

1. CUSTOMER SERVICE CLUSTER

1.1 Agency Expense Summary

| Customer Service cluster | Expenses ^(a) | | | Capital Expenditure | | |
|--|-------------------------|----------------|-----------------------|---------------------|---------------|-----------------------|
| | 2019-20 Est. | 2020-21 | Change % | 2019-20 Est. | 2020-21 | Change % |
| | Actual \$m | Budget \$m | | Actual \$m | Budget \$m | |
| Department of Customer Service ^(b) | 1,276.3 | 2,108.4 | 65.2 ^(c) | 358.7 | 196.2 | (45.3) ^(d) |
| Cluster Grants | 317.5 | 675.5 | 112.7 ^(e) | ... | ... | ... |
| Total Principal Agency | 1,593.9 | 2,783.9 | 74.7 | 358.7 | 196.2 | (45.3) |
| Cluster Agencies | | | | | | |
| Independent Liquor and Gaming Authority | 12.9 | 3.0 | (76.4) ^(f) | ... | ... | ... |
| Information and Privacy Commission | 6.7 | 6.3 | (6.8) | 0.1 | 0.2 | 69.7 |
| Service NSW | 509.0 | 528.3 | 3.8 | 58.3 | 66.4 | 14.0 |
| Long Service Corporation | 334.7 | 290.5 | (13.2) | 0.2 | 5.0 | N/A |
| New South Wales Government Telecommunications Authority | 83.4 | 173.4 | 107.9 ^(g) | 102.7 | 211.8 | 106.1 ^(h) |
| Rental Bond Board | 67.2 | 62.0 | (7.6) ⁽ⁱ⁾ | ... | ... | ... |
| State Insurance Regulatory Authority | 528.8 | 607.8 | 15.0 | 1.5 | 5.6 | 269.4 |
| Total Cluster Agencies | 1,542.6 | 1,671.5 | 8.4 | 162.8 | 288.9 | 77.4 |
| Special Offices | | | | | | |
| Independent Pricing and Regulatory Tribunal | 32.0 | 31.0 | (3.2) | 0.9 | 0.2 | (80.3) |
| Total Special Offices | 32.0 | 31.0 | (3.2) | 0.9 | 0.2 | (80.3) |

(a) This table shows expenses on an uneliminated basis.

(b) Includes personnel employed in the Resources Policy and Reform Implementation Branch transferred from the Department of Planning, Industry and Environment to the Department of Customer Service, effective 1 July 2019.

(c) Change primarily reflects the Digital Restart Fund (\$500m) and COVID support and stimulus (\$215m).

(d) Change reflects the impact of the Right of Use Asset recognised in 2019-20 required by the new Leasing Standard.

(e) Change reflects the impact of the new funding arrangement for Service NSW (\$280m) and additional funding for the Critical Communications Enhancement Project (CCEP) (\$63m).

(f) Change is due to the impact of the Bergin Inquiry of the Crown Casino licence.

(g) Change reflects the CCEP delivery acceleration.

(h) Change reflects the CCEP funding boost to deliver required scope.

(i) Change is due to the impact of support provided to residents of Mascot Towers in 2019-20.

Note: Some sub-totals in this table may not be exactly equal to the sum of agency totals due to rounding.

1.2 Financial Statements

Department of Customer Service

Operating Statement

| | 2019-20 | | 2020-21 |
|--|------------------|----------------------|------------------|
| | Budget \$000 | Est. Actual \$000 | Budget \$000 |
| Expenses Excluding Losses | | | |
| Operating Expenses - | | | |
| Employee Related | 686,133 | 658,008 | 713,945 |
| Personnel Services Expenses | (4,904) | ... | ... |
| Other Operating Expenses | 227,576 | 316,835 | 300,505 |
| Grants and Subsidies | 540,439 | 481,517 | 1,657,900 |
| Appropriation Expense | ... | ... | 194 |
| Depreciation and Amortisation | 126,219 | 125,242 | 96,840 |
| Finance Costs | 10,451 | 12,279 | 14,516 |
| Other Expenses | 30 | 1 | ... |
| TOTAL EXPENSES EXCLUDING LOSSES | 1,585,944 | 1,593,882 | 2,783,898 |
| Revenue | | | |
| Appropriation Revenue | 988,772 | 876,746 | 1,901,658 |
| Cluster Grant Revenue | ... | ... | ... |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 13,755 | 18,885 | 16,412 |
| Transfers to the Crown Entity | ... | ... | (37,410) |
| Sales of Goods and Services | 362,003 | 282,709 | 292,187 |
| Grants and Contributions | 25,801 | 172,325 | 198,940 |
| Investment Revenue | 5,426 | 4,446 | 47,414 |
| Retained Taxes, Fees and Fines | 87,616 | 87,525 | 43,996 |
| Other Revenue | 228,058 | 140,105 | 96,135 |
| Total Revenue | 1,711,431 | 1,582,739 | 2,559,331 |
| Gain/(Loss) on Disposal of Non Current Assets | (1,439) | 13,223 | 2,943 |
| Other Gains/(Losses) | (1,302) | (49,176) | ... |
| Net Result | 122,746 | (47,094) | (221,624) |

