. Break-ins and theft from vehicles, retail stores and persons were considerably lower than the same period to December 2019. All high-volume property crimes fell sharply in April 2020 because of measures to reduce the spread of the COVID-19 pandemic. Recent data shows that many property offences remain below pre-pandemic levels.

Chart 7.19: Rate of property crime in NSW per 100,000 population

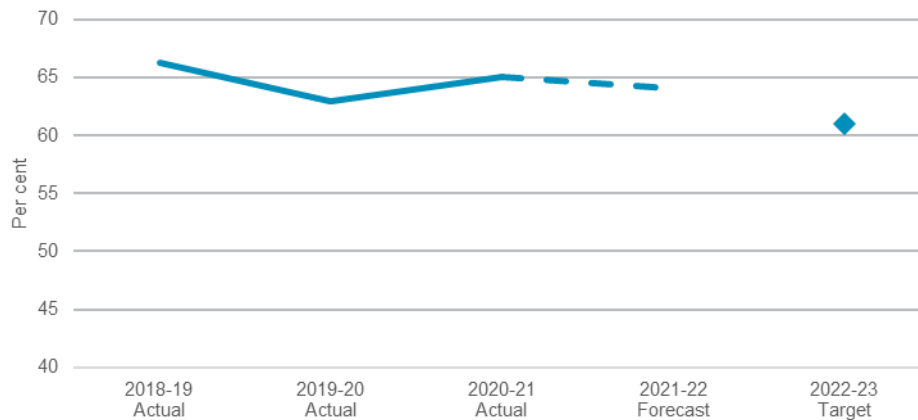


Note: 2020-21 actual reflects latest available information as at 30 April 2021.

Percentage of people who feel safe walking alone in their neighbourhood at night

Performance against this indicator has remained relatively stable over the last five years, with results above target for the period to December 2020.

Chart 7.20: Percentage of people who feel safe walking alone in their neighbourhood at night



Note: 2020-21 actual reflects latest available information as at 30 April 2021.

Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual ^(a)	2021-22 Forecast
Percentage of people who feel safe walking alone in their neighbourhood at night	%	65.1	64.1
Rate of domestic violence related assault incidents recorded by police involving grievous bodily harm	no.	4.9	4.7
Rate of property crime in NSW per 100,000 population	no.	1,558	1,555
Rate of recorded incidents of fraud in NSW per 100,000 population	no.	548	569
Rate of violent crime in NSW per 100,000 population	no.	1,005	1,018

Note:

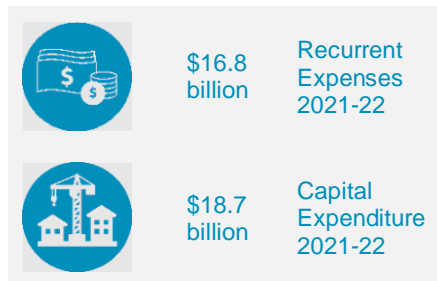
(a) Latest information available as at 30 April 2021.

8. TRANSPORT CLUSTER

8.1 Introduction

The Transport Cluster plans, delivers and operates integrated services and infrastructure across all modes of transport, including road, train, metro, bus, ferry, light rail, cycling and walking.

The Cluster contributes to economic growth and wellbeing in New South Wales by managing and improving the transport system to enable the safe, efficient and reliable movement of people and goods. It connects us to each other and to the great social, cultural and leisure activities that the State has to offer.



State Outcomes to be delivered by the Transport Cluster

State Outcomes What the Cluster is delivering for people and business	Key Programs underway to support delivery of Outcomes
<p>1. Connecting our customers' whole lives</p> <p>Transport plays a vital role in the lives of its customers, delivering transport solutions catering for the range of journey types needed by people and freight. Transport provides safe and seamless journeys, and new mobility options and experiences by delivering, operating and maintaining services and infrastructure, focused on reliability, availability and customer experience.</p> <p><i>2021-22 investment: \$15.9 billion in recurrent expenses & \$3.3 billion capital expenditure</i></p>	<ul style="list-style-type: none"> Greater Sydney mobility, including delivering public transport services, the More Trains, More Services, Active Transport and congestion management Regional and outer metropolitan mobility, including delivering public transport services, town bypasses, road improvements and bridge upgrades Asset management, including road, bridge, tunnel, fleet and infrastructure maintenance to ensure that travel is safe and reliable, and assets are sustainably managed State-wide customer services and technology, including digital services, registration and ticketing Transport safety, including road and public transport safety strategies and campaigns and blackspot treatments
<p>2. Successful places for communities</p> <p>Transport helps create places that integrate the right mix of infrastructure, services, access and experiences for communities, supporting them to achieve their desired social, cultural and economic outcomes. Transport works in close partnership with communities to ensure the places created reflect their people and culture, protecting and enhancing communities and their environments.</p> <p><i>2021-22 investment: \$822.1 million recurrent expenses & \$703.0 million capital expenditure</i></p>	<ul style="list-style-type: none"> Access upgrades and schemes, including Transport Access Program, commuter carparks, and subsidies and schemes to enhance access to travel for vulnerable and disadvantaged communities Renewal and development of key precincts, including Circular Quay renewal Community amenity, including boating programs, policies and regulation that enhance amenities for the community

State Outcomes

What the Cluster is delivering for people and business

3. Sustainable Transport systems and solutions that enable economic activity

The transport system powers and connects a globally competitive, inclusive and sustainable New South Wales. Transport plays a critical role in driving economic growth and improving quality of life for the people of New South Wales. Transport invests in network enhancements, efficient networks and manages and maintains quality assets.

2021-22 investment: \$153.7 million recurrent expenses & \$14.7 billion capital expenditure

Key Programs

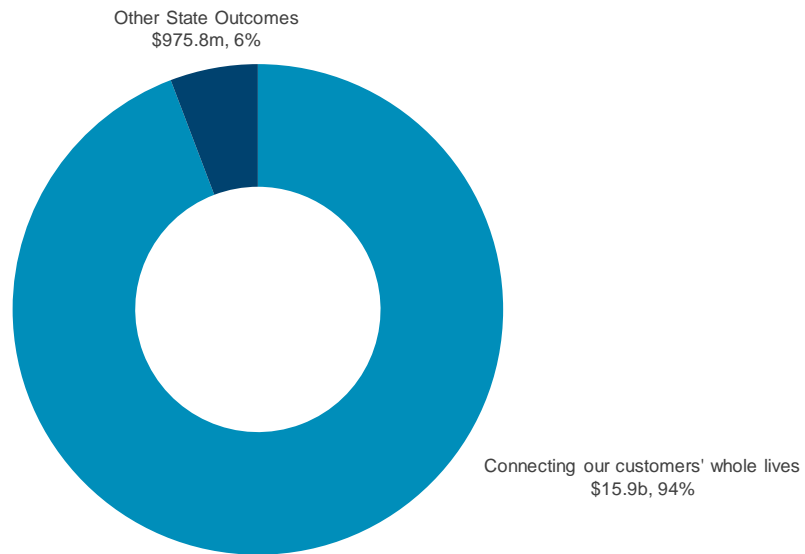
underway to support delivery of Outcomes

- Greater Sydney capacity enhancements, including building Metro, Parramatta Light Rail, motorways and major road upgrades
- Regional and outer metropolitan capacity enhancements, including Coffs Harbour Bypass, Princes Highway and Great Western Highway Upgrade
- Productivity through partnerships, including road, waterway and rail projects to provide productive freight movements

8.2 Overview of Cluster expenses by State Outcome

A summary of expenses by State Outcome is provided in the charts below.

