7. Premier and Cabinet Cluster

Agency	Expenses			Capital Expenditure		
	2013-14 Revised $m	2014-15 Budget $m	Var. %	2013-14 Revised $m	2014-15 Budget $m	Var. %
Department of Premier and Cabinet						
Service Group						
Policy Support	48.9	43.9	(10.2)	2.0	0.6	(70.3)
Administrative Support for Government	122.4	124.0	1.3	5.7	5.8	0.6
Protocol and Special Events	44.9	32.3	(28.1)	1.0	0.2	(80.2)
Cluster Grant Funding	473.6	348.0	(26.5)	...	...	...
Service Groups Transferred						
Parliamentary Counsel's Office [(a)]	5.9	...	N/A	...	...	...
Capacity Building, Oversight and Provision of Advice for Local Government [(b)]	10.0	...	N/A	...	...	...
Pensioner Rebate Scheme [(b)]	78.2	...	N/A	...	...	...
Companion Animals Program [(b)]	3.9	...	N/A	...	...	...
National Parks and Wildlife Services [(b)]	320.2	...	N/A	15.0	...	N/A
Regional Operations and Heritage [(b)]	303.5	...	N/A	0.9	...	N/A
Policy and Science [(b)]	40.9	...	N/A	2.2	...	N/A
Personnel Services [(b)]	32.5	...	N/A	...	...	...
Total	1,484.8	548.2	(63.1)	26.9	6.6	(75.6)

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

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

Infrastructure NSW						
Total	57.4	37.5	(34.7)	...	...	...
Natural Resources Commission						
Service Group						
Natural Resources Commission	5.0	4.9	(1.3)	...	0.1	N/A
Total	5.0	4.9	(1.3)	...	0.1	N/A
Parliamentary Counsel's Office [(a)]						
Service Group						
Parliamentary Counsel's Office	3.7	9.3	151.7	...	0.1	N/A
Total	3.7	9.3	151.7	...	0.1	N/A
Service NSW						
Service Group						
Service NSW	95.8	268.8	180.5	34.2	87.2	154.7
Total	95.8	268.8	180.5	34.2	87.2	154.7

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

Introduction

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

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

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

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

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

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

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

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

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

Services

The cluster's key services are:

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

2014-15 Budget Highlights

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

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

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

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

Service Group Statements

Policy Support [a]

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

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

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

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

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

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

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

Administrative Support for Government [(a)]

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

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

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

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

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

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

Protocol and Special Events [(a)]

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

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

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

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

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

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

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

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

Cluster Grant Funding

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

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

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

Parliamentary Counsel's Office

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

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

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

Capacity Building, Oversight and Provision of Advice for Local Government [(a)]

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

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

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

Pensioner Rebate Scheme [(a)]

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

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

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

Companion Animals Program [(a)]

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

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

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

National Parks and Wildlife Services [(a)]

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

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

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

Regional Operations and Heritage [(a)]

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

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

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

Policy and Science [(a)]

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

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

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

Personnel Services [(a)]

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

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

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

Financial Statements [(a)(b)]

Operating Statement

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

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

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

Balance Sheet [(a)(b)]

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

Balance Sheet (cont) [(a)(b)]

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

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

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

Cash Flow Statement [(a)(b)]

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

Cash Flow Statement (cont) [(a)(b)]

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

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

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

Financial Statements

Operating Statement

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

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

Balance Sheet

	--------2013-14-------- Budget $000	Revised $000	2014-15 Budget $000
Assets			
Current Assets			
Cash assets	3,120	1,651	1,354
Receivables	1,812	2,641	2,641
Total Current Assets	**4,932**	**4,292**	**3,995**
Non Current Assets			
Property, plant and equipment - Plant and equipment	316	354	138
Intangibles	34	20	...
Total Non Current Assets	**350**	**374**	**138**
Total Assets	**5,282**	**4,666**	**4,133**
Liabilities			
Current Liabilities			
Payables	3,110	1,779	1,779
Provisions	280	360	327
Total Current Liabilities	**3,390**	**2,139**	**2,106**
Non Current Liabilities			
Provisions	464	312	312
Total Non Current Liabilities	**464**	**312**	**312**
Total Liabilities	**3,854**	**2,451**	**2,418**
Net Assets	**1,428**	**2,215**	**1,715**
Equity			
Accumulated funds	1,428	2,215	1,715
Total Equity	**1,428**	**2,215**	**1,715**

Cash Flow Statement

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Cash Flows From Operating Activities			
Payments			
Employee related	4,192	3,827	4,124
Other	29,376	53,280	33,091
Total Payments	**33,568**	**57,107**	**37,215**
Receipts			
Sale of goods and services	23,570	49,222	21,766
Interest received	...	53	...
Grants and contributions	10,202	8,524	15,152
Total Receipts	**33,772**	**57,799**	**36,918**
Net Cash Flows From Operating Activities	**204**	**692**	**(297)**
Net Increase/(Decrease) in Cash	**204**	**692**	**(297)**
Opening Cash and Cash Equivalents	2,916	959	1,651
Closing Cash and Cash Equivalents	**3,120**	**1,651**	**1,354**
Cash Flow Reconciliation			
Net result	...	500	(500)
Non cash items added back	237	224	236
Change in operating assets and liabilities	(33)	(32)	(33)
Net Cash Flows From Operating Activities	**204**	**692**	**(297)**

Service Group Statements

Natural Resources Commission

Service description: This service group covers provision of independent advice to the Government on natural resource management (NRM) issues which enables NRM decisions to be based on sound science and best practice management balancing economic, social and environmental interests of the State.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
Service measures:						
Reviews and audits of the Catchment Action Plans and Local Land Services	no.	5	13	0	11	0
Reviews of scientific, technical and complex issues	no.	5	9	4	6	5
Independent review and audit	no.	n.a.	n.a.	7	8	7
Employees:	FTE	23	23	20	20	20

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Financial indicators:			
Total Expenses Excluding Losses	4,717	5,001	4,935
Total expenses include the following:			
Employee related	3,262	3,108	3,299
Other operating expenses [(a)]	1,421	1,857	1,604
Capital Expenditure	130	32	98

(a) The increase in the 2013-14 Revised reflects the cost of two studies that were commissioned after the completion of the 2013-14 Budget.