Balance Sheet

| | 2019-20 | | 2020-21 |
|--|--------------------|--------------------|--------------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Assets | | | |
| Current Assets | | | |
| Cash Assets | 449,655 | 500,933 | 349,356 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 161,371 | 175,753 | 143,351 |
| Contract Assets | ... | ... | ... |
| Inventories | 53 | 2,594 | 2,594 |
| Financial Assets at Fair Value | 91,040 | 7,972 | 7,972 |
| Other Financial Assets | ... | 23,142 | 23,142 |
| Other | 56,050 | 15,120 | 15,120 |
| Assets Held For Sale | 26,978 | 19,285 | 19,285 |
| Total Current Assets | 785,148 | 744,798 | 560,820 |
| Non Current Assets | | | |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | 6,358 | ... | 976 |
| Inventories | 5,248 | ... | ... |
| Financial Assets at Fair Value | ... | 79,388 | 79,388 |
| Equity Investments | ... | 0 | 0 |
| Property, Plant and Equipment - | | | |
| Land and Building | 73,889 | 33,615 | 34,280 |
| Plant and Equipment | 178,234 | 101,821 | 152,755 |
| Infrastructure Systems | (479) | ... | 23,141 |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 251,847 | 442,469 | 429,563 |
| Intangibles | 128,807 | 89,008 | 685,832 |
| Other Assets | 4,473 | 52,423 | 29,281 |
| Total Non Current Assets | 648,376 | 798,724 | 1,435,215 |
| Total Assets | 1,433,524 | 1,543,523 | 1,996,035 |
| Liabilities | | | |
| Current Liabilities | | | |
| Taxes Payable | ... | ... | ... |
| Payables | 187,553 | 150,164 | 158,572 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 51,689 | 89,263 | 60,561 |
| Provisions | 186,149 | 159,907 | 163,866 |
| Other | 99,345 | 173,108 | 182,841 |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| Total Current Liabilities | 524,736 | 572,442 | 565,840 |
| Non Current Liabilities | | | |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 230,158 | 516,018 | 481,151 |
| Provisions | 36,116 | 30,022 | 271,664 |
| Other | 2,413,591 | 2,401,456 | 2,327,840 |
| Total Non Current Liabilities | 2,679,865 | 2,947,496 | 3,080,655 |
| Total Liabilities | 3,204,601 | 3,519,938 | 3,646,495 |
| Net Assets | (1,771,077) | (1,976,415) | (1,650,460) |
| Equity | | | |
| Accumulated Funds | (1,784,840) | (1,979,148) | (1,653,193) |
| Reserves | 13,763 | 2,733 | 2,733 |
| Capital Equity | ... | ... | ... |
| Total Equity | (1,771,077) | (1,976,415) | (1,650,460) |

Cash Flow Statement

| | 2019-20 | | 2020-21 |
|---|------------------|------------------|------------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Cash Flows From Operating Activities | | | |
| Payments | | | |
| Employee Related | 653,557 | 622,242 | 701,301 |
| Personnel Services | (4,904) | ... | ... |
| Grants and Subsidies | 540,439 | 481,517 | 1,657,900 |
| Finance Costs | 10,443 | 12,279 | 14,516 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 464,800 | 324,732 | 203,164 |
| Total Payments | 1,664,335 | 1,440,770 | 2,576,881 |
| Receipts | | | |
| Appropriation | 988,772 | 933,207 | 1,901,658 |
| Cluster Grant Revenue | ... | ... | ... |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | (18,077) | (51,395) | (48,359) |
| Sale of Goods and Services | 324,310 | 288,362 | 284,561 |
| Retained Taxes, Fees and Fines | (1,288) | ... | ... |
| Interest Received | 5,426 | 6,481 | 42,411 |
| Grants and Contributions | 25,801 | 172,325 | 198,940 |
| Other Receipts | 509,374 | 145,827 | 254,801 |
| Total Receipts | 1,834,318 | 1,494,807 | 2,634,010 |
| Net Cash Flows From Operating Activities | 169,983 | 54,037 | 57,130 |
| Cash Flows From Investing Activities | | | |
| Proceeds from Sale of Property, Plant and Equipment | 50,097 | 60,309 | 29,700 |
| Purchases of Property, Plant and Equipment | (59,593) | (21,048) | (109,921) |
| Proceeds from Sale of Investments | ... | ... | 1,572 |
| Purchases of Investments | ... | 21,612 | 20,314 |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (49,518) | (20,833) | (51,363) |
| Net Cash Flows From Investing Activities | (59,014) | 40,040 | (109,698) |
| Cash Flows From Financing Activities | | | |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (125,897) | (118,742) | (99,008) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| Net Cash Flows From Financing Activities | (125,897) | (118,742) | (99,008) |
| Net Increase/(Decrease) in Cash | (14,929) | (24,665) | (151,577) |
| Opening Cash and Cash Equivalents | 456,358 | 549,158 | 500,933 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | 8,226 | (23,560) | ... |
| Closing Cash and Cash Equivalents | 449,655 | 500,933 | 349,356 |

Independent Liquor and Gaming Authority

Operating Statement

| | 2019-20 | | 2020-21 |
|---|--------------|----------------|--------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Expenses Excluding Losses | | | |
| Operating Expenses - | | | |
| Employee Related | 798 | 780 | 818 |
| Personnel Services Expenses | ... | ... | 0 |
| Other Operating Expenses | 1,970 | 12,112 | 2,224 |
| Grants and Subsidies | ... | ... | ... |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 30 | ... | ... |
| Finance Costs | ... | ... | ... |
| Other Expenses | ... | ... | ... |
| TOTAL EXPENSES EXCLUDING LOSSES | 2,798 | 12,892 | 3,042 |
| Revenue | | | |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | 2,975 | 2,902 | 3,013 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | ... | ... | ... |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | (0) | ... | (0) |
| Grants and Contributions | ... | 7,354 | ... |
| Investment Revenue | ... | ... | ... |
| Retained Taxes, Fees and Fines | 0 | ... | 0 |
| Other Revenue | ... | 767 | ... |
| Total Revenue | 2,975 | 11,022 | 3,013 |
| Gain/(Loss) on Disposal of Non Current Assets | ... | ... | ... |
| Other Gains/(Losses) | ... | ... | ... |
| Net Result | 177 | (1,870) | (29) |