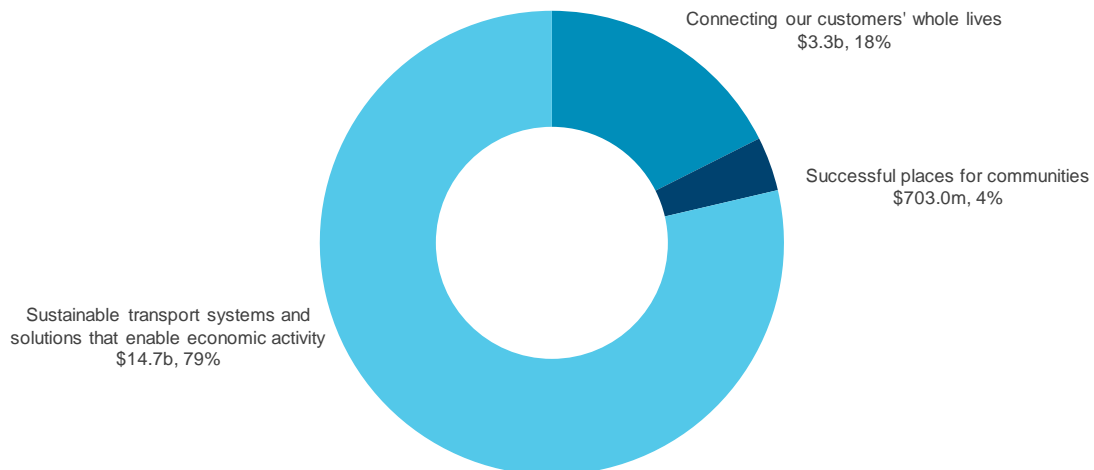
Chart 8.1: Recurrent expenses by Outcome 2021-22 (dollars and %)



Note: Grouped for presentation purposes, "Other State Outcomes" comprises:

- Successful Places for Communities
- Sustainable Transport systems and solutions that enable economic activity.

Chart 8.2: Capital expenditure by Outcome 2021-22 (dollars and %)

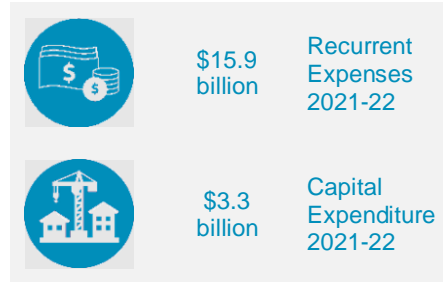


Note: The sum of percentages does not equal to one hundred due to rounding.

8.3 Outcome 1: Connecting our customers' whole lives

State Outcome overview and 2021-22 investment

Transport plays a vital role in customers' lives, delivering and enabling transport solutions that cater for the wide range of journey types needed by people and for freight. Transport works to meet customers' expectations of effortless, accessible, and personalised journeys, regardless of mode, which are safe, reliable, and sustainable. This includes creating complete journey solutions - blending public, private, car share, on-demand, active and personal mobility.



2021-22 State Outcome Budget highlights

In 2021-22, the Transport Cluster will invest \$19.2 billion (\$15.9 billion recurrent expenses and \$3.3 billion capital expenditure) in this Outcome, including:

- \$1.6 billion in recurrent expenses for bus services in 2021-22 throughout New South Wales, including regional and metropolitan bus services and school services
- \$645.7 million (\$1.3 billion recurrent expenses and \$0.7 billion capital expenditure over four years) to continue NSW and Commonwealth Government investment to improve road safety, including a significant increase in investment through the NSW Road Safety Plan 2021 targeting high risk areas with a regional focus
- \$549.5 million in recurrent expenses in 2021-22, as part of the \$600.0 million Regional Stimulus Program to accelerate a range of regional Transport programs and projects, including Fixing Country Bridges, rollout of real-time tracking on regional bus services, Transport Connected Buses Program, Bus Growth Program and regional road projects, aimed at supporting jobs and stimulating the economy in regional New South Wales
- \$320.0 million in capital expenditure (\$1.3 billion over four years) to deliver a modern new Regional Rail Fleet to replace the ageing XPT, XPLOER and Endeavour trains and construct a new purpose-built maintenance facility in Dubbo
- \$297.3 million (\$1.3 billion recurrent expenses and \$56.6 million capital expenditure over four years) to continue implementation of the More Trains, More Services program for increased rail services, including more frequent and additional services on the Illawarra, Airport and South Coast lines
- \$281.4 million in capital expenditure (\$992.0 million over four years) to continue delivery of the Maryung Fleet (New Intercity Fleet), a new, state-of-the-art fleet, that will provide a new level of comfort and convenience, improved accessibility, enhanced safety for customers who travel between Sydney, the Central Coast and Newcastle, the Blue Mountains, and the South Coast
- \$101.4 million in capital expenditure (\$187.7 million over four years) for wharf upgrades and maritime infrastructure investment across New South Wales, including upgrades to ferry wharves at Darling Point, Double Bay and Greenwich Point, as well as ongoing maintenance and upgrades to various regional maritime assets, such as the Coffs Harbour boat ramp
- \$99.4 million in capital expenditure (\$327.0 million over four years) for NSW and Commonwealth Government funded works on the Newell Highway, including continued delivery of 40 new overtaking lanes, flood mitigation, and Parkes Bypass

- \$63.8 million in capital expenditure (\$103.8 million over three years) for the Fixing Country Rail program to provide improved capacity, access, efficiency, and reliability of the regional rail network, as well as delivering a highly functional transport network for moving freight in and out of regional areas
- \$29.0 million in capital expenditure (\$339.9 million over four years) to continue NSW and Commonwealth Government funding for the Newcastle Inner City Bypass from Rankin Park to Jesmond
- \$27.4 million in capital expenditure to continue sealing the Silver City and Cobb Highways, expected to be completed by late 2022
- \$28.1 million in capital expenditure (\$438.0 million over four years) to continue planning and design for the Muswellbrook Bypass and Singleton Bypass to improve travel times for long haul freight movements, and safety for all road users on the New England Highway.

Key performance insights

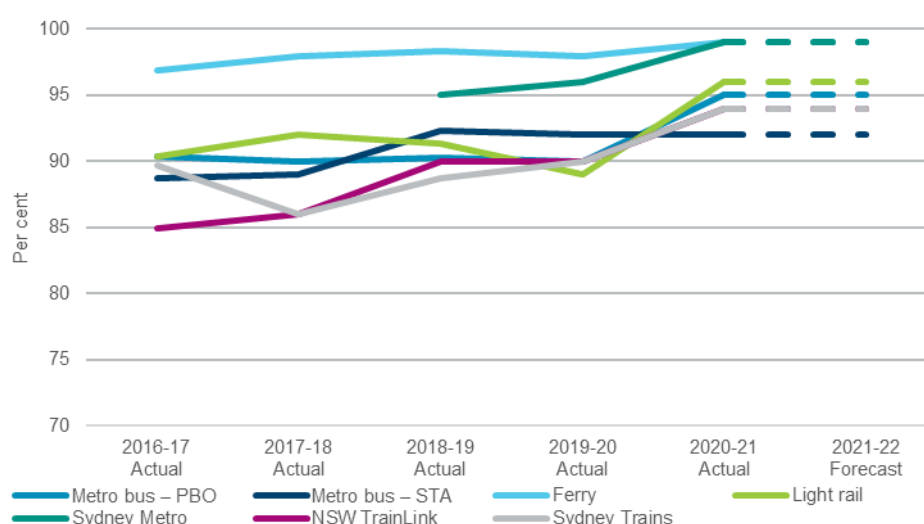
This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Customer satisfaction

This indicator measures overall satisfaction with public transport services across nine key satisfaction drivers including: timeliness, safety and security, ticketing, convenience, accessibility, comfort, cleanliness, information and customer service. Maintaining or improving satisfaction shows how well the public transport system is meeting customer expectations and needs.

Performance against this indicator has improved over the past year, with the latest results being the highest recorded. Timeliness, comfort and cleanliness were key drivers of improved customer satisfaction, despite the challenges posed by COVID-19. The COVID-safe Transport Plan provided 100,000 extra spaces on the network each week, and the NSW Government's \$250.0 million for additional cleaning packages supporting the safe movement of our customers. Delivering new infrastructure and services will be a continuing commitment to respond to customers' needs.