Financial Statements

Operating Statement

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Expenses Excluding Losses			
Operating Expenses -			
Employee related	3,262	3,108	3,299
Other operating expenses	1,421	1,857	1,604
Depreciation and amortisation	34	36	32
TOTAL EXPENSES EXCLUDING LOSSES	**4,717**	**5,001**	**4,935**
Revenue			
Investment revenue	26	22	27
Grants and contributions	4,853	4,853	4,942
Acceptance by Crown Entity of employee benefits and other liabilities	40	30	39
Other revenue	...	225	...
Total Revenue	**4,919**	**5,130**	**5,008**
Gain/(loss) on disposal of non current assets	...	(3)	...
Net Result	**202**	**126**	**73**

Balance Sheet

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Assets			
Current Assets			
Cash assets	491	699	685
Receivables	40	42	44
Total Current Assets	**531**	**741**	**729**
Non Current Assets			
Property, plant and equipment - Plant and equipment	128	27	93
Intangibles	...	5	5
Total Non Current Assets	**128**	**32**	**98**
Total Assets	**659**	**773**	**827**
Liabilities			
Current Liabilities			
Payables	285	194	191
Provisions	152	245	229
Total Current Liabilities	**437**	**439**	**420**
Non Current Liabilities			
Provisions	101	102	102
Total Non Current Liabilities	**101**	**102**	**102**
Total Liabilities	**538**	**541**	**522**
Net Assets	**121**	**232**	**305**
Equity			
Accumulated funds	121	232	305
Total Equity	**121**	**232**	**305**

Cash Flow Statement

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Cash Flows From Operating Activities			
Payments			
Employee related	3,238	3,094	3,277
Other	1,423	1,859	1,608
Total Payments	**4,661**	**4,953**	**4,885**
Receipts			
Interest received	30	26	27
Grants and contributions	4,853	4,853	4,942
Other	...	225	...
Total Receipts	**4,883**	**5,104**	**4,969**
Net Cash Flows From Operating Activities	**222**	**151**	**84**
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(130)	(25)	(98)
Other	...	(7)	...
Net Cash Flows From Investing Activities	**(130)**	**(32)**	**(98)**
Net Increase/(Decrease) in Cash	**92**	**119**	**(14)**
Opening Cash and Cash Equivalents	399	580	699
Closing Cash and Cash Equivalents	**491**	**699**	**685**
Cash Flow Reconciliation			
Net result	202	126	73
Non cash items added back	34	36	32
Change in operating assets and liabilities	(14)	(11)	(21)
Net Cash Flows From Operating Activities	**222**	**151**	**84**

Service Group Statements

Parliamentary Counsel's Office

Service description: This service group covers the provision of drafting, publishing and legislative support services.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
Service measures:						
Items of legislation drafted [(a)]	no.	787	835	835	832	830
Pages of legislation drafted	thous	9.4	12.2	12.2	12.2	12.0
Legislative website visits	mill	129	175	200	235	235
Employees:	FTE	44	45	44	44	44

(a) Items drafted and page counts are for Bills introduced and instruments made. The print layout of legislation was redesigned to enable more text to appear on each page. The page count for previous years has been adjusted so that the figures are on a comparable basis.

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Financial indicators:			
Total Expenses Excluding Losses [(a)]	...	3,693	9,296
Total expenses include the following:			
Employee related	...	2,998	7,301
Other operating expenses	...	565	1,566
Capital Expenditure	...	20	80

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

Financial Statements

Operating Statement

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Expenses Excluding Losses			
Operating Expenses -			
Employee related	...	2,998	7,301
Other operating expenses	...	565	1,566
Depreciation and amortisation	...	130	429
TOTAL EXPENSES EXCLUDING LOSSES	**...**	**3,693**	**9,296**
Revenue			
Sales of goods and services	...	51	179
Grants and contributions	...	3,464	8,740
Acceptance by Crown Entity of employee benefits and other liabilities	...	99	222
Total Revenue	**...**	**3,614**	**9,141**
Net Result	**...**	**(79)**	**(155)**

Balance Sheet

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Assets			
Current Assets			
Cash assets	...	49	736
Total Current Assets	**...**	**49**	**736**
Non Current Assets			
Property, plant and equipment - Plant and equipment	...	576	249
Intangibles	...	256	234
Total Non Current Assets	**...**	**832**	**483**
Total Assets	**...**	**881**	**1,219**
Liabilities			
Current Liabilities			
Payables	...	...	473
Provisions	...	623	636
Total Current Liabilities	**...**	**623**	**1,109**
Non Current Liabilities			
Provisions	...	262	269
Total Non Current Liabilities	**...**	**262**	**269**
Total Liabilities	**...**	**885**	**1,378**
Net Assets	**...**	**(4)**	**(159)**
Equity			
Accumulated funds	...	(4)	(159)
Total Equity	**...**	**(4)**	**(159)**

Cash Flow Statement

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Cash Flows From Operating Activities			
Payments			
Employee related	...	2,886	7,059
Other	...	565	1,093
Total Payments	**...**	**3,451**	**8,152**
Receipts			
Sale of goods and services	...	51	179
Grants and contributions	...	3,464	8,740
Other	...	4	...
Total Receipts	**...**	**3,519**	**8,919**
Net Cash Flows From Operating Activities	**...**	**68**	**767**
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	...	(20)	(60)
Other	...	1	(20)
Net Cash Flows From Investing Activities	**...**	**(19)**	**(80)**
Net Increase/(Decrease) in Cash	**...**	**49**	**687**
Opening Cash and Cash Equivalents	...	...	49
Closing Cash and Cash Equivalents	**...**	**49**	**736**
Cash Flow Reconciliation			
Net result	...	(79)	(155)
Non cash items added back	...	130	429
Change in operating assets and liabilities	...	17	493
Net Cash Flows From Operating Activities	**...**	**68**	**767**

Service Group Statements

Service NSW

Service description: This service group delivers common Government services to customers across New South Wales through digital platforms, one-stop shop service centres and a 24/7 telephone service.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
Service measures:						
Launch of single digital channel [(a)]	no.	N/A	N/A	1	1	N/A
Launch of contact centres [(b)]	no.	N/A	N/A	1	1	1
Transaction services offered [(c)]	no.	N/A	N/A	800	800	800
Service centres transitioned [(d)]	no.	N/A	N/A	18	18	59
Employees: [(e)]	FTE	N/A	N/A	676	693	1,087

(a) The digital channel was opened on 1 July 2013.

(b) The Parramatta contact centre was opened on 1 July 2013. Transition of the Newcastle contact centre from Roads and Maritime Services (RMS) commenced in March 2014. It has been facilitated by the assignment of the relevant RMS staff to Service NSW, with full transfer and rebranding to a Service NSW branded operation to be completed in early 2014-15.

(c) Service NSW is delivering 800 multi-agency transactions through its service delivery network. These transactions will be distributed through an expanding multi-channel network in 2014-15 as coverage is expanded by the Accelerated Digital Strategy.

(d) The RMS Customer Service Branch, which includes the motor registry network, will transition to Service NSW from 1 July 2014. During 2014-15, it is planned to integrate a further 59 sites into the distribution network as Service NSW sites pursuant to the Accelerated Digital Strategy approved by the Government.