Balance Sheet

| | 2019-20 | | 2020-21 |
|--|--------------|--------------|--------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Assets | | | |
| Current Assets | | | |
| Cash Assets | 2,002 | 2,281 | 2,252 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 12 | 158 | 158 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| Total Current Assets | 2,014 | 2,439 | 2,410 |
| Non Current Assets | | | |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - | | | |
| Land and Building | ... | ... | ... |
| Plant and Equipment | 10 | ... | ... |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | ... | ... | ... |
| Intangibles | ... | ... | ... |
| Other Assets | ... | ... | ... |
| Total Non Current Assets | 10 | ... | ... |
| Total Assets | 2,024 | 2,439 | 2,410 |
| Liabilities | | | |
| Current Liabilities | | | |
| Taxes Payable | ... | ... | ... |
| Payables | 164 | 668 | 668 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | ... | ... | ... |
| Provisions | ... | ... | ... |
| Other | (15) | 1,046 | 1,046 |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| Total Current Liabilities | 149 | 1,714 | 1,714 |
| Non Current Liabilities | | | |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | ... | ... | ... |
| Provisions | ... | ... | ... |
| Other | ... | ... | ... |
| Total Non Current Liabilities | ... | ... | ... |
| Total Liabilities | 149 | 1,714 | 1,714 |
| Net Assets | 1,875 | 725 | 696 |
| Equity | | | |
| Accumulated Funds | 1,875 | 725 | 696 |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| Total Equity | 1,875 | 725 | 696 |

Cash Flow Statement

| | 2019-20 | | 2020-21 |
|---|--------------|---------------|--------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Cash Flows From Operating Activities | | | |
| Payments | | | |
| Employee Related | 874 | 776 | 818 |
| Personnel Services | ... | ... | 0 |
| Grants and Subsidies | ... | ... | ... |
| Finance Costs | ... | ... | ... |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 2,136 | 13,382 | 2,224 |
| Total Payments | 3,010 | 14,158 | 3,042 |
| Receipts | | | |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | 2,975 | 2,902 | 3,013 |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | (0) | 1,075 | (0) |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | ... | ... | ... |
| Grants and Contributions | ... | 7,354 | ... |
| Other Receipts | 166 | 2,437 | 0 |
| Total Receipts | 3,141 | 13,768 | 3,013 |
| Net Cash Flows From Operating Activities | 131 | (391) | (29) |
| Cash Flows From Investing Activities | | | |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | 70 | ... | ... |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | ... | ... | ... |
| Net Cash Flows From Investing Activities | 70 | ... | ... |
| Cash Flows From Financing Activities | | | |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | ... | ... | ... |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| Net Cash Flows From Financing Activities | ... | ... | ... |
| Net Increase/(Decrease) in Cash | 201 | (391) | (29) |
| Opening Cash and Cash Equivalents | 1,801 | 2,671 | 2,281 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| Closing Cash and Cash Equivalents | 2,002 | 2,281 | 2,252 |

Information and Privacy Commission

Operating Statement

| | 2019-20 | | 2020-21 |
|---|--------------|--------------|--------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Expenses Excluding Losses | | | |
| Operating Expenses - | | | |
| Employee Related | 4,568 | 4,662 | 4,366 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 645 | 1,811 | 1,255 |
| Grants and Subsidies | ... | ... | ... |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 598 | 257 | 629 |
| Finance Costs | 7 | 0 | 22 |
| Other Expenses | ... | ... | ... |
| TOTAL EXPENSES EXCLUDING LOSSES | 5,818 | 6,730 | 6,272 |
| Revenue | | | |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | 5,589 | 5,908 | 6,021 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 177 | 318 | 184 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | ... | ... | ... |
| Grants and Contributions | ... | ... | ... |
| Investment Revenue | 1 | ... | 1 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | 13 | (1) | 13 |
| Total Revenue | 5,780 | 6,225 | 6,219 |
| Gain/(Loss) on Disposal of Non Current Assets | ... | ... | ... |
| Other Gains/(Losses) | ... | ... | ... |
| Net Result | (38) | (505) | (53) |

Balance Sheet

| | 2019-20 | | 2020-21 |
|--|-----------------|----------------------|-----------------|
| | Budget \$000 | Est. Actual \$000 | Budget \$000 |
| Assets | | | |
| Current Assets | | | |
| Cash Assets | 348 | 931 | 931 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 414 | 172 | 225 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| Total Current Assets | 762 | 1,103 | 1,156 |
| Non Current Assets | | | |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - | | | |
| Land and Building | ... | ... | ... |
| Plant and Equipment | 66 | 136 | 115 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 1,091 | ... | (388) |
| Intangibles | 785 | 566 | 496 |
| Other Assets | ... | ... | ... |
| Total Non Current Assets | 1,942 | 701 | 222 |
| Total Assets | 2,704 | 1,804 | 1,378 |
| Liabilities | | | |
| Current Liabilities | | | |
| Taxes Payable | ... | ... | ... |
| Payables | 231 | 577 | 577 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 373 | ... | 25 |
| Provisions | 377 | 569 | 569 |
| Other | ... | ... | ... |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| Total Current Liabilities | 981 | 1,146 | 1,171 |
| Non Current Liabilities | | | |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 714 | ... | (398) |
| Provisions | 7 | ... | ... |
| Other | ... | ... | ... |
| Total Non Current Liabilities | 721 | ... | (398) |
| Total Liabilities | 1,702 | 1,146 | 773 |
| Net Assets | 1,002 | 658 | 605 |
| Equity | | | |
| Accumulated Funds | 1,002 | 658 | 605 |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| Total Equity | 1,002 | 658 | 605 |