Chart 8.3: Customer satisfaction



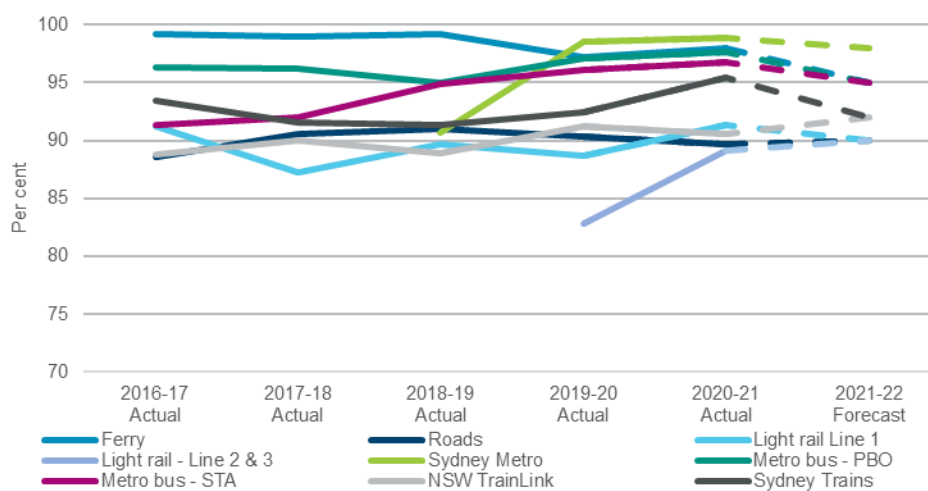
Reliability

Improved reliability means people can expect consistent travel time, and spend less time waiting. Performance against this indicator for public transport and road modes are relatively stable with an overall improvement since last year.

Transport has been working to introduce more comfortable and reliable fleet onto the network, including additional Waratah Series 2 trains, Mariyung Fleet (New Intercity Fleet) and the new Regional Rail Fleet. In addition, Transport continues to deliver More Trains, More Services for increased rail services on the Illawarra, Airport and South Coast lines.

Reliability on the Sydney road network is relatively stable with performance largely driven by traffic levels. On the road network pinch point projects, customer information, road safety and mobility enhancements will improve journey times and reliability.

Chart 8.4: Reliability

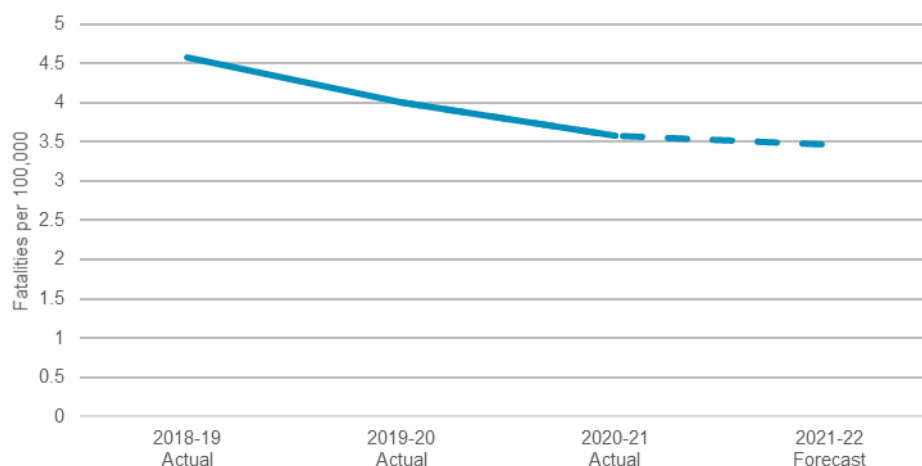


Safety

Road safety reflects lives lost on New South Wales roads. The NSW Road Safety Plan 2021 sets a target to reduce road fatalities by 30.0 per cent from 2008-2010 levels by the end of 2021.

Performance against this indicator continues to improve. The New South Wales Safer Roads Program prioritises funding to deliver road safety infrastructure projects across NSW. Over five years to 2022-23, \$822.0 million will be invested in the Safer Roads Program, which supports the delivery of life saving road safety treatments through two initiatives, Saving Lives on Country Roads and Liveable and Safe Urban Communities.

Chart 8.5: Total NSW road fatalities per 100,000 population



Performance indicators for this Outcome

Outcome Indicators ^(a)	Units	2020-21 Actual	2021-22 Forecast
Customer satisfaction	%		
Sydney Metro bus – PBO ^(b)		95.0	≥95
Sydney Metro bus – STA		92.0	≥92
Ferry		99.0	≥99
Light rail		96.0	≥96
Sydney Metro		99.0	≥99
NSW TrainLink		94.0	≥94
Sydney Trains		94.0	≥94
Day-return regional - per cent of regional population with access to public transport day-return to nearest city or major centre	%	91.3	≥91.3
Reliability ^(f)	%		
on-time running (Ferry)		98.0	95.0
road journey time reliability		89.7	90.0
headway (Light rail line 1) ^(c)		91.3	90.0
headway (Light rail line 2 and line 3) ^(d)		89.1	90.0
headway (Sydney Metro)		98.9	98.0
on-time running (Metro bus – PBO) ^(b)		97.6	95.0
on-time running (Metro bus – STA)		96.8	95.0
on-time running (NSW TrainLink)		90.6	92.0
punctuality (Sydney Trains)		95.4	92.0
Safety - Total NSW Road fatalities per 100,000 population ^(e)	no.	3.58	≤3.5

Notes

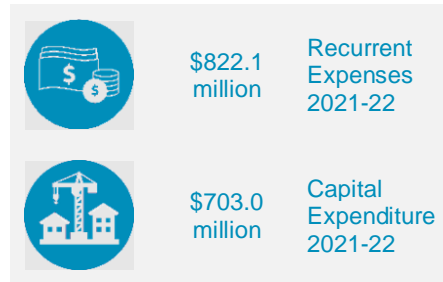
- (a) All customer satisfaction indicators are based on November 2020 results for 2020-21. A customer satisfaction survey for road users was not undertaken in 2020-21 due to COVID-19.
- (b) PBO: Private Bus Operator.
- (c) Light rail line 1, is the route from Central Station to Dulwich Hill.
- (d) Light rail line 2 and line 3, is the route that links the Sydney CBD to Randwick and Kingsford.
- (f) Reliability indicators are based on March 2021 results for 2020-21. Reliability targets have been used for the 2021-22 forecast figures.
- (e) Road fatalities rate per 100,000 population is the 2020-21 preliminary 12 months result to March 2021.

8.4 Outcome 2: Successful places for communities

State Outcome overview and 2021-22 investment

Transport helps create places that integrate the right mix of infrastructure, services, access and experiences for communities, supporting them to achieve their desired social, cultural, and economic outcomes.

At the heart of communities are places where people come together to interact, transact and travel to other communities. Transport works in close partnership with communities to ensure the places created reflect their people and culture and protect and enhance communities and their environments.



2021-22 State Outcome Budget highlights

In 2021-22, the Transport Cluster will invest \$1.5 billion (\$822.1 million recurrent expenses and \$703.0 million capital expenditure) in this Outcome, including:

- \$365.0 million in capital expenditure (\$717.9 million over four years) to continue the upgrade of train stations under the Transport Access Program to make them more accessible, including new lifts, ramps and footbridges
- \$232.0 million in capital expenditure (\$480.9 million over four years) in NSW and Commonwealth Government funding to provide additional car spaces through the Commuter Car Parking Program
- \$83.9 million in recurrent expenses for the Commonwealth Home Support Program to provide entry-level support to older individuals to stay independent and in their own home longer by providing transportation for medical and recreational reasons
- \$42.9 million in recurrent expenses (\$176.9 million over four years) for transport disability subsidies, including the Taxi Transport Subsidy Scheme and the Wheelchair Accessible Taxi Driver Incentive Scheme.