(e) Increase in staff numbers from 2013-14 to 2014-15 reflects the planned scale-up of physical points of presence under the Accelerated Digital Strategy.

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Financial indicators:			
Total Expenses Excluding Losses	93,509	95,840	268,822
Total expenses include the following:			
Employee related	55,031	35,435	80,540
Other operating expenses	31,634	35,861	32,248
Grants and subsidies [(a)]	...	19,900	144,189
Capital Expenditure	34,439	34,230	87,185

(a) Increase in grants and subsidies in 2014-15 is due to projected payments to the RMS for assignment of staff from its Customer Service Branch and related costs, as part of the Accelerated Digital Strategy.

Financial Statements

Operating Statement

	--------2013-14-------- Budget $000	Revised $000	2014-15 Budget $000
Expenses Excluding Losses			
Operating Expenses -			
Employee related	55,031	35,435	80,540
Other operating expenses	31,634	35,861	32,248
Depreciation and amortisation	6,844	4,644	11,845
Grants and subsidies	...	19,900	144,189
TOTAL EXPENSES EXCLUDING LOSSES	**93,509**	**95,840**	**268,822**
Revenue			
Sales of goods and services	11,346	6,230	20,000
Investment revenue	...	96	...
Grants and contributions	109,759	118,759	324,197
Acceptance by Crown Entity of employee benefits and other liabilities	...	513	...
Other revenue	...	31	...
Total Revenue	**121,105**	**125,629**	**344,197**
Net Result	**27,596**	**29,789**	**75,375**

Balance Sheet

	--------2013-14-------- Budget $000	Revised $000	2014-15 Budget $000
Assets			
Current Assets			
Cash assets	1	73	6,699
Receivables	15,277	5,170	2,345
Total Current Assets	**15,278**	**5,243**	**9,044**
Non Current Assets			
Property, plant and equipment -			
Land and building	3,516	...	...
Plant and equipment	18,073	34,084	111,118
Intangibles	22,553	12,221	10,527
Total Non Current Assets	**44,142**	**46,305**	**121,645**
Total Assets	**59,420**	**51,548**	**130,689**
Liabilities			
Current Liabilities			
Payables	15,675	3,583	5,249
Provisions	342	1,814	3,487
Total Current Liabilities	**16,017**	**5,397**	**8,736**
Non Current Liabilities			
Provisions	446	975	1,402
Total Non Current Liabilities	**446**	**975**	**1,402**
Total Liabilities	**16,463**	**6,372**	**10,138**
Net Assets	**42,957**	**45,176**	**120,551**
Equity			
Accumulated funds	42,957	45,176	120,551
Total Equity	**42,957**	**45,176**	**120,551**

Cash Flow Statement

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Cash Flows From Operating Activities			
Payments			
Employee related	55,031	32,997	78,867
Grants and subsidies	...	19,900	144,189
Other	31,634	62,199	44,155
Total Payments	**86,665**	**115,096**	**267,211**
Receipts			
Sale of goods and services	11,346	1,560	22,825
Interest received	...	96	...
Grants and contributions	109,759	118,759	324,197
Other	...	28,984	14,000
Total Receipts	**121,105**	**149,399**	**361,022**
Net Cash Flows From Operating Activities	**34,440**	**34,303**	**93,811**
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(15,959)	(26,799)	(87,185)
Other	(18,480)	(7,431)	...
Net Cash Flows From Investing Activities	**(34,439)**	**(34,230)**	**(87,185)**
Net Increase/(Decrease) in Cash	**1**	**73**	**6,626**
Opening Cash and Cash Equivalents	...	...	73
Closing Cash and Cash Equivalents	**1**	**73**	**6,699**
Cash Flow Reconciliation			
Net result	27,596	29,789	75,375
Non cash items added back	6,844	4,644	11,845
Change in operating assets and liabilities	...	(130)	6,591
Net Cash Flows From Operating Activities	**34,440**	**34,303**	**93,811**

Financial Statements

Operating Statement

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Expenses Excluding Losses			
Operating Expenses -			
Employee related	7,354	9,574	9,464
Other operating expenses	8,775	11,237	8,137
Depreciation and amortisation	100	414	396
Grants and subsidies	20,000	23,883	40,317
Finance costs	12,195	10,515	15,798
TOTAL EXPENSES EXCLUDING LOSSES	**48,424**	**55,623**	**74,112**
Revenue			
Investment revenue	...	3,888	10,969
Grants and contributions	39,917	42,188	46,656
Other revenue	11	1,160	391
Total Revenue	**39,928**	**47,236**	**58,016**
Gain/(loss) on disposal of non current assets	55,333	44,284	7,387
Net Result	**46,837**	**35,897**	**(8,709)**

Balance Sheet

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Assets			
Current Assets			
Cash assets	336	14,150	85
Receivables	201,939	142,236	121,255
Assets held for sale	15,667	7,837	49,805
Total Current Assets	**217,942**	**164,223**	**171,145**
Non Current Assets			
Receivables	...	47,822	47,822
Property, plant and equipment -			
Land and building	151,188	155,082	97,730
Plant and equipment	224	478	367
Infrastructure systems	184,026	176,364	257,141
Total Non Current Assets	**335,438**	**379,746**	**403,060**
Total Assets	**553,380**	**543,969**	**574,205**
Liabilities			
Current Liabilities			
Payables	16,754	15,795	15,843
Borrowings at amortised cost	...	22,750	120,922
Provisions	247	13,015	21,808
Total Current Liabilities	**17,001**	**51,560**	**158,573**
Non Current Liabilities			
Borrowings at amortised cost	289,792	233,288	233,812
Provisions	90,235	109,824	41,232
Total Non Current Liabilities	**380,027**	**343,112**	**275,044**
Total Liabilities	**397,028**	**394,672**	**433,617**
Net Assets	**156,352**	**149,297**	**140,588**
Equity			
Reserves	19,259	19,259	19,259
Accumulated funds	137,093	130,038	121,329
Total Equity	**156,352**	**149,297**	**140,588**