Cash Flow Statement

| | 2019-20 | | 2020-21 |
|---|--------------|--------------|--------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Cash Flows From Operating Activities | | | |
| Payments | | | |
| Employee Related | 4,391 | 4,033 | 4,182 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | ... | ... | ... |
| Finance Costs | 7 | 0 | 22 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 827 | 1,117 | 1,308 |
| Total Payments | 5,225 | 5,151 | 5,511 |
| Receipts | | | |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | 5,589 | 5,908 | 6,021 |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | ... | ... | ... |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | 1 | ... | 1 |
| Grants and Contributions | ... | ... | ... |
| Other Receipts | 145 | (89) | 13 |
| Total Receipts | 5,735 | 5,819 | 6,034 |
| Net Cash Flows From Operating Activities | 510 | 668 | 523 |
| Cash Flows From Investing Activities | | | |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | ... | (67) | ... |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (150) | (21) | (150) |
| Net Cash Flows From Investing Activities | (150) | (88) | (150) |
| Cash Flows From Financing Activities | | | |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (361) | ... | (373) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| Net Cash Flows From Financing Activities | (361) | ... | (373) |
| Net Increase/(Decrease) in Cash | (1) | 580 | (0) |
| Opening Cash and Cash Equivalents | 349 | 351 | 931 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| Closing Cash and Cash Equivalents | 348 | 931 | 931 |

Service NSW

Operating Statement

| | 2019-20 | | 2020-21 |
|---|-----------------|----------------|-----------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Expenses Excluding Losses | | | |
| Operating Expenses - | | | |
| Employee Related | 146,210 | 268,243 | 298,179 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 245,809 | 159,574 | 141,508 |
| Grants and Subsidies | ... | 1,209 | 4,533 |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 95,176 | 77,816 | 81,994 |
| Finance Costs | 2,947 | 2,139 | 2,103 |
| Other Expenses | ... | ... | ... |
| TOTAL EXPENSES EXCLUDING LOSSES | 490,142 | 508,980 | 528,317 |
| Revenue | | | |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | 134,856 | 190,697 | 381,267 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 4,360 | 8,083 | 4,362 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 293,823 | 271,253 | 64,185 |
| Grants and Contributions | 7,600 | 11,191 | 11,097 |
| Investment Revenue | 199 | 166 | 194 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | 205 | 27,847 | 199 |
| Total Revenue | 441,043 | 509,237 | 461,303 |
| Gain/(Loss) on Disposal of Non Current Assets | ... | ... | ... |
| Other Gains/(Losses) | ... | (7,962) | ... |
| Net Result | (49,099) | (7,706) | (67,014) |

Balance Sheet

| | 2019-20 | | 2020-21 |
|--|----------------|----------------|----------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Assets | | | |
| Current Assets | | | |
| Cash Assets | 1,839 | 72,660 | 16,976 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 46,841 | 59,251 | 59,251 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| Total Current Assets | 48,680 | 131,911 | 76,227 |
| Non Current Assets | | | |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - | | | |
| Land and Building | 22,380 | ... | 61,030 |
| Plant and Equipment | 54,217 | 67,069 | (5,007) |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 94,767 | 99,005 | 99,642 |
| Intangibles | 81,603 | 81,876 | 76,702 |
| Other Assets | ... | ... | ... |
| Total Non Current Assets | 252,967 | 247,950 | 232,367 |
| Total Assets | 301,647 | 379,861 | 308,594 |
| Liabilities | | | |
| Current Liabilities | | | |
| Taxes Payable | ... | ... | ... |
| Payables | 72,380 | 105,717 | 116,397 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 15,471 | 13,455 | 13,833 |
| Provisions | 13,229 | 30,809 | 30,656 |
| Other | ... | 0 | 0 |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| Total Current Liabilities | 101,080 | 149,981 | 160,886 |
| Non Current Liabilities | | | |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 81,233 | 90,214 | 75,056 |
| Provisions | 6,027 | 4,371 | 4,371 |
| Other | ... | ... | ... |
| Total Non Current Liabilities | 87,260 | 94,585 | 79,427 |
| Total Liabilities | 188,340 | 244,566 | 240,313 |
| Net Assets | 113,307 | 135,295 | 68,281 |
| Equity | | | |
| Accumulated Funds | 113,307 | 135,295 | 68,281 |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| Total Equity | 113,307 | 135,295 | 68,281 |

Cash Flow Statement

| | 2019-20 | | 2020-21 |
|---|-----------------|-----------------|-----------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Cash Flows From Operating Activities | | | |
| Payments | | | |
| Employee Related | 143,333 | 256,326 | 293,824 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | ... | 1,209 | 4,533 |
| Finance Costs | 2,947 | 2,139 | 2,103 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 275,056 | 144,441 | 130,974 |
| Total Payments | 421,335 | 404,115 | 431,434 |
| Receipts | | | |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | 134,856 | 190,697 | 381,267 |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | 293,624 | 266,315 | 64,185 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | 199 | 166 | 194 |
| Grants and Contributions | 7,600 | 11,191 | 11,097 |
| Other Receipts | 24,639 | 39,918 | 199 |
| Total Receipts | 460,917 | 508,287 | 456,941 |
| Net Cash Flows From Operating Activities | 39,582 | 104,172 | 25,507 |
| Cash Flows From Investing Activities | | | |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | (18,141) | (3,618) | (30,185) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (26,326) | (38,473) | (34,253) |
| Net Cash Flows From Investing Activities | (44,467) | (42,091) | (64,438) |
| Cash Flows From Financing Activities | | | |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (14,606) | (16,163) | (16,753) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| Net Cash Flows From Financing Activities | (14,606) | (16,163) | (16,753) |
| Net Increase/(Decrease) in Cash | (19,491) | 45,919 | (55,684) |
| Opening Cash and Cash Equivalents | 21,330 | 26,741 | 72,660 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| Closing Cash and Cash Equivalents | 1,839 | 72,660 | 16,976 |