Key performance insights

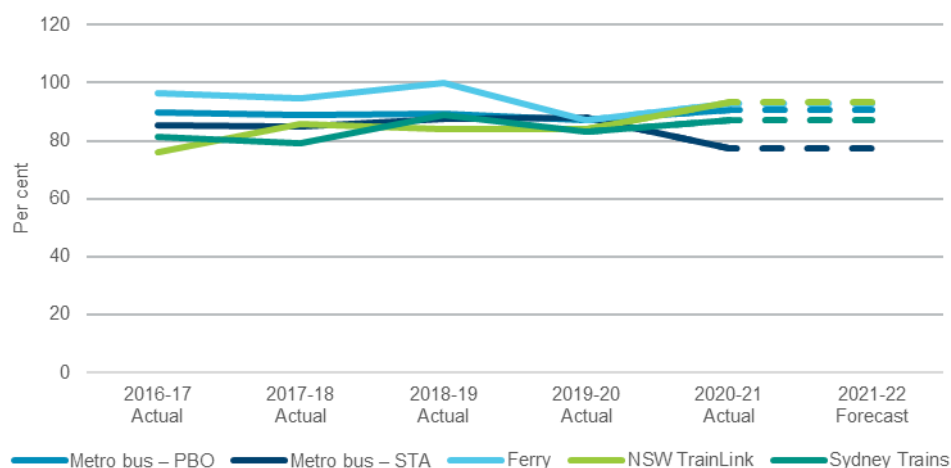
This section provides analysis and insights on key Outcome Indicators for this State Outcome.

Customer Satisfaction for people with a disability

This indicator demonstrates the level of satisfaction for people with disability or other mobility limitations to have the same access to services as the rest of the community, resulting in improved social and economic inclusion and wellbeing. It also indicates whether people with a disability have the same experience of transport modes as the general population.

Performance against this indicator has generally improved. The Transport Access Program invests in accessibility upgrades to train stations and ferry wharves. This continues to improve access to public transport for people with limited mobility. Transport is also investing in new train fleet which will provide improved accessibility for commuters using wheelchairs, prams or other mobility constraints.

Chart 8.6: Customer satisfaction for people with disability



Note: PBO: Private Bus Operator.

Performance indicators for this Outcome

Outcome Indicators ^(a)	Units	2020-21 Actual	2021-22 Forecast
Customer satisfaction for people with disability	%		
Metro bus – PBO ^(b)		90.6	≥90
Metro bus – STA		77.2	≥77
Ferry		93.1	≥93
NSW TrainLink		93.2	≥93
Sydney Trains		87.2	≥87

Notes

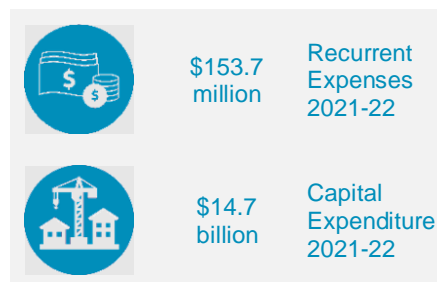
(a) All customer satisfaction for people with disability indicators for 2020-21 are based on November 2020 results.

(b) PBO: Private Bus Operator.

8.5 Outcome 3: Sustainable Transport systems and solutions that enable economic activity

State Outcome overview and 2021-22 investment

The transport system powers and connects a globally competitive, inclusive and sustainable New South Wales. Transport plays a critical role in driving economic growth and improving quality of life for the people of New South Wales, with a new focus on place and mobility. Transport will support the transformation of regional centres into hubs for investment, employment, tourism and essential services. Transport invests in network enhancements and manages and maintains quality assets and efficient networks.



2021-22 State Outcome Budget highlights

In 2021-22, the Transport Cluster will invest \$14.9 billion (\$153.7 million recurrent expenses and \$14.7 billion capital expenditure) in this Outcome, including:

- \$3.1 billion in capital expenditure (\$6.1 billion over four years) to continue construction of the Sydney Metro City and Southwest linking Chatswood and Bankstown
- \$2.9 billion in capital expenditure (\$12.0 billion over four years) to progress construction of Sydney Metro West, which will provide a faster, easier and more reliable journey between Westmead and the Sydney CBD
- \$1.2 billion in capital expenditure (\$1.9 billion over four years) to continue construction of the WestConnex Motorway including delivery of the final stages of the project, the M4-M5 link tunnels and the Rozelle Interchange by 2023
- \$1.1 billion in capital expenditure (\$4.8 billion over four years) to commence construction on the Sydney Gateway project and the M6 Stage 1 Extension
- \$1.1 billion in capital expenditure (\$3.0 billion over four years) to continue implementation of the More Trains, More Services program for increased rail services including more frequent and additional services on the Illawarra, Airport and South Coast lines
- \$943.0 million in capital expenditure (\$8.0 billion over four years) for the planning and construction for the NSW and Commonwealth Government funded Sydney Metro - Western Sydney Airport to be completed in time for the opening of the airport
- \$899.7 million in capital expenditure over the next four years, including \$201.4 million in 2021-22, for the Western Sydney Growth Roads program to accommodate population and employment growth in Western Sydney. Key projects include:
 - Mulgoa Road upgrades (State and Federal funded)
 - The Horsley Drive, M7 motorway to Cowpasture Road
 - Memorial Avenue, Old Windsor Road to Windsor Road
 - Appin Road Improvements (Federal funded)
 - Spring Farm Parkway Stage 1
 - Mamre Road, M4 Motorway to Erskine Park Road
- \$657.0 million in capital expenditure to continue construction of Parramatta Light Rail (Stage 1 and 2) to support growth in Western Sydney by growing communities and places and to continue development of Stage 2 which will connect to Stage 1 and run north of the Parramatta River through the rapidly developing suburbs of Ermington, Melrose Park and Wentworth Point to Sydney Olympic Park

- \$454.0 million in capital expenditure (\$6.3 billion over four years) for the planning and preconstruction of a new crossing of Sydney Harbour and a western bypass of the Sydney CBD, including the upgrade of four kilometres of one of Australia's busiest roads, the Warringah Freeway as part of the Western Harbour Tunnel and Beaches Link Program
- \$317.9 million in capital expenditure (\$2.0 billion over four years) to continue the transformation of the Princes Highway with NSW and Commonwealth Government funding for priority projects including Mount Ousley Interchange, Jervis Bay Road Intersection, Jervis Bay to Sussex Inlet Upgrade, Milton Ulladulla Bypass, and Moruya Bypass and continue construction of Nowra and Batemans Bay bridges, as well as completing construction of the Berry to Bomaderry Upgrade and Albion Park Rail Bypass to improve safety, journey times and freight efficiency
- \$269.4 million in capital expenditure (\$1.3 billion over four years) for NSW and Commonwealth Government funded road upgrades to support the new Western Sydney Airport at Badgerys Creek, including The Northern Road between Narellan and Penrith and the M12 Motorway
- \$221.1 million in capital expenditure (\$1.8 billion over four years) to continue the NSW and Commonwealth Government funded Pacific Highway upgrade program, including commencing construction of the Coffs Harbour Bypass to improve connectivity, road transport efficiency and safety for local and interstate motorists
- \$207.8 million in capital expenditure (\$514.3 million over the next four years) for Pinch Points to alleviate congestion, including programs such as the Gateway to the South, Hunter Pinch Points, and the recently announced State and Commonwealth Government Pinch Point stimulus program
- \$131.5 million in capital expenditure (\$2.0 billion over four years) for NSW and Commonwealth Government funded Great Western Highway Upgrade program between Katoomba-Lithgow and Kelso to Raglan to reduce congestion and deliver safer, more efficient and reliable journeys through the Blue Mountains and better connect communities in the Central West
- \$117.2 million in recurrent expenses (\$344.8 million over four years) for the Regional Seniors Travel Card program, providing \$250 per year towards fuel, taxi travel or NSW TrainLink tickets for eligible seniors living in regional New South Wales. This includes an additional \$246.3 million to extend the program for a further two years
- \$52.6 million in capital expenditure (\$147.1 million over four years) for continuing Barton Highway improvements, including continuing construction of the NSW and Commonwealth Government funded Barton Highway duplication
- \$45.0 million in capital expenditure (\$298.0 million over four years) to continue planning and deliver early works for the Fast Rail program to deliver faster connections between Sydney, Canberra, Bomaderry, Newcastle, the Central Coast, and the Central West and initial works including duplication of the line between Berry and Gerringong
- \$37.0 million in capital expenditure (\$242.4 million over the next four years) to continue planning the duplication of Heathcote Road between The Avenue and Princes Highway, start construction between Infantry Parade and The Avenue, and start early works for Woronora River Bridge
- \$14.0 million (\$115.6 million over four years) for the construction of the Henry Lawson Drive widening between Tower Road, Georges Hall and Auld Avenue, Milperra (Stage 1) to double capacity and reduce congestion and to continue the development of Stage 2 between Keys Parade and the M5 Motorway
- \$14.0 million in capital expenditure (\$44.0 million over the next four years), to continue to plan the duplication of Picton Road to improve safety and connectivity along a key link for the Illawarra Region, South Coast, Sydney, Canberra and Melbourne

- \$9.5 million (\$11.7 million in recurrent expenses and \$2.6 million capital over two years) for the Skill and Employment Generation program to significantly increase the apprenticeship intake for trade skills across road and rail industry sectors, enhancing the graduate entry program and expansion of the Rail Skills Centre.