Cash Flow Statement

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Cash Flows From Operating Activities			
Payments			
Employee related	7,426	9,309	9,163
Grants and subsidies	20,000	23,883	40,317
Finance costs	6,279	10,515	15,798
Other	65,120	55,192	78,189
Total Payments	**98,825**	**98,899**	**143,467**
Receipts			
Interest received	...	3,888	10,969
Other	49,928	53,348	57,047
Total Receipts	**49,928**	**57,236**	**68,016**
Net Cash Flows From Operating Activities	**(48,897)**	**(41,663)**	**(75,451)**
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	166,567	158,172	22,486
Purchases of property, plant and equipment	(96,434)	(101,145)	(80,777)
Advances made	(129,714)	(114,066)	(50,789)
Other	...	...	71,770
Net Cash Flows From Investing Activities	**(59,581)**	**(57,039)**	**(37,310)**
Cash Flows From Financing Activities			
Proceeds from borrowings and advances	106,185	126,254	183,245
Repayment of borrowings and advances	...	(20,000)	(84,549)
Net Cash Flows From Financing Activities	**106,185**	**106,254**	**98,696**
Net Increase/(Decrease) in Cash	**(2,293)**	**7,552**	**(14,065)**
Opening Cash and Cash Equivalents	2,629	6,598	14,150
Closing Cash and Cash Equivalents	**336**	**14,150**	**85**
Cash Flow Reconciliation			
Net result	46,837	35,897	(8,709)
Non cash items added back	100	414	396
Change in operating assets and liabilities	(95,834)	(77,974)	(67,138)
Net Cash Flows From Operating Activities	**(48,897)**	**(41,663)**	**(75,451)**

Introduction

The Audit Office of New South Wales audits government activity and prepares reports on behalf of the Auditor-General. It reports to the Parliament of New South Wales and helps to hold the Government accountable for its use of community resources and legal powers.

The Office is funded through services charged back to agencies. It also receives funding for special-purpose and performance audits.

The Audit Office of New South Wales, a statutory authority, operates under the *Public Finance and Audit Act 1983*.

Services

The Audit Office's key services are:

- auditing Government agencies financial statements
- auditing Government agencies performance
- providing Auditor-General's reports to Parliament
- investigating claims about the misuse of public money.

2014-15 Budget Highlights

In 2014-15, the Audit Office of New South Wales' key initiatives will include:

- generating $39.5 million from financial auditing of Government agencies and reporting the results to Parliament
- spending $5.1 million on performance audits of Government agencies operations and reporting the results to Parliament
- spending $3 million on upgrading information technology and enhancing information and human capital management systems.

Financial Statements

Operating Statement

	---------2013-14---------		2014-15
	Budget $000	Revised $000	Budget $000
Expenses Excluding Losses			
Operating Expenses -			
Employee related	34,127	32,135	33,876
Other operating expenses	9,426	9,558	10,180
Depreciation and amortisation	1,818	1,262	1,975
Other expenses	36	136	337
TOTAL EXPENSES EXCLUDING LOSSES	**45,407**	**43,091**	**46,368**
Revenue			
Sales of goods and services	42,147	42,339	44,607
Investment revenue	251	208	250
Other revenue	100	113	104
Total Revenue	**42,498**	**42,660**	**44,961**
Gain/(loss) on disposal of non current assets	...	(27)	...
Net Result	**(2,909)**	**(458)**	**(1,407)**

Balance Sheet

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Assets			
Current Assets			
Cash assets	2,135	5,860	3,236
Receivables	6,202	7,513	7,513
Inventories	797	...	...
Other	8,302	6,830	6,830
Total Current Assets	**17,436**	**20,203**	**17,579**
Non Current Assets			
Property, plant and equipment -			
Land and building	734	890	572
Plant and equipment	1,151	1,135	1,131
Intangibles	4,935	4,820	6,170
Other	320	430	430
Total Non Current Assets	**7,140**	**7,275**	**8,303**
Total Assets	**24,576**	**27,478**	**25,882**
Liabilities			
Current Liabilities			
Payables	2,150	2,376	2,376
Provisions	10,753	10,282	10,093
Other	101	232	232
Total Current Liabilities	**13,004**	**12,890**	**12,701**
Non Current Liabilities			
Provisions	40,114	30,355	30,355
Other	115	77	77
Total Non Current Liabilities	**40,229**	**30,432**	**30,432**
Total Liabilities	**53,233**	**43,322**	**43,133**
Net Assets	**(28,657)**	**(15,844)**	**(17,251)**
Equity			
Accumulated funds	(28,657)	(15,844)	(17,251)
Total Equity	**(28,657)**	**(15,844)**	**(17,251)**

Cash Flow Statement

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Cash Flows From Operating Activities			
Payments			
Employee related	34,313	32,135	34,065
Other	9,462	9,080	10,517
Total Payments	**43,775**	**41,215**	**44,582**
Receipts			
Sale of goods and services	42,147	41,225	44,607
Interest received	251	208	250
Other	100	113	104
Total Receipts	**42,498**	**41,546**	**44,961**
Net Cash Flows From Operating Activities	**(1,277)**	**331**	**379**
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(573)	(573)	(540)
Other	(2,976)	(3,027)	(2,463)
Net Cash Flows From Investing Activities	**(3,549)**	**(3,600)**	**(3,003)**
Net Increase/(Decrease) in Cash	**(4,826)**	**(3,269)**	**(2,624)**
Opening Cash and Cash Equivalents	6,961	9,129	5,860
Closing Cash and Cash Equivalents	**2,135**	**5,860**	**3,236**
Cash Flow Reconciliation			
Net result	(2,909)	(458)	(1,407)
Non cash items added back	1,818	1,262	1,975
Change in operating assets and liabilities	(186)	(473)	(189)
Net Cash Flows From Operating Activities	**(1,277)**	**331**	**379**

Introduction

The Independent Commission Against Corruption (ICAC) promotes and improves integrity in the public sector. It has special powers to investigate, expose and minimise corruption.

The ICAC operates under the *Independent Commission Against Corruption Act 1988*.

Services

The ICAC's key service involves investigating corruption complaints, preventing corruption where possible, and educating public sector agencies to promote awareness.

2014-15 Budget Highlights

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

- $3.2 million to finalise the upgrade of the Commission's information and communications technology infrastructure
- $3.6 million to complete the Commission's fit out works at its new accommodation site.

Service Group Statements

Corruption Investigation, Prevention, Research and Education

Service description: This service group covers the processing, assessment and investigation of all corruption complaints. It also covers research and development of corruption training and providing prevention advice to public sector agencies through educational materials.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
Service measures:						
Average days to deal with complaints	no.	60	39	55	55	55
Investigations completed within twelve months	%	90	86	80	80	80
Training and other presentations delivered	no.	195	173	100	100	100
Persons referred for consideration of prosecution or disciplinary action arising from investigations	no.	10	22	n.a.	28	n.a.
Employees:	FTE	120	124	123	127	123

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Financial indicators:			
Total Expenses Excluding Losses	24,291	25,395	26,983
Total expenses include the following:			
Employee related	16,500	17,280	17,908
Other operating expenses	5,712	6,906	5,524
Capital Expenditure	10,644	3,794	7,304