Long Service Corporation

Operating Statement

| | 2019-20 | | 2020-21 |
|---|----------------|------------------|-----------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Expenses Excluding Losses | | | |
| Operating Expenses - | | | |
| Employee Related | 229 | 102,253 | ... |
| Personnel Services Expenses | 8,259 | 7,975 | 8,924 |
| Other Operating Expenses | 239,519 | 203,808 | 266,282 |
| Grants and Subsidies | ... | ... | ... |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 1,242 | 373 | 379 |
| Finance Costs | 35,762 | 20,416 | 14,954 |
| Other Expenses | ... | (117) | ... |
| TOTAL EXPENSES EXCLUDING LOSSES | 285,011 | 334,708 | 290,539 |
| Revenue | | | |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | ... | ... | ... |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | ... | ... | ... |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | ... | ... | ... |
| Grants and Contributions | ... | ... | ... |
| Investment Revenue | 117,566 | 49,528 | 94,100 |
| Retained Taxes, Fees and Fines | 212,494 | 163,447 | 156,100 |
| Other Revenue | 210 | 262 | 227 |
| Total Revenue | 330,270 | 213,237 | 250,427 |
| Gain/(Loss) on Disposal of Non Current Assets | ... | 7 | ... |
| Other Gains/(Losses) | ... | ... | ... |
| Net Result | 45,258 | (121,465) | (40,112) |

Balance Sheet

| | 2019-20 | | 2020-21 |
|--|------------------|------------------|------------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Assets | | | |
| Current Assets | | | |
| Cash Assets | 116,217 | 108,146 | 105,741 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 9,939 | 6,964 | 7,045 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | 221,000 | ... | ... |
| Other | ... | (1) | (1) |
| Assets Held For Sale | ... | ... | ... |
| Total Current Assets | 347,156 | 115,109 | 112,785 |
| Non Current Assets | | | |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | 1,712,640 | 1,781,539 | 1,875,339 |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - | | | |
| Land and Building | ... | ... | ... |
| Plant and Equipment | 194 | 1 | 116 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 674 | 43 | ... |
| Intangibles | 5,346 | 70 | 4,603 |
| Other Assets | ... | ... | ... |
| Total Non Current Assets | 1,718,854 | 1,781,653 | 1,880,058 |
| Total Assets | 2,066,010 | 1,896,762 | 1,992,843 |
| Liabilities | | | |
| Current Liabilities | | | |
| Taxes Payable | ... | ... | ... |
| Payables | 3,727 | 4,271 | 4,269 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | ... | ... | ... |
| Provisions | 1,372,763 | 1,372,562 | 1,437,484 |
| Other | ... | ... | ... |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| Total Current Liabilities | 1,376,490 | 1,376,833 | 1,441,753 |
| Non Current Liabilities | | | |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | ... | 43 | (0) |
| Provisions | 214,455 | 289,030 | 360,347 |
| Other | ... | ... | ... |
| Total Non Current Liabilities | 214,455 | 289,073 | 360,347 |
| Total Liabilities | 1,590,945 | 1,665,907 | 1,802,100 |
| Net Assets | 475,065 | 230,855 | 190,743 |
| Equity | | | |
| Accumulated Funds | 475,065 | 230,855 | 190,743 |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| Total Equity | 475,065 | 230,855 | 190,743 |

Cash Flow Statement

| | 2019-20 | | 2020-21 |
|---|------------------|------------------|------------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Cash Flows From Operating Activities | | | |
| Payments | | | |
| Employee Related | 229 | 102,253 | ... |
| Personnel Services | 8,259 | 7,975 | 8,924 |
| Grants and Subsidies | ... | ... | ... |
| Finance Costs | 20 | 2 | 0 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 86,969 | 31,285 | 146,066 |
| Total Payments | 95,477 | 141,515 | 154,990 |
| Receipts | | | |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | ... | ... | ... |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | ... | ... | ... |
| Retained Taxes, Fees and Fines | 211,811 | 164,784 | 154,485 |
| Interest Received | 6,441 | 1,979 | 302 |
| Grants and Contributions | ... | ... | ... |
| Other Receipts | 2,442 | 109,246 | 107,294 |
| Total Receipts | 220,694 | 276,010 | 262,081 |
| Net Cash Flows From Operating Activities | 125,217 | 134,495 | 107,091 |
| Cash Flows From Investing Activities | | | |
| Proceeds from Sale of Property, Plant and Equipment | ... | 7 | ... |
| Purchases of Property, Plant and Equipment | (970) | (180) | (303) |
| Proceeds from Sale of Investments | (3,436) | 112,211 | (104,468) |
| Purchases of Investments | (96,530) | (221,000) | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (4,823) | ... | (4,724) |
| Net Cash Flows From Investing Activities | (105,759) | (108,963) | (109,495) |
| Cash Flows From Financing Activities | | | |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | ... | ... | ... |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| Net Cash Flows From Financing Activities | ... | ... | ... |
| Net Increase/(Decrease) in Cash | 19,459 | 25,533 | (2,404) |
| Opening Cash and Cash Equivalents | 96,759 | 82,613 | 108,146 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| Closing Cash and Cash Equivalents | 116,217 | 108,146 | 105,741 |

New South Wales Government Telecommunications Authority

Operating Statement

| | 2019-20 | | 2020-21 |
|---|----------------|----------------|----------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Expenses Excluding Losses | | | |
| Operating Expenses - | | | |
| Employee Related | 3,500 | ... | ... |
| Personnel Services Expenses | 14,308 | 11,318 | 20,367 |
| Other Operating Expenses | 63,231 | 48,720 | 101,086 |
| Grants and Subsidies | 3,872 | 6,458 | ... |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 19,473 | 14,918 | 51,846 |
| Finance Costs | 192 | 188 | 150 |
| Other Expenses | ... | 1,814 | ... |
| TOTAL EXPENSES EXCLUDING LOSSES | 104,576 | 83,416 | 173,449 |
| Revenue | | | |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | 165,382 | 104,631 | 214,884 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | ... | ... | ... |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 62,616 | 60,563 | 91,175 |
| Grants and Contributions | 24,599 | 5,615 | 19,200 |
| Investment Revenue | 811 | 415 | 5,693 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | ... | ... | ... |
| Total Revenue | 253,408 | 171,225 | 330,951 |
| Gain/(Loss) on Disposal of Non Current Assets | ... | ... | ... |
| Other Gains/(Losses) | ... | (164) | ... |
| Net Result | 148,833 | 87,645 | 157,502 |