Key performance insights

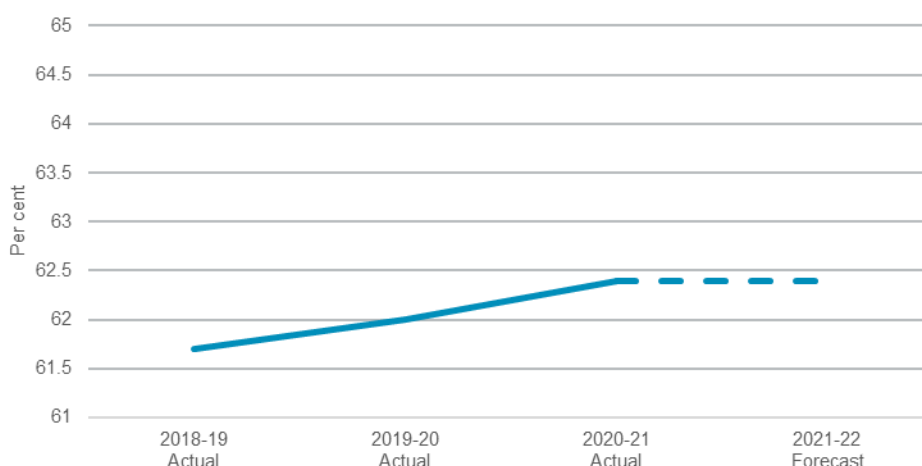
This section provides analysis and insights on key Outcome Indicators for this State Outcome.

30-minute city

This indicator reflects the capability of the transport network to provide 30-minute peak-hour access (the 30-minute city) to metropolitan centres for people living in Greater Sydney. Access to employment, services and education drives economic growth and quality of life.

Performance against this indicator remains stable. Small improvements in timetables and interchanging has improved accessibility for existing dwellings. Investments in major road infrastructure projects like Sydney Gateway, WestConnex, NorthConnex and Western Harbour Tunnel will deliver a more connected and efficient network. The delivery of new rail infrastructure and mass rapid transit such as Sydney Metro and Parramatta Light Rail will improve the movement of people across the network.

Chart 8.7: Proportion of dwellings able to reach their nearest metropolitan centre using public transport and/or walking within 30 minutes



Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
30-minute city - Proportion of dwellings able to reach their nearest metropolitan centre using public transport and/or walking within 30 minutes	%	62.4	≥62.4

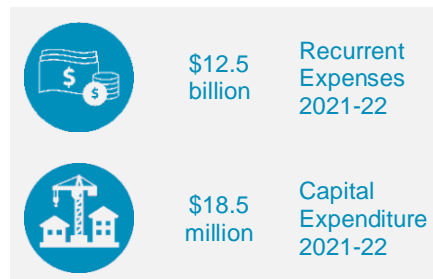
9. TREASURY CLUSTER

9.1 Introduction

The Treasury Cluster, as the Government’s principal financial and economic adviser, helps the people of New South Wales have access to services and infrastructure that deliver social and economic benefits, underpinned by a strong and sustainable economic and financial position.

Treasury manages the State’s finances and assets, monitors the performance of its commercial agencies, and develops its performance and financial management policies.

Treasury is known for the provision of quality advice, stewardship and influence (particularly economic and fiscal), excellence in delivery, and strong and transparent risk management.



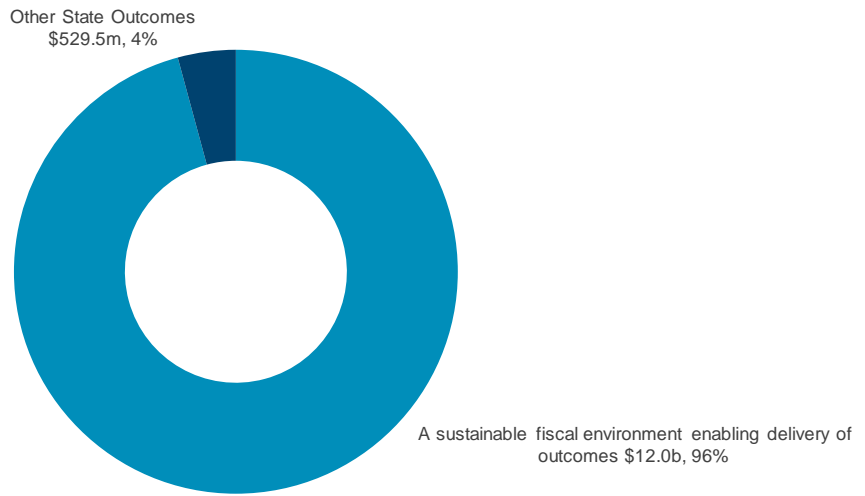
State Outcomes to be delivered by the Treasury Cluster

State Outcomes What the Cluster is delivering for people and business	Key Programs underway to support delivery of Outcomes
<p>1. A strong resilient and diverse economy Driving whole-of-state economic strategy, that supports a competitive business environment, drives productivity, increases real incomes, fosters employment opportunities and makes it easy to do business in New South Wales.</p> <p><i>2021-22 investment: \$483.2 million in recurrent expenses & \$5.1 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Building a Strong and Productive Economy • Improving Economic Wellbeing
<p>2. A sustainable fiscal environment enabling delivery of outcomes Managing whole-of-state financial asset and liability activities, as measured by investment and debt performance, and maintenance of the State’s triple-A credit rating. Working towards the State’s objective of full funding of the Defined Benefits Superannuation liability by 2040. Providing informed, evidence-based fiscal, commercial and financial analysis and advice.</p> <p><i>2021-22 investment: \$12.0 billion in recurrent expenses & \$9.3 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Fiscal Planning and Management • Sector Support and Resource Allocation • Commercial and Balance Sheet Management • Sector, Procurement Services, Analytics and Systems • Evidence Informed Investment and Policy • Financial Reporting and Systems Management
<p>3. Stewardship of the public sector performance and financial system Steward and support sector performance to deliver outcomes for citizens, ensure transparency and accountability, and the effective use of public funds.</p> <p><i>2021-22 investment: \$46.3 million in recurrent expenses & \$4.2 million in capital expenditure</i></p>	<ul style="list-style-type: none"> • Performance and Financial Systems Stewardship • Digitally Focussed Treasury • Highly Capable, Collaborative and Diverse Team

9.2 Overview of Cluster expenses by State Outcome

A summary of expenses by State Outcome is provided in the charts below.