Financial Statements

Operating Statement

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Expenses Excluding Losses			
Operating Expenses -			
Employee related	16,500	17,280	17,908
Other operating expenses	5,712	6,906	5,524
Depreciation and amortisation	2,079	1,209	3,551
TOTAL EXPENSES EXCLUDING LOSSES	**24,291**	**25,395**	**26,983**
Revenue			
Recurrent appropriation	21,150	21,150	20,822
Capital appropriation	9,614	3,794	6,274
Sales of goods and services	358	323	366
Investment revenue	54	36	55
Grants and contributions	1,030	2,625	2,630
Acceptance by Crown Entity of employee benefits and other liabilities	533	633	652
Other revenue	23	17	24
Total Revenue	**32,762**	**28,578**	**30,823**
Net Result	**8,471**	**3,183**	**3,840**

Balance Sheet

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Assets			
Current Assets			
Cash assets	1,038	2,547	2,908
Receivables	818	368	368
Total Current Assets	**1,856**	**2,915**	**3,276**
Non Current Assets			
Property, plant and equipment -			
Land and building	1,878	1,548	917
Plant and equipment	8,329	2,900	7,340
Intangibles	554	493	437
Total Non Current Assets	**10,761**	**4,941**	**8,694**
Total Assets	**12,617**	**7,856**	**11,970**
Liabilities			
Current Liabilities			
Payables	775	630	784
Provisions	1,602	2,004	2,124
Total Current Liabilities	**2,377**	**2,634**	**2,908**
Non Current Liabilities			
Provisions	407	471	471
Total Non Current Liabilities	**407**	**471**	**471**
Total Liabilities	**2,784**	**3,105**	**3,379**
Net Assets	**9,833**	**4,751**	**8,591**
Equity			
Reserves	409	409	409
Accumulated funds	9,424	4,342	8,182
Total Equity	**9,833**	**4,751**	**8,591**

Cash Flow Statement

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Cash Flows From Operating Activities			
Payments			
Employee related	16,049	16,413	17,039
Other	6,205	7,499	5,965
Total Payments	**22,254**	**23,912**	**23,004**
Receipts			
Recurrent appropriation	21,150	21,150	20,822
Capital appropriation	9,614	3,794	6,274
Sale of goods and services	358	323	366
Interest received	54	29	55
Grants and contributions	...	2,625	1,600
Other	1,546	718	1,552
Total Receipts	**32,722**	**28,639**	**30,669**
Net Cash Flows From Operating Activities	**10,468**	**4,727**	**7,665**
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(10,095)	(3,294)	(7,244)
Other	(549)	(500)	(60)
Net Cash Flows From Investing Activities	**(10,644)**	**(3,794)**	**(7,304)**
Net Increase/(Decrease) in Cash	**(176)**	**933**	**361**
Opening Cash and Cash Equivalents	1,214	1,614	2,547
Closing Cash and Cash Equivalents	**1,038**	**2,547**	**2,908**
Cash Flow Reconciliation			
Net result	8,471	3,183	3,840
Non cash items added back	2,079	1,193	3,551
Change in operating assets and liabilities	(82)	351	274
Net Cash Flows From Operating Activities	**10,468**	**4,727**	**7,665**

Introduction

The Independent Pricing and Regulatory Tribunal (IPART) determines prices for monopoly services provided by government utilities and regulated industries, such as water, transport, gas and local government.

IPART balances industry and consumer needs fairly and openly. It encourages sustainable and efficient services, while protecting consumers.

IPART operates under the *Independent Pricing and Regulatory Tribunal Act 1992*.

Services

IPART's key service involves setting prices for monopoly services, administering schemes like water licensing and energy saving, and advising on policy.

2014-15 Budget Highlights

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

- $29.5 million to:
  - independently regulate utility services
  - licence key water and gas businesses
  - administer the Energy Savings Scheme
  - set local council rates
  - provide policy advice to Government to deliver a balanced outcome for consumers, utilities and the Government.
- $1.3 million to increase participation in the Energy Savings Scheme, which supports the Government's *NSW 2021* goal to put downward pressure on the cost of living by realising annual energy savings of 16,000 GWh by 2020.

Service Group Statements

Utilities Pricing, Regulation and Analysis and Policy Work

Service description: This service group covers price setting for energy, water and public transport; carrying out specific reviews of government services referred at the request of the responsible Ministers; and administering the Water Licensing, Energy Compliance and Energy Savings schemes.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
Service measures:						
Perceived professionalism of staff [(a)]	%	93	93	95	93	93
Special review reports submitted to Ministers	no.	10	7	6	10	6
Abatement certificates registered [(b)]	mill	24.5	1.2	0.0	0.0	0.0
Energy Savings certificates registered	mill	1.00	3.00	2.70	3.75	1.50
Employees: [(c)]	FTE	107	125	129	128	133

(a) The stakeholder survey is conducted every two years.

(b) The Greenhouse Gas Reduction Scheme closed on 30 June 2012 and no further certificates can be created.

(c) Increased staff numbers are to support the growth of the Energy Savings Scheme.

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Financial indicators:			
Total Expenses Excluding Losses	26,891	27,933	30,756
Total expenses include the following:			
Employee related	17,412	17,866	18,928
Other operating expenses	8,872	9,460	11,255
Capital Expenditure	180	180	180

Operating Statement

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Expenses Excluding Losses			
Operating Expenses -			
Employee related	17,412	17,866	18,928
Other operating expenses	8,872	9,460	11,255
Depreciation and amortisation	607	607	573
TOTAL EXPENSES EXCLUDING LOSSES	**26,891**	**27,933**	**30,756**
Revenue			
Recurrent appropriation	24,442	23,742	26,597
Capital appropriation	180	180	180
Sales of goods and services	1,311	2,384	3,000
Investment revenue	249	249	255
Acceptance by Crown Entity of employee benefits and other liabilities	386	592	395
Other revenue	216	145	221
Total Revenue	**26,784**	**27,292**	**30,648**
Net Result	**(107)**	**(641)**	**(108)**

Balance Sheet

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Assets			
Current Assets			
Cash assets	8,699	9,363	9,578
Receivables	950	996	996
Total Current Assets	**9,649**	**10,359**	**10,574**
Non Current Assets			
Property, plant and equipment - Plant and equipment	456	513	125
Intangibles	14	16	11
Total Non Current Assets	**470**	**529**	**136**
Total Assets	**10,119**	**10,888**	**10,710**
Liabilities			
Current Liabilities			
Payables	867	2,077	2,077
Provisions	1,926	1,887	1,817
Other	...	300	300
Total Current Liabilities	**2,793**	**4,264**	**4,194**
Non Current Liabilities			
Provisions	136	432	432
Total Non Current Liabilities	**136**	**432**	**432**
Total Liabilities	**2,929**	**4,696**	**4,626**
Net Assets	**7,190**	**6,192**	**6,084**
Equity			
Accumulated funds	7,190	6,192	6,084
Total Equity	**7,190**	**6,192**	**6,084**