Balance Sheet

| | 2019-20 | | 2020-21 |
|--|----------------|----------------|----------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Assets | | | |
| Current Assets | | | |
| Cash Assets | 60,854 | 64,092 | 60,475 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 12,578 | 11,965 | 11,702 |
| Contract Assets | ... | ... | ... |
| Inventories | 830 | 1,221 | 1,475 |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| Total Current Assets | 74,262 | 77,278 | 73,652 |
| Non Current Assets | | | |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - | | | |
| Land and Building | 320 | 320 | 320 |
| Plant and Equipment | 326,060 | 288,662 | 454,023 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 3,834 | 3,036 | ... |
| Intangibles | 48,518 | 19,758 | 17,352 |
| Other Assets | ... | ... | ... |
| Total Non Current Assets | 378,732 | 311,776 | 471,695 |
| Total Assets | 452,993 | 389,054 | 545,348 |
| Liabilities | | | |
| Current Liabilities | | | |
| Taxes Payable | ... | ... | ... |
| Payables | 53,887 | 48,056 | 48,056 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | ... | ... | ... |
| Provisions | ... | ... | ... |
| Other | ... | ... | ... |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| Total Current Liabilities | 53,887 | 48,056 | 48,056 |
| Non Current Liabilities | | | |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 3,849 | 3,417 | 2,209 |
| Provisions | 5,881 | 8,577 | 8,577 |
| Other | ... | ... | ... |
| Total Non Current Liabilities | 9,730 | 11,993 | 10,785 |
| Total Liabilities | 63,617 | 60,050 | 58,842 |
| Net Assets | 389,377 | 329,004 | 486,506 |
| Equity | | | |
| Accumulated Funds | 389,377 | 329,004 | 486,506 |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| Total Equity | 389,377 | 329,004 | 486,506 |

Cash Flow Statement

| | 2019-20 | | 2020-21 |
|---|------------------|------------------|------------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Cash Flows From Operating Activities | | | |
| Payments | | | |
| Employee Related | 3,500 | ... | ... |
| Personnel Services | 14,308 | 11,318 | 20,367 |
| Grants and Subsidies | 3,872 | 6,458 | ... |
| Finance Costs | 192 | 56 | 150 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 63,171 | 39,547 | 101,086 |
| Total Payments | 85,043 | 57,380 | 121,603 |
| Receipts | | | |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | 165,382 | 104,631 | 214,884 |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | 62,516 | 61,996 | 91,175 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | 811 | 415 | 5,693 |
| Grants and Contributions | 24,599 | 5,615 | 19,200 |
| Other Receipts | 40 | (507) | ... |
| Total Receipts | 253,348 | 172,150 | 330,951 |
| Net Cash Flows From Operating Activities | 168,306 | 114,771 | 209,348 |
| Cash Flows From Investing Activities | | | |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | (168,530) | (101,053) | (211,693) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | ... | (1,684) | ... |
| Net Cash Flows From Investing Activities | (168,530) | (102,737) | (211,693) |
| Cash Flows From Financing Activities | | | |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (1,204) | ... | (1,280) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| Net Cash Flows From Financing Activities | (1,204) | ... | (1,280) |
| Net Increase/(Decrease) in Cash | (1,428) | 12,034 | (3,625) |
| Opening Cash and Cash Equivalents | 62,282 | 52,058 | 64,092 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | 8 |
| Closing Cash and Cash Equivalents | 60,854 | 64,092 | 60,475 |

Rental Bond Board

Operating Statement

| | 2019-20 | | 2020-21 |
|---|---------------|----------------|----------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Expenses Excluding Losses | | | |
| Operating Expenses - | | | |
| Employee Related | ... | ... | ... |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 33,530 | 36,867 | 28,846 |
| Grants and Subsidies | 27,541 | 30,296 | 33,011 |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | ... | ... | ... |
| Finance Costs | ... | ... | ... |
| Other Expenses | 144 | ... | 179 |
| TOTAL EXPENSES EXCLUDING LOSSES | 61,215 | 67,163 | 62,037 |
| Revenue | | | |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | ... | ... | 62,038 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | ... | ... | ... |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | ... | ... | ... |
| Grants and Contributions | ... | ... | ... |
| Investment Revenue | 60,662 | 56,047 | 0 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | 1,157 | 1,379 | (0) |
| Total Revenue | 61,820 | 57,427 | 62,038 |
| Gain/(Loss) on Disposal of Non Current Assets | ... | ... | 102,275 |
| Other Gains/(Losses) | ... | ... | ... |
| Net Result | 605 | (9,736) | 102,277 |

Balance Sheet

| | 2019-20 | | 2020-21 |
|--|---------------|---------------|----------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Assets | | | |
| Current Assets | | | |
| Cash Assets | 65,967 | 55,927 | 158,203 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 7,047 | 4,211 | 4,212 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| Total Current Assets | 73,014 | 60,138 | 162,415 |
| Non Current Assets | | | |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - | | | |
| Land and Building | ... | ... | ... |
| Plant and Equipment | ... | ... | ... |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | ... | ... | ... |
| Intangibles | ... | ... | ... |
| Other Assets | ... | ... | ... |
| Total Non Current Assets | ... | ... | ... |
| Total Assets | 73,014 | 60,138 | 162,415 |
| Liabilities | | | |
| Current Liabilities | | | |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | ... | ... | ... |
| Provisions | ... | ... | ... |
| Other | 1,647 | 3,412 | 3,412 |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| Total Current Liabilities | 1,647 | 3,412 | 3,412 |
| Non Current Liabilities | | | |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | ... | ... | ... |
| Provisions | ... | ... | ... |
| Other | ... | ... | ... |
| Total Non Current Liabilities | ... | ... | ... |
| Total Liabilities | 1,647 | 3,412 | 3,412 |
| Net Assets | 71,367 | 56,726 | 159,003 |
| Equity | | | |
| Accumulated Funds | 71,367 | 56,726 | 159,003 |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| Total Equity | 71,367 | 56,726 | 159,003 |