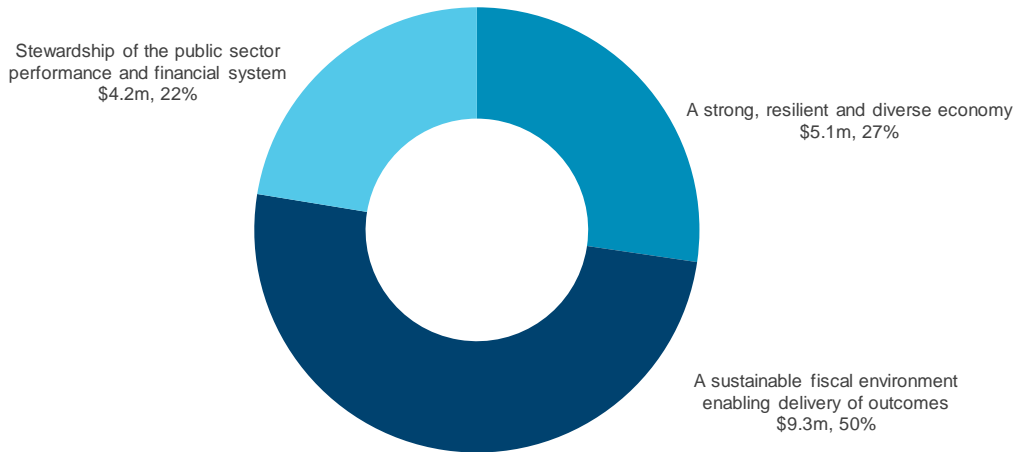
Chart 9.1: Recurrent expenses by Outcome 2021-22 (dollars and %)



Note: Grouped for presentation purposes, “Other State Outcomes” comprises:

- A strong, resilient and diverse economy
- Stewardship of the public sector performance and financial system.

Chart 9.2: Capital expenditure by Outcome 2021-22 (dollars and %)



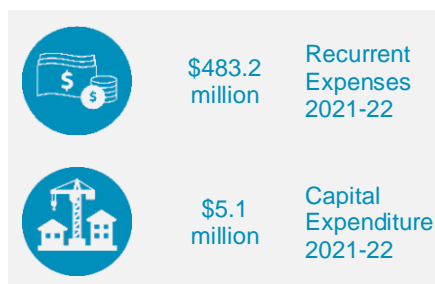
Note: The sum of percentages does not equal one hundred due to rounding.

9.3 Outcome 1: A strong, resilient and diverse economy

State Outcome overview and 2021-22 investment

New South Wales is Australia's largest state economy, accounting for around a third of the nation's economic output and home to nearly a third of Australians.

Treasury is the Government's chief economic advisor, leading advice on economic policy, productivity, economic analysis, tax policy and better regulation. Treasury contributes to a strong, resilient and diverse economy through economic and productivity reform.



2021-22 State Outcome Budget highlights

In 2021-22, the Treasury Cluster will invest \$488.2 million (\$483.2 million recurrent expenses and \$5.1 million capital expenditure) in this Outcome, including:

- \$9.8 million (\$39.3 million recurrent expenses over four years) for the Business Connect Program which provides professional business advice for small businesses across New South Wales to support them to start, run, adapt and grow
- \$8.9 million (\$13.7 million in recurrent expenses and \$1.0 million in capital over four years) for a number of productivity initiatives to support economic recovery post COVID-19
- \$4.3 million for Small Business COVID Stimulus for the NSW Small Business Commission to deliver increased mediation and advisory services to commercial parties following the measures announced by the Government to provide relief to tenants in financial duress due to COVID-19
- \$3.0 million (\$30.0 million recurrent expenses over four years) for social impact investments with a focus on women facing disadvantage and Indigenous youth
- \$2.5 million to support Automatic Mutual Recognition (AMR) of occupational licensing. AMR will deliver economic benefits to occupational licence holders through lower costs as they move across borders or operate in multiple jurisdictions, and to businesses and consumers who gain access to a more diverse supply of labour
- \$2.0 million (\$5.0 million over four years) for the Small Business Tendering Support program which will deliver training via a partnership with TAFE and guidance material for small businesses to increase capability and better enable them to tender for NSW Government opportunities
- a refreshed Small and Medium Enterprises (SME) and *Regional Procurement Policy* to increase opportunities for SMEs and regional businesses to supply goods and services to the NSW Government, with a focus on local participation
- a new *Small Business Shorter Payment Terms Policy*, commencing 1 July 2021, requiring large businesses who contract to supply goods and services to the NSW Government to pay their small business subcontractors within 20 business days.

Key performance insights

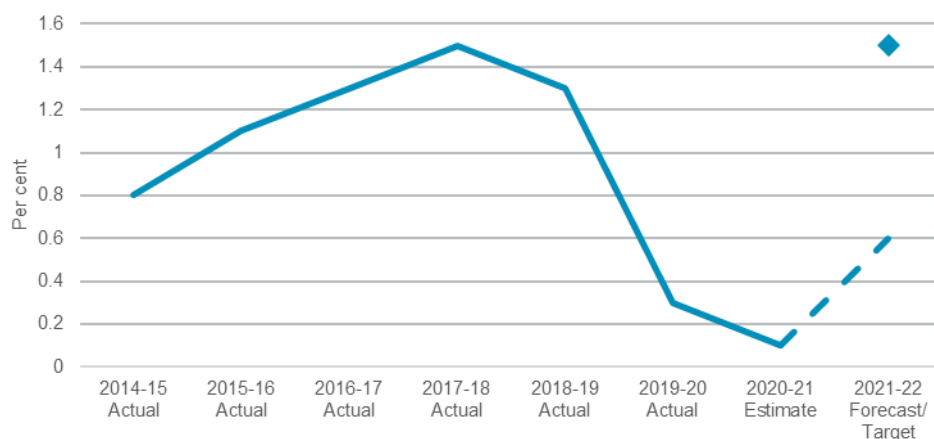
This section provides analysis and insights on the key Outcome Indicator to this State Outcome.

Growth in real GSP per capita (four year moving average)

Performance against this indicator continues to be challenging due to the impact of COVID-19. The NSW economy contracted sharply over the first half of 2020, with most of the contraction occurring in the June quarter as containment measures were put in place in response to COVID-19. Border restrictions have also dramatically slowed the rate of population growth. Consequently, Gross State Product (GSP) per capita contracted sharply in 2019-20, showing only modest growth in four-year annual average terms.

The Government's response, through economic support measures and successful containment of the virus, has seen the economy reopen (excluding international borders) and recover more quickly than expected supported by stimulus measures. Despite that, the rebound is still insufficient to offset the decline in 2019-20, which will continue to weigh on the four-year annual average growth rate and keep the indicator below target until after 2022-23.

Chart 9.3: Annual real GSP per capita growth (4 year moving average)



Note: The 2020-21 actual will be available in late November 2021 and an estimate has been provided for 2020-21.

Performance indicators for this Outcome

Outcome Indicator ^(a)	Units	2020-21 Actual	2021-22 Forecast
Growth in real GSP per capita (4 year moving average) ^(b)	%	0.1	0.6

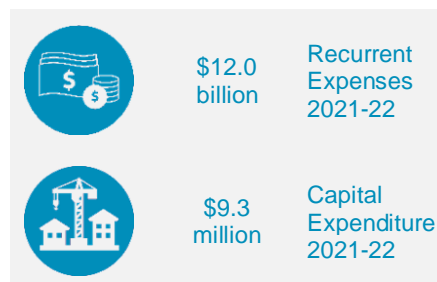
Notes

- (a) Indicator "Jobs created in New South Wales since April 2019" has been removed from the Treasury Cluster due to Machinery of Government changes.
- (b) The 2020-21 actual will be available in late November 2021 and the 2020-21 figure included is an estimate.

9.4 Outcome 2: A sustainable fiscal environment enabling delivery of outcomes

State Outcome overview and 2021-22 investment

NSW Treasury's management of the State's fiscal environment aims to ensure that the people of New South Wales have access to services and infrastructure that deliver social and economic benefits, contributing to an enduring economic recovery and a sustainable financial position over the medium-term.