Cash Flow Statement

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Cash Flows From Operating Activities			
Payments			
Employee related	17,097	17,525	18,603
Other	10,113	10,701	12,476
Total Payments	**27,210**	**28,226**	**31,079**
Receipts			
Recurrent appropriation	24,442	23,742	26,597
Capital appropriation	180	180	180
Sale of goods and services	1,311	2,384	3,000
Interest received	249	249	255
Cash transfers to the Crown Entity	...	(922)	...
Other	1,437	1,366	1,442
Total Receipts	**27,619**	**26,999**	**31,474**
Net Cash Flows From Operating Activities	**409**	**(1,227)**	**395**
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(180)	(180)	(180)
Net Cash Flows From Investing Activities	**(180)**	**(180)**	**(180)**
Net Increase/(Decrease) in Cash	**229**	**(1,407)**	**215**
Opening Cash and Cash Equivalents	8,470	10,770	9,363
Closing Cash and Cash Equivalents	**8,699**	**9,363**	**9,578**
Cash Flow Reconciliation			
Net result	(107)	(641)	(108)
Non cash items added back	607	607	573
Change in operating assets and liabilities	(91)	(1,193)	(70)
Net Cash Flows From Operating Activities	**409**	**(1,227)**	**395**

Introduction

The New South Wales Electoral Commission manages the electoral roll, elections and referendums. Its work includes:

- running general elections for the State
- running elections for local government, trade unions, statutory boards and registered clubs, and ballots for enterprise agreements
- delivering automated electronic enrolments to the electoral roll
- maintaining the lobbyist register and enforcing minimum standards relating to the registration of lobbyists
- providing administrative support to the Election Funding Authority.

The Commission operates under the *Parliamentary Electorates and Elections Act 1912*.

Services

The Commission's key service involves conducting and managing elections, including reporting on electoral spending and advising different groups on their rights and responsibilities.

2014-15 Budget Highlights

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

- $44 million to conduct the State General Election in March 2015, including $2.2 million for the *I-vote* online voting system
- $3.8 million as part of a two year project totalling $5.7 million to develop a Roll Management System replacing the reliance and the cost of the electoral roll sourced from the Australian Electoral Commission
- $600,000 to deliver Tablet devices for the *I-roll* product to be used in polling places
- $300,000 for an Online Electoral Material Registration System.

Service Group Statements

Conduct and Management of Elections

Service description: This service group covers the delivery of elections and related services.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
Service measures:						
Parliamentary general and by-elections conducted	no.	1	3	1	1	1
Local Government ordinary election and by-elections conducted	no.	2	6	12	9	9
Registered club elections conducted	no.	18	15	30	13	18
Statutory board and industrial ballots conducted	no.	27	17	20	18	20
Employees:	FTE	43	59	41	63	69

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Financial indicators:			
Total Expenses Excluding Losses	40,086	41,379	92,228
Total expenses include the following:			
Employee related	11,919	11,919	12,786
Other operating expenses	6,271	6,212	7,929
Other expenses	17,103	18,452	65,054
Capital Expenditure	6,175	5,775	7,465

Financial Statements

Operating Statement

	--------2013-14-------- Budget $000	Revised $000	2014-15 Budget $000
Expenses Excluding Losses			
Operating Expenses -			
Employee related	11,919	11,919	12,786
Other operating expenses	6,271	6,212	7,929
Depreciation and amortisation	4,793	4,796	6,459
Other expenses	17,103	18,452	65,054
TOTAL EXPENSES EXCLUDING LOSSES	**40,086**	**41,379**	**92,228**
Revenue			
Recurrent appropriation	35,849	34,443	86,017
Capital appropriation	6,175	5,775	7,465
Sales of goods and services	930	930	1,221
Investment revenue	170	170	174
Grants and contributions	...	91	...
Acceptance by Crown Entity of employee benefits and other liabilities	443	443	454
Other revenue	...	5	...
Total Revenue	**43,567**	**41,857**	**95,331**
Net Result	**3,481**	**478**	**3,103**

Balance Sheet

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Assets			
Current Assets			
Cash assets	4,201	3,155	4,015
Receivables	3,237	2,939	4,121
Inventories	150	150	150
Other	50	...	...
Total Current Assets	**7,638**	**6,244**	**8,286**
Non Current Assets			
Property, plant and equipment - Plant and equipment	2,033	1,623	5,592
Intangibles	14,305	14,352	11,389
Total Non Current Assets	**16,338**	**15,975**	**16,981**
Total Assets	**23,976**	**22,219**	**25,267**
Liabilities			
Current Liabilities			
Payables	361	1,281	1,281
Provisions	953	945	890
Other	...	2	2
Total Current Liabilities	**1,314**	**2,228**	**2,173**
Non Current Liabilities			
Other	150	500	500
Total Non Current Liabilities	**150**	**500**	**500**
Total Liabilities	**1,464**	**2,728**	**2,673**
Net Assets	**22,512**	**19,491**	**22,594**
Equity			
Accumulated funds	22,512	19,491	22,594
Total Equity	**22,512**	**19,491**	**22,594**

Cash Flow Statement

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Cash Flows From Operating Activities			
Payments			
Employee related	11,673	11,494	12,387
Other	29,725	28,115	78,133
Total Payments	**41,398**	**39,609**	**90,520**
Receipts			
Recurrent appropriation	35,849	34,443	86,017
Capital appropriation	6,175	5,775	7,465
Sale of goods and services	(607)	350	189
Interest received	170	(69)	174
Grants and contributions	...	91	...
Cash transfers to the Crown Entity	...	(277)	...
Other	5,000	2,354	5,000
Total Receipts	**46,587**	**42,667**	**98,845**
Net Cash Flows From Operating Activities	**5,189**	**3,058**	**8,325**
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(1,510)	(1,510)	(4,472)
Other	(4,665)	(4,265)	(2,993)
Net Cash Flows From Investing Activities	**(6,175)**	**(5,775)**	**(7,465)**
Net Increase/(Decrease) in Cash	**(986)**	**(2,717)**	**860**
Opening Cash and Cash Equivalents	5,187	5,872	3,155
Closing Cash and Cash Equivalents	**4,201**	**3,155**	**4,015**
Cash Flow Reconciliation			
Net result	3,481	478	3,103
Non cash items added back	4,793	4,793	6,459
Change in operating assets and liabilities	(3,085)	(2,213)	(1,237)
Net Cash Flows From Operating Activities	**5,189**	**3,058**	**8,325**

Introduction

The Ombudsman's Office is an independent review body. It aims to ensure public and private sector bodies within its jurisdiction fulfil their functions properly. The Ombudsman is accountable to the public through the Parliament of New South Wales.

The Office operates under a range of legislation, including the *Ombudsman Act 1974,* the *Community Services (Complaints, Reviews and Monitoring) Act 1993* and the *Police Act 1990*.