Cash Flow Statement

| | 2019-20 | | 2020-21 |
|---|---------------|----------------|----------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Cash Flows From Operating Activities | | | |
| Payments | | | |
| Employee Related | ... | ... | ... |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | 27,541 | 30,296 | 33,011 |
| Finance Costs | ... | ... | ... |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 33,674 | 34,274 | 29,025 |
| Total Payments | 61,215 | 64,570 | 62,037 |
| Receipts | | | |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | ... | ... | 62,038 |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | ... | ... | ... |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | 60,662 | 56,474 | 0 |
| Grants and Contributions | ... | ... | ... |
| Other Receipts | 1,157 | 1,390 | (0) |
| Total Receipts | 61,820 | 57,864 | 62,038 |
| Net Cash Flows From Operating Activities | 605 | (6,706) | 2 |
| Cash Flows From Investing Activities | | | |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | ... | ... | ... |
| Proceeds from Sale of Investments | ... | ... | 102,275 |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | ... | ... | ... |
| Net Cash Flows From Investing Activities | ... | ... | 102,275 |
| Cash Flows From Financing Activities | | | |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | ... | ... | ... |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| Net Cash Flows From Financing Activities | ... | ... | ... |
| Net Increase/(Decrease) in Cash | 605 | (6,706) | 102,277 |
| Opening Cash and Cash Equivalents | 65,362 | 62,633 | 55,927 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| Closing Cash and Cash Equivalents | 65,967 | 55,927 | 158,203 |

State Insurance Regulatory Authority

Operating Statement

| | 2019-20 | | 2020-21 |
|---|-----------------|-----------------|----------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Expenses Excluding Losses | | | |
| Operating Expenses - | | | |
| Employee Related | 4,517 | ... | 5,035 |
| Personnel Services Expenses | 51,840 | 49,539 | 55,886 |
| Other Operating Expenses | 518,197 | 479,791 | 532,555 |
| Grants and Subsidies | 12,605 | 5,158 | 9,000 |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 8,241 | 3,106 | 5,337 |
| Finance Costs | 577 | 1,035 | 37 |
| Other Expenses | (1,829) | (9,870) | ... |
| TOTAL EXPENSES EXCLUDING LOSSES | 594,149 | 528,760 | 607,849 |
| Revenue | | | |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | ... | ... | ... |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | ... | ... | ... |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 7,280 | ... | 0 |
| Grants and Contributions | 3,625 | ... | (0) |
| Investment Revenue | 8,076 | 6,084 | 7,962 |
| Retained Taxes, Fees and Fines | 547,432 | 503,744 | 583,617 |
| Other Revenue | 640 | 6,286 | 22,033 |
| Total Revenue | 567,052 | 516,114 | 613,611 |
| Gain/(Loss) on Disposal of Non Current Assets | ... | (673) | ... |
| Other Gains/(Losses) | (520) | (502) | ... |
| Net Result | (27,617) | (13,822) | 5,762 |

Balance Sheet

| | 2019-20 | | 2020-21 |
|--|----------------|----------------|----------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Assets | | | |
| Current Assets | | | |
| Cash Assets | 112,980 | 182,616 | 186,819 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 52,296 | 32,098 | 31,567 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | 185,885 | 208,476 | 203,438 |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| Total Current Assets | 351,161 | 423,190 | 421,824 |
| Non Current Assets | | | |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - | | | |
| Land and Building | ... | ... | ... |
| Plant and Equipment | 3,119 | 2,372 | (5,535) |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 20,932 | 45 | (383) |
| Intangibles | 7,003 | 7,517 | 16,071 |
| Other Assets | ... | ... | ... |
| Total Non Current Assets | 31,055 | 9,934 | 10,152 |
| Total Assets | 382,215 | 433,124 | 431,976 |
| Liabilities | | | |
| Current Liabilities | | | |
| Taxes Payable | ... | ... | ... |
| Payables | 51,894 | 114,937 | 114,972 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 2,387 | 26 | 26 |
| Provisions | 10,420 | 9,595 | 8,918 |
| Other | ... | ... | ... |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| Total Current Liabilities | 64,701 | 124,557 | 123,916 |
| Non Current Liabilities | | | |
| Taxes Payable | ... | ... | ... |
| Payables | 129,985 | 118,938 | 117,582 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 19,102 | 19 | (394) |
| Provisions | 89,573 | 99,713 | 95,213 |
| Other | ... | ... | ... |
| Total Non Current Liabilities | 238,661 | 218,670 | 212,402 |
| Total Liabilities | 303,362 | 343,227 | 336,317 |
| Net Assets | 78,853 | 89,897 | 95,659 |
| Equity | | | |
| Accumulated Funds | 78,853 | 89,897 | 95,659 |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| Total Equity | 78,853 | 89,897 | 95,659 |