2021-22 State Outcome Budget highlights

In 2021-22, the Treasury Cluster will invest \$12.0 billion (\$12.0 billion recurrent expenses and \$9.3 million capital expenditure) in this Outcome, including:

- continuing to support the embedding and maturity of outcomes and performance informed budgeting and resource allocation
- management of the Treasury Banking System post the completion of the banking tender to drive efficiencies through new banking arrangements and maximise returns on the State's centrally managed cash holdings
- managing the State's core debt portfolio to minimise the market value and cost of debt within specified risk parameters and manage any significant financial risks for the State
- administering Restart NSW, the Social and Affordable Housing Fund, and the NSW Generations Fund, to maximise returns on investment in productive infrastructure, and boost delivery of social and affordable housing across New South Wales
- overseeing the State's investments, including the retained interests in Ausgrid and Endeavour Energy, as well as administering the residual assets and liabilities of major State asset recycling and long-term lease transactions
- managing the NSW public sector Defined Benefit Superannuation Scheme.

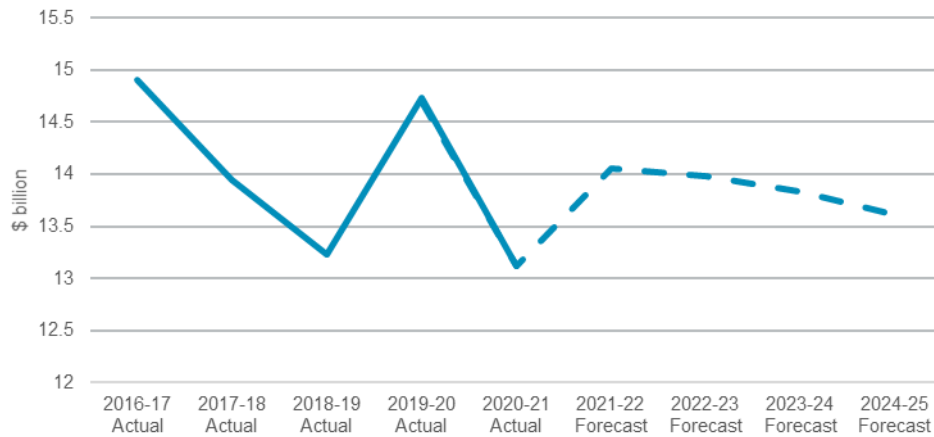
Key performance insights

This section provides analysis and insights on key Outcome Indicators to this State Outcome.

Fully fund the State's unfunded defined benefit superannuation liabilities by 2040

Performance against this indicator is on track to meet the target. The State has embarked on a two-year superannuation contribution holiday (2020-21 and 2021-22) and re-anchored the commitment to fully fund the State's defined benefit superannuation liability by 2040 instead of 2030.

Chart 9.4: NSW Unfunded defined benefit superannuation liabilities



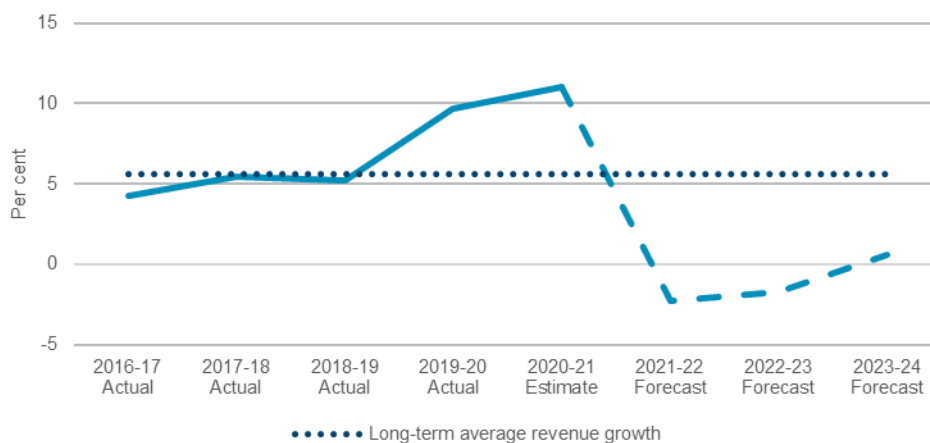
Note: The target for this indicator is for 2040 and has not been included given the chart scale for presentational purposes. The 2020-21 actual is not yet available, and an estimate has been provided.

Maintaining the triple-A credit rating

Performance against this indicator is stable for the Moody’s rating. On 1 December 2020, Moody’s reaffirmed NSW’s triple-A credit rating despite the severe economic and revenue disruptions caused by COVID-19 and the lingering economic impacts of recent drought and bushfires. In reaffirming the State’s triple-A credit rating, Moody’s cited the State’s fiscal strength, flexibility, large and diverse economic base, and its proven history of strong fiscal resolve.

On 7 December 2020, S&P Global downgraded NSW’s credit rating by one notch to double-A plus due to the State’s operating deficits and increase in debt resulting from the economic shock caused by COVID-19. S&P has noted the NSW Government’s excellent financial management, and that they expect a quick return to an operating surplus.

Chart 9.5: Annual expense growth below long-term revenue growth



Note: The 2020-21 actual is the calculated result based on General Government results and will be available with the published Total State Sector Accounts 2020-21 after the Budget and an estimate has been provided for 2020-21.

Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
Annual expense growth below long-term revenue growth	%	11.0 ^(a)	-2.3
Full funding of the State's superannuation liability by June 2040 ^(b)	\$billion	13.1	14.1
Maintaining the Triple-A Credit Rating (Moody's)	no.	Yes	n.a. ^(c)
Maintaining the Triple-A Credit Rating (Standard & Poor's)	no.	No ^(d)	n.a. ^(c)
Reducing the long-term fiscal gap	%	n.a	2.6 ^(e)

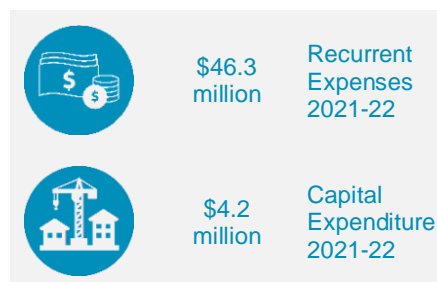
Notes

- (a) 2020-21 actual is the calculated result based on General Government results and will be available with the published Total State Sector Accounts 2020-21 after the Budget and an estimate has been provided.
- (b) The State is on track to meet its 2040 superannuation target. The State has embarked on a 2-year superannuation contribution holiday (2020-21 and 2021-22) and re-anchored the commitment to fully fund the State's defined benefit superannuation liability by 2040 instead of 2030. The \$13.1 billion for 2020-21 and \$14.1 billion for 2021-22 are estimates for the respective annual liability balances.
- (c) The credit rating agencies' reviews will commence immediately after the 2021-22 Budget which will advise the NSW credit rating for 2021-22. No forecast is available.
- (d) 2020-21 credit rating from Standard & Poor's is double-A plus.
- (e) 2021-22 Forecast refers to the projected fiscal gap of 2.6 per cent of GSP in 2060-61 as reported in the 2021-22 NSW Intergenerational Report. The fiscal gap is the projected change in revenues less expenditures (including recurrent and net capital expenditures but excluding interest) as a percentage of Gross State Product (GSP) between 2018-19 and 2060-61.

9.5 Outcome 3: Stewardship of the public sector performance and financial system

State Outcome overview and 2021-22 investment

Treasury plays a critical role as the performance and financial steward for the NSW Government Sector. This role is endorsed by the *Government Sector Finance Act 2018* which clarifies that agencies are required to report and demonstrate performance outcomes and not just financial results. This moves Treasury's role beyond the traditional financial and regulatory function, towards supporting sector performance to deliver outcomes for people, ensure transparency, accountability and the effective use of public funds. Under this Outcome, Treasury aims to build sector capability and assist agencies to achieve their own performance goals while also meeting all compliance and reporting obligations.



2021-22 State Outcome Budget highlights

In 2021-22, the Treasury Cluster will invest \$50.5 million (\$46.3 million recurrent expenses and \$4.2 million capital expenditure) in this Outcome, including

- \$30.0 million to deliver a comprehensive suite of activities including; embedding evidence based decision making and Outcome Budgeting, digitising procurement guidelines and tools, ongoing training and guidance on budgeting and financial reporting systems, social impact investment policy guidance, banking best practice support and tools, investment and debt advice, and stewardship
- \$10.2 million to promote a Digitally Focused Treasury, continuing with the replacement of several legacy component products with flexible modern tools to enhance digital design and responsiveness.