Services

The Office's key service involves investigating, resolving, overseeing and scrutinising complaints.

2014-15 Budget Highlights

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

- $739,000 to establish a new function to oversight Aboriginal service provision in NSW, including creating a new Deputy Ombudsman position
- $336,000 to embed a new role in referring high risk matters to the Children's Guardian that have come to the Ombudsman's attention in the course of exercising his functions
- finalising the Operation Prospect investigation.

Service Group Statements

Complaint Resolution, Investigation, Oversight and Scrutiny

Service description: This service group covers the independent resolution, investigation or oversight of complaints made by the public about agencies within the jurisdiction of the Ombudsman and the scrutiny of complaint handling and other systems of those agencies.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
Service measures:						
Written complaints and notifications about public sector and certain non-government agencies	no.	9,504	8,724	9,000	9,500	9,000
Telephone complaints/inquiries received	no.	23,849	28,041	27,500	28,300	27,500
Time spent on visiting services by Community Visitors	hours	6,222	6,134	8,800	10,100	10,000
Initial assessment of complaints within 10 days	%	97	97	80	97	80
Initial assessment of agency notifications within 10 days	%	93	96	80	95	80
Employees:	FTE	186	180	190	190	185

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Financial indicators:			
Total Expenses Excluding Losses	25,879	29,165	29,488
Total expenses include the following:			
Employee related	20,705	23,450	24,189
Other operating expenses	4,601	4,984	4,597
Capital Expenditure	1,364	1,318	350

Financial Statements

Operating Statement

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Expenses Excluding Losses			
Operating Expenses -			
Employee related	20,705	23,450	24,189
Other operating expenses	4,601	4,984	4,597
Depreciation and amortisation	573	713	702
Finance costs	...	18	...
TOTAL EXPENSES EXCLUDING LOSSES	**25,879**	**29,165**	**29,488**
Revenue			
Recurrent appropriation	23,669	24,259	24,369
Capital appropriation	1,364	1,314	350
Sales of goods and services	533	599	564
Investment revenue	35	70	35
Grants and contributions	...	2,629	2,165
Acceptance by Crown Entity of employee benefits and other liabilities	889	889	912
Other revenue	...	20	17
Total Revenue	**26,490**	**29,780**	**28,412**
Net Result	**611**	**615**	**(1,076)**

Balance Sheet

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Assets			
Current Assets			
Cash assets	1,862	1,777	1,091
Receivables	656	720	569
Other financial assets	...	11	11
Total Current Assets	**2,518**	**2,508**	**1,671**
Non Current Assets			
Property, plant and equipment - Plant and equipment	1,141	954	784
Intangibles	1,035	1,105	923
Total Non Current Assets	**2,176**	**2,059**	**1,707**
Total Assets	**4,694**	**4,567**	**3,378**
Liabilities			
Current Liabilities			
Payables	870	745	636
Provisions	2,067	1,831	1,787
Other	21	33	17
Total Current Liabilities	**2,958**	**2,609**	**2,440**
Non Current Liabilities			
Provisions	474	504	560
Total Non Current Liabilities	**474**	**504**	**560**
Total Liabilities	**3,432**	**3,113**	**3,000**
Net Assets	**1,262**	**1,454**	**378**
Equity			
Accumulated funds	1,262	1,454	378
Total Equity	**1,262**	**1,454**	**378**

Cash Flow Statement

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Cash Flows From Operating Activities			
Payments			
Employee related	19,686	22,430	23,357
Other	5,145	5,556	4,987
Total Payments	**24,831**	**27,986**	**28,344**
Receipts			
Recurrent appropriation	23,669	24,259	24,369
Capital appropriation	1,364	1,314	350
Sale of goods and services	533	599	564
Interest received	35	70	35
Grants and contributions	...	2,629	2,165
Other	543	599	525
Total Receipts	**26,144**	**29,470**	**28,008**
Net Cash Flows From Operating Activities	**1,313**	**1,484**	**(336)**
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(649)	(653)	(180)
Other	(715)	(665)	(170)
Net Cash Flows From Investing Activities	**(1,364)**	**(1,318)**	**(350)**
Net Increase/(Decrease) in Cash	**(51)**	**166**	**(686)**
Opening Cash and Cash Equivalents	1,913	1,611	1,777
Closing Cash and Cash Equivalents	**1,862**	**1,777**	**1,091**
Cash Flow Reconciliation			
Net result	611	615	(1,076)
Non cash items added back	573	713	702
Change in operating assets and liabilities	129	156	38
Net Cash Flows From Operating Activities	**1,313**	**1,484**	**(336)**

Introduction

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

The Commission aims to increase public confidence in the integrity of these agencies. It also oversees other agencies that investigate serious police misconduct.

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

Services

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

2014-15 Budget Highlight

In 2014-15, the Commission's key initiatives will include $20 million on detecting and investigating serious misconduct within NSW Police and misconduct within the New South Wales Crime Commission.

Service Group Statements

Investigations, Research and Complaint Management

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

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
Service measures:						
Active full investigations	no.	43	37	43	35	35
Research projects and reports including reform recommendations	no.	1	1	3	2	2
Complaints assessed	no.	1,039	1,319	1,200	1,400	1,300
Employees:	FTE	104	98	101	98	96

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Financial indicators:			
Total Expenses Excluding Losses	20,249	19,435	20,230
Total expenses include the following:			
Employee related	14,423	14,219	14,300
Other operating expenses	4,551	4,061	4,780
Capital Expenditure	1,790	1,000	1,200

Financial Statements

Operating Statement

	---------2013-14---------		2014-15
	Budget $000	Revised $000	Budget $000
Expenses Excluding Losses			
Operating Expenses -			
Employee related	14,423	14,219	14,300
Other operating expenses	4,551	4,061	4,780
Depreciation and amortisation	1,275	1,155	1,150
TOTAL EXPENSES EXCLUDING LOSSES	**20,249**	**19,435**	**20,230**
Revenue			
Recurrent appropriation	17,980	17,630	18,075
Capital appropriation	1,790	1,000	1,200
Investment revenue	84	60	72
Acceptance by Crown Entity of employee benefits and other liabilities	715	715	733
Total Revenue	**20,569**	**19,405**	**20,080**
Gain/(loss) on disposal of non current assets	...	20	...
Net Result	**320**	**(10)**	**(150)**