Cash Flow Statement

| | 2019-20 | | 2020-21 |
|---|-----------------|----------------|----------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Cash Flows From Operating Activities | | | |
| Payments | | | |
| Employee Related | 4,912 | 700 | 5,437 |
| Personnel Services | 51,840 | 49,539 | 55,886 |
| Grants and Subsidies | 12,605 | 5,158 | 9,000 |
| Finance Costs | 577 | 1 | 37 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 506,139 | 429,186 | 538,650 |
| Total Payments | 576,073 | 484,584 | 609,010 |
| Receipts | | | |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | ... | ... | ... |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | 7,280 | (1,362) | 0 |
| Retained Taxes, Fees and Fines | 547,432 | 502,473 | 583,617 |
| Interest Received | 2,231 | 1,408 | 2,000 |
| Grants and Contributions | 3,625 | ... | (0) |
| Other Receipts | (400) | 18,263 | 22,563 |
| Total Receipts | 560,167 | 520,783 | 608,180 |
| Net Cash Flows From Operating Activities | (15,906) | 36,199 | (829) |
| Cash Flows From Investing Activities | | | |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | (4,555) | (414) | 4,555 |
| Proceeds from Sale of Investments | ... | 3,000 | ... |
| Purchases of Investments | 11,000 | ... | 11,000 |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (1,000) | (2,096) | (10,110) |
| Net Cash Flows From Investing Activities | 5,445 | 490 | 5,445 |
| Cash Flows From Financing Activities | | | |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (3,906) | ... | (413) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| Net Cash Flows From Financing Activities | (3,906) | ... | (413) |
| Net Increase/(Decrease) in Cash | (14,367) | 36,689 | 4,203 |
| Opening Cash and Cash Equivalents | 127,346 | 145,927 | 182,616 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| Closing Cash and Cash Equivalents | 112,980 | 182,616 | 186,819 |

Independent Pricing and Regulatory Tribunal

Operating Statement

| | 2019-20 | | 2020-21 |
|---|---------------|---------------|---------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Expenses Excluding Losses | | | |
| Operating Expenses - | | | |
| Employee Related | 25,685 | 21,497 | 23,207 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 5,006 | 9,814 | 7,150 |
| Grants and Subsidies | ... | ... | ... |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 2,167 | 730 | 666 |
| Finance Costs | 62 | ... | ... |
| Other Expenses | ... | ... | ... |
| TOTAL EXPENSES EXCLUDING LOSSES | 32,920 | 32,041 | 31,023 |
| Revenue | | | |
| Appropriation Revenue | 30,996 | 30,996 | 28,474 |
| Cluster Grant Revenue | ... | ... | ... |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 403 | 346 | 413 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 1,352 | 1,563 | 1,352 |
| Grants and Contributions | ... | ... | ... |
| Investment Revenue | ... | ... | ... |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | ... | 233 | ... |
| Total Revenue | 32,751 | 33,138 | 30,239 |
| Gain/(Loss) on Disposal of Non Current Assets | ... | ... | ... |
| Other Gains/(Losses) | ... | ... | ... |
| Net Result | (169) | 1,097 | (784) |

Balance Sheet

| | 2019-20 | | 2020-21 |
|--|----------------|--------------|--------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Assets | | | |
| Current Assets | | | |
| Cash Assets | 1,011 | 5,286 | 4,988 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 2,016 | 622 | 622 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| Total Current Assets | 3,027 | 5,908 | 5,610 |
| Non Current Assets | | | |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - | | | |
| Land and Building | ... | ... | ... |
| Plant and Equipment | 663 | 460 | 140 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 5,342 | ... | ... |
| Intangibles | 561 | 1,017 | 851 |
| Other Assets | ... | ... | ... |
| Total Non Current Assets | 6,566 | 1,477 | 991 |
| Total Assets | 9,593 | 7,385 | 6,601 |
| Liabilities | | | |
| Current Liabilities | | | |
| Taxes Payable | ... | ... | ... |
| Payables | 2,029 | 3,606 | 3,606 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 1,156 | ... | ... |
| Provisions | 2,396 | 2,718 | 2,718 |
| Other | ... | ... | ... |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| Total Current Liabilities | 5,581 | 6,324 | 6,324 |
| Non Current Liabilities | | | |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 4,218 | ... | ... |
| Provisions | 875 | 53 | 53 |
| Other | ... | ... | ... |
| Total Non Current Liabilities | 5,093 | 53 | 53 |
| Total Liabilities | 10,674 | 6,377 | 6,377 |
| Net Assets | (1,081) | 1,008 | 224 |
| Equity | | | |
| Accumulated Funds | (1,081) | 1,008 | 224 |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| Total Equity | (1,081) | 1,008 | 224 |

Cash Flow Statement

| | 2019-20 | | 2020-21 |
|---|----------------|---------------|---------------|
| | Budget | Est. Actual | Budget |
| | \$000 | \$000 | \$000 |
| Cash Flows From Operating Activities | | | |
| Payments | | | |
| Employee Related | 25,282 | 20,751 | 22,794 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | ... | ... | ... |
| Finance Costs | 62 | ... | ... |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 6,227 | 9,980 | 7,150 |
| Total Payments | 31,571 | 30,731 | 29,944 |
| Receipts | | | |
| Appropriation | 30,996 | 30,996 | 28,474 |
| Cluster Grant Revenue | ... | ... | ... |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | 1,352 | 1,563 | 1,352 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | ... | ... | ... |
| Grants and Contributions | ... | ... | ... |
| Other Receipts | 1,221 | 1,025 | ... |
| Total Receipts | 33,569 | 33,584 | 29,826 |
| Net Cash Flows From Operating Activities | 1,998 | 2,853 | (118) |
| Cash Flows From Investing Activities | | | |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | (180) | (30) | (180) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (712) | (883) | ... |
| Net Cash Flows From Investing Activities | (892) | (913) | (180) |
| Cash Flows From Financing Activities | | | |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (1,106) | ... | ... |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| Net Cash Flows From Financing Activities | (1,106) | ... | ... |
| Net Increase/(Decrease) in Cash | 0 | 1,940 | (298) |
| Opening Cash and Cash Equivalents | 1,011 | 3,346 | 5,286 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| Closing Cash and Cash Equivalents | 1,011 | 5,286 | 4,988 |