Key performance insights

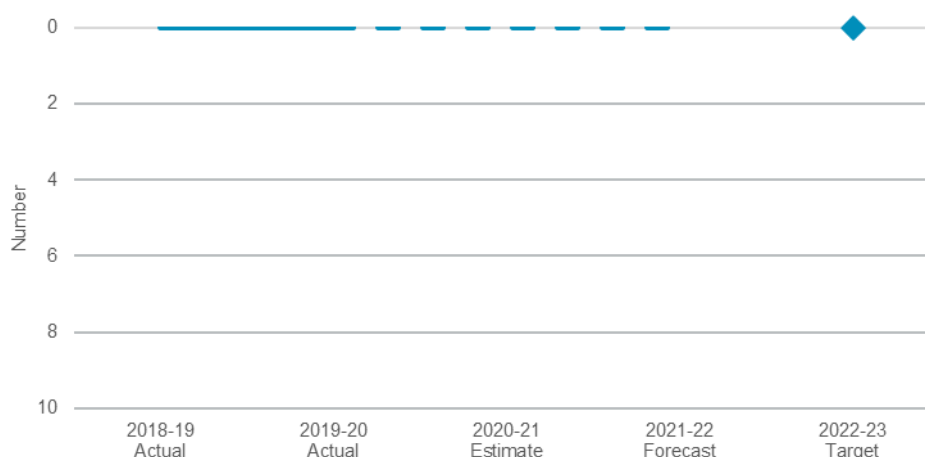
This section provides analysis and insights on key Outcome Indicators to this State Outcome.

No material adverse findings in Audit Office Reports to Parliament

The Audit Office of NSW performs independent reviews of the sector, including financial audits, performance audits and internal controls reviews. The results are reported to Parliament to ensure accountability to the people of New South Wales.

Performance against this indicator remains stable. There have been no qualified financial audit opinions in any of the recent year-ends. There were no material systemic issues identified. Treasury is continuing to support the sector through a range of activities including developing and maintaining appropriate performance and financial management policy instruments and building sector capability to adhere to them.

Chart 9.6: No material adverse findings in Audit Office Reports to Parliament



Support provided by Treasury and the effectiveness of Treasury performance and financial management stewardship

In 2021, Treasury conducted its first annual Treasury Stewardship Survey, which sought to understand Treasury's General Government customers' views on the stewardship support provided by Treasury to drive effective performance and financial management.

The performance against this indicator was 3.9 out of 5.0 in 2021. The baseline performance for this indicator is 3.9 out of 5.0. The target is to improve against the baseline each year. Treasury will continue to refine its Customer Relationship Model to provide stronger and improved support to the sector.

Provision of effective tools and frameworks (including technology) to enable the General Government sector to strengthen their performance and financial management, and promote efficient, effective and economical use of government resources

The Treasury Stewardship Survey conducted for the first time in 2021 also sought to understand Treasury's General Government customers' views on the effectiveness of Treasury-led policies, tools, and services to drive effective performance and financial management.

The performance against this indicator was 3.3 out of 5.0 in 2021. The baseline performance for this indicator is 3.3 out of 5.0. The target is to improve against the baseline each year. Treasury will continue to undertake improvements to financial information systems, frameworks and guidelines.

Performance indicators for this Outcome

Outcome Indicators	Units	2020-21 Actual	2021-22 Forecast
No material adverse findings in Audit Office Reports to Parliament	no.	0 ^(a)	0
A voice of the customer survey of the support provided by Treasury and the effectiveness of Treasury performance and financial management stewardship	no. ^(b)	3.9	3.9+ ^(c)
Provision of effective tools and frameworks (including technology) to enable the sector to strengthen their performance and financial management, and promote efficient, effective and economical use of government resource	no. ^(b)	3.3	3.3+ ^(c)

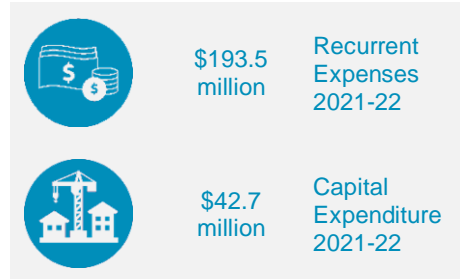
Notes

- (a) An estimate has been provided as 2020-21 actual data is not yet available and will be known with the publication of the Total State Sector Accounts 2020-21 after the Budget.
- (b) Score out of 5.0.
- (c) 2021-22 forecast is for improvements in these indicators.

10. THE LEGISLATURE

10.1 Introduction

The Legislature, or the Parliament of New South Wales, operates under the Constitution as the system of representative democracy and responsible government for the State, making laws, appropriating funds, overseeing the Executive Government and debating public policy issues.



The Legislature’s objectives and strategic priorities

The Legislature contributes to and supports the following key objectives:

- the effective functioning of the Parliament and its committees
- members of Parliament are supported to fulfil their parliamentary roles
- the community has access to Parliament and is aware of the role and functions of the Parliament.

A key driver of the Legislature’s strategic priorities is to ensure Members of Parliament and staff are better able to respond to the needs of the NSW community. Throughout the 57th Parliament, the administration is committed to delivering the physical and digital assets essential to a modern Parliament, developing the Parliament’s engagement with NSW citizens and supporting members to serve the community.

Strategic Priority	Description
Modernisation of the Parliament	Strengthened governance framework, procedural innovations plus supporting technology/infrastructure, digital transformation, audio-visual upgrades, integrated service delivery, customer service enhancement, contemporary systems and processes.
Strengthening engagement with the public and enhanced trust in Parliament as an institution	Access to the institution, engagement models, institutional integrity initiatives and perceived independence of Parliament.
Safeguarding the independence of a strong Parliament	Financial independence from the executive, asserting Parliament’s powers, strengthening inter-parliament relationships and administrative collaboration.
Support members in their evolving role as elected representatives	Skills development, integrity, wellbeing and security.
Develop the capabilities of the Parliament’s workforce	Leadership development, further development of profession-specific capability frameworks, adaptive roles, enhanced individualised development plans, succession planning and other workforce planning initiatives.

2021-22 Budget highlights

In 2021-22, the Legislature will invest \$236.2 million (\$193.5 million recurrent expenses and \$42.7 million capital expenditure) on its activities and strategic priorities.

The Legislature's activities include enabling the effective functioning and operation of both Houses of Parliament and their committees, supporting members to fulfil their parliamentary duties through the delivery of key services, engagement with Parliament and its proceedings, and the running of education programs for schools and other members of the community on the role and function of the Parliament.

The Legislature also provides for the administration and payment of members' salaries, allowances and additional entitlements – in accordance with the *Parliamentary Remuneration Act 1989* – along with maintenance of the parliamentary precinct and 98 electorate offices across the state.

Key initiatives are highlighted below for 2021-22:

- \$18.9 million for Digital Parliament (\$26.3 million recurrent expenses and \$18.8 million capital expenditure over four years) to continue developing and implementing modern ICT services for Parliament including cloud migration and digital transformation, defining the right Enterprise Resource Planning system for Parliament, and replacing ageing infrastructure
- \$8.3 million (\$15.0 million capital expenditure over four years) to continue the project to replace the roof membrane at Parliament House
- \$8.1 million for audio-visual services (\$14.3 million recurrent expenses and \$11.1 million capital expenditure over four years) to continue modernising the audio-visual services in Parliament by offering members and the public vastly improved access to live and archived recordings of parliamentary events
- \$4.2 million to continue ceilings and building services replacement at Parliament House
- \$1.0 million to deliver critical relocation and fit-outs of Electorate Offices.

Key performance information

The Legislature's performance information is published in the annual reports of the three parliamentary departments that support it: the Department of the Legislative Assembly, the Department of the Legislative Council and the Department of Parliamentary Services. Key performance measures relating to its objectives and strategic priorities are continuing to be enhanced.