Balance Sheet

	--------2013-14-------- Budget $000	Revised $000	2014-15 Budget $000
Assets			
Current Assets			
Cash assets	1,800	1,739	1,571
Receivables	433	391	374
Total Current Assets	**2,233**	**2,130**	**1,945**
Non Current Assets			
Property, plant and equipment -			
Land and building	625	490	290
Plant and equipment	2,861	2,139	2,309
Intangibles	181	179	259
Total Non Current Assets	**3,667**	**2,808**	**2,858**
Total Assets	**5,900**	**4,938**	**4,803**
Liabilities			
Current Liabilities			
Payables	500	465	475
Provisions	1,198	1,145	1,145
Total Current Liabilities	**1,698**	**1,610**	**1,620**
Non Current Liabilities			
Provisions	725	464	469
Total Non Current Liabilities	**725**	**464**	**469**
Total Liabilities	**2,423**	**2,074**	**2,089**
Net Assets	**3,477**	**2,864**	**2,714**
Equity			
Reserves	186	416	416
Accumulated funds	3,291	2,448	2,298
Total Equity	**3,477**	**2,864**	**2,714**

Cash Flow Statement

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Cash Flows From Operating Activities			
Payments			
Employee related	13,778	13,710	13,567
Other	5,094	4,610	5,336
Total Payments	**18,872**	**18,320**	**18,903**
Receipts			
Recurrent appropriation	17,980	17,630	18,075
Capital appropriation	1,790	1,000	1,200
Interest received	84	60	72
Cash transfers to the Crown Entity	...	(50)	...
Other	588	588	588
Total Receipts	**20,442**	**19,228**	**19,935**
Net Cash Flows From Operating Activities	**1,570**	**908**	**1,032**
Cash Flows From Investing Activities			
Proceeds from sale of property, plant and equipment	...	20	...
Purchases of property, plant and equipment	(1,690)	(900)	(1,000)
Other	(100)	(100)	(200)
Net Cash Flows From Investing Activities	**(1,790)**	**(980)**	**(1,200)**
Net Increase/(Decrease) in Cash	**(220)**	**(72)**	**(168)**
Opening Cash and Cash Equivalents	2,020	1,811	1,739
Closing Cash and Cash Equivalents	**1,800**	**1,739**	**1,571**
Cash Flow Reconciliation			
Net result	320	(10)	(150)
Non cash items added back	1,275	1,150	1,150
Change in operating assets and liabilities	(25)	(232)	32
Net Cash Flows From Operating Activities	**1,570**	**908**	**1,032**

Introduction

The Public Service Commission aims to ensure the public sector workforce is properly equipped to deliver effective programs and services to the people of New South Wales. It leads the sector and advises the Government on workforce-related operational and policy issues. This is achieved through:

- developing, and driving the implementation of, standards and policies
- delivering key enabling programs
- analysing and providing information covering all aspects of workforce management in the public sector.

Services

The Commission's key service is to improve government service delivery by enhancing public sector capability and addressing workforce issues.

2014-15 Budget Highlights

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

- $4.0 million continuing the Human Capital Management System project (commenced 2013-14), which will improve agencies' ability to manage capability, performance, workforce planning, and learning and development
- $2.4 million to further develop the capabilities of our most senior leaders across the sector
- $1.5 million on Public Sector Reform to continue the work to deliver major reform initiatives to implement the *Government Sector Employment Act 2013*
- $500,000 supporting the sector through the rollout of the newly developed capability framework and occupation specific capability sets
- $200,000 to analyse and report on the results of the second sector wide employee survey the *2014 People Matter Employee Survey*.

Service Group Statements

Services and Capabilities Improvement

Service description: This service group covers the promotion and maintenance of the highest levels of integrity, impartiality, accountability, capability and leadership across the public sector through innovative human capital management policies and programs.

	Units	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2013-14 Revised	2014-15 Forecast
Employees:	FTE	93	102	123	107	118

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Financial indicators:			
Total Expenses Excluding Losses	35,571	34,371	35,268
Total expenses include the following:			
Employee related	17,770	15,266	17,527
Other operating expenses	16,799	18,103	16,294
Capital Expenditure	1,350	1,020	830

Financial Statements

Operating Statement

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Expenses Excluding Losses			
Operating Expenses -			
Employee related	17,770	15,266	17,527
Other operating expenses	16,799	18,103	16,294
Depreciation and amortisation	1,002	1,002	1,447
TOTAL EXPENSES EXCLUDING LOSSES	**35,571**	**34,371**	**35,268**
Revenue			
Recurrent appropriation	32,961	32,111	32,871
Capital appropriation	1,350	1,020	830
Investment revenue	100	170	150
Acceptance by Crown Entity of employee benefits and other liabilities	452	712	443
Other revenue	1,200	1,200	500
Total Revenue	**36,063**	**35,213**	**34,794**
Net Result	**492**	**842**	**(474)**

Balance Sheet

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Assets			
Current Assets			
Cash assets	3,235	4,000	4,353
Receivables	500	1,208	1,250
Total Current Assets	**3,735**	**5,208**	**5,603**
Non Current Assets			
Property, plant and equipment - Plant and equipment	1,509	1,502	1,227
Intangibles	2,862	2,553	2,211
Total Non Current Assets	**4,371**	**4,055**	**3,438**
Total Assets	**8,106**	**9,263**	**9,041**
Liabilities			
Current Liabilities			
Payables	1,360	1,067	1,295
Provisions	1,560	1,578	1,602
Total Current Liabilities	**2,920**	**2,645**	**2,897**
Non Current Liabilities			
Provisions	305	308	308
Total Non Current Liabilities	**305**	**308**	**308**
Total Liabilities	**3,225**	**2,953**	**3,205**
Net Assets	**4,881**	**6,310**	**5,836**
Equity			
Accumulated funds	4,881	6,310	5,836
Total Equity	**4,881**	**6,310**	**5,836**

Cash Flow Statement

	2013-14 Budget $000	2013-14 Revised $000	2014-15 Budget $000
Cash Flows From Operating Activities			
Payments			
Employee related	17,337	14,528	16,932
Other	16,799	19,767	17,840
Total Payments	**34,136**	**34,295**	**34,772**
Receipts			
Recurrent appropriation	32,961	32,111	32,871
Capital appropriation	1,350	1,020	830
Interest received	100	170	150
Other	1,200	2,560	2,104
Total Receipts	**35,611**	**35,861**	**35,955**
Net Cash Flows From Operating Activities	**1,475**	**1,566**	**1,183**
Cash Flows From Investing Activities			
Purchases of property, plant and equipment	(100)	(100)	(100)
Other	(1,250)	(920)	(730)
Net Cash Flows From Investing Activities	**(1,350)**	**(1,020)**	**(830)**
Net Increase/(Decrease) in Cash	**125**	**546**	**353**
Opening Cash and Cash Equivalents	3,110	3,454	4,000
Closing Cash and Cash Equivalents	**3,235**	**4,000**	**4,353**
Cash Flow Reconciliation			
Net result	492	842	(474)
Non cash items added back	1,002	1,002	1,447
Change in operating assets and liabilities	(19)	(278)	210
Net Cash Flows From Operating Activities	**1,475**	**1,566**	**1,183**