

## 5. PREMIER AND CABINET CLUSTER

### 5.1 Agency Expense Summary

Premier and Cabinet cluster	Expenses <sup>(a)</sup>			Capital Expenditure		
	2019-20 Est.	2020-21	Change %	2019-20 Est.	2020-21	Change %
	Actual \$m	Budget \$m		Actual \$m	Budget \$m	
<b>Department of Premier and Cabinet <sup>(b)</sup></b>	573.6	898.5	56.6	135.4	472.5	249.0
Cluster Grants .....	1,065.0	2,287.2	114.8	...	...	...
<b>Total Principal Agency</b>	<b>1,638.6</b>	<b>3,185.7</b>	<b>94.4</b>	<b>135.4</b>	<b>472.5</b>	<b>249.0</b>
<b>Cluster Agencies</b>						
Greater Sydney Commission <sup>(c)</sup> .....	36.5	88.6	143.0	0.1	...	N/A
Infrastructure NSW .....	314.4	579.4	84.3	15.8	607.4	N/A
Parliamentary Counsel's Office .....	11.2	12.4	10.8	0.3	1.0	193.5
Resilience NSW <sup>(d)</sup> .....	451.4	996.6	120.8	...	101.7	N/A
Art Gallery of New South Wales .....	63.1	55.9	(11.5)	54.4	205.1	276.8
Australian Museum .....	44.0	58.5	32.9	31.8	36.1	13.5
Historic Houses Trust of New South Wales ...	27.8	28.8	3.6	12.6	8.3	(34.4)
Museum of Applied Arts and Sciences .....	55.9	68.7	23.1	6.9	4.0	(42.7)
State Archives and Records Authority of New South Wales .....	32.9	33.9	3.2	6.6	16.8	153.4
State Library of New South Wales .....	99.1	103.1	4.1	16.2	20.7	28.0
<b>Total Cluster Agencies</b>	<b>1,136.1</b>	<b>2,026.0</b>	<b>78.3</b>	<b>144.7</b>	<b>1,000.9</b>	<b>591.6</b>
<b>Independent and Special Offices</b>						
Audit Office of New South Wales <sup>(e)</sup> .....	64.2	62.5	(2.6)	1.3	2.2	70.1
Independent Commission Against Corruption	28.7	30.9	7.5	0.6	1.4	117.0
Law Enforcement Conduct Commission .....	23.6	23.6	0.1	2.0	1.2	(39.2)
New South Wales Electoral Commission <sup>(f)</sup> ....	84.3	156.9	86.2	48.6	11.4	(76.6)
Ombudsman's Office .....	26.6	27.7	4.1	0.6	1.3	102.3
Public Service Commission .....	43.2	41.6	(3.6)	0.2	0.3	60.1
<b>Total Independent and Special Offices</b>	<b>270.5</b>	<b>343.2</b>	<b>26.9</b>	<b>53.3</b>	<b>17.7</b>	<b>(66.7)</b>

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

(b) Aboriginal Cultural Heritage Regulation Branch transferred to the Department of Premier and Cabinet from the Department of Planning, Industry and Environment, effective 1 July 2020. The budget transfer is yet to be finalised.

(c) Western Sydney City Deal (WSCD) Delivery Office transferred to the Greater Sydney Commission from the Department of Premier and Cabinet, effective 1 July 2019. WSCD Delivery Office transferred from the Greater Sydney Commission to the Western City Aerotropolis Authority, effective 16 October 2020. The budget transfer is yet to be finalised.

(d) Resilience NSW was established 1 May 2020 after the transfer of the Office of Emergency Management from the Department of Communities and Justice. The 2019-20 expenses therefore only reflect natural disaster expenditure for two months in 2019-20. The 2020-21 budget includes \$865 million in disaster expenditure through the NSW Disaster Relief Account (DRA). In addition, \$100m capital expenditure to fund replacement or repair of essential state government owned assets impacted by 2019-20 bushfires, including assets that could be made more resilient to bushfires.

(e) Audit Office of New South Wales' (AONSW) 2019-20 Original Budget was \$62.1 million. Actual expenses were higher than original budget as result of an increase in volume and price of audit services provided in 2019-20 for which revenue was received. Therefore, the AONSW's base budget has increased by \$0.4 million.

(f) The 2020-21 budget for the Electoral Commission includes additional expenses for planning and preparation of the Local Government elections scheduled for September 2021. This includes funding which will be made available to ensure elections are conducted in a COVID safe manner. The 2019-20 Electoral Commission actual capital expenditure includes recognition of the Elizabeth Street office lease.

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

## 5.2 Financial Statements

### Department of Premier and Cabinet

#### Operating Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee Related	211,376	224,392	222,133
Personnel Services Expenses	...	...	...
Other Operating Expenses	77,587	84,137	94,697
Grants and Subsidies	1,083,107	1,294,251	2,831,076
Appropriation Expense	...	...	...
Depreciation and Amortisation	33,609	29,510	34,706
Finance Costs	3,407	6,333	3,083
Other Expenses	...	...	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>1,409,085</b>	<b>1,638,623</b>	<b>3,185,694</b>
<b>Revenue</b>			
Appropriation Revenue	1,520,538	1,700,543	3,342,301
Cluster Grant Revenue	...	...	...
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	3,618	8,623	3,579
Transfers to the Crown Entity	...	...	...
Sales of Goods and Services	44,791	41,728	45,360
Grants and Contributions	214,461	139,192	264,541
Investment Revenue	...	...	...
Retained Taxes, Fees and Fines	...	...	...
Other Revenue	15,272	436	3,556
<b>Total Revenue</b>	<b>1,798,681</b>	<b>1,890,522</b>	<b>3,659,337</b>
Gain/(Loss) on Disposal of Non Current Assets	...	(2,865)	...
Other Gains/(Losses)	...	(34,944)	(44,000)
<b>Net Result</b>	<b>389,596</b>	<b>214,090</b>	<b>429,643</b>

## Balance Sheet

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash Assets	20,894	72,643	46,429
Taxes Receivable	...	...	...
Receivables	9,281	55,535	32,082
Contract Assets	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	...	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>30,175</b>	<b>128,178</b>	<b>78,511</b>
<b>Non Current Assets</b>			
Taxes Receivable	...	...	...
Contract Assets	...	...	...
Receivables	...	46	46
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, Plant and Equipment -			
Land and Building	979,550	830,759	1,290,938
Plant and Equipment	36,932	43,395	38,731
Infrastructure Systems	...	(0)	...
Investment Properties	...	...	...
Right of Use Assets	112,381	198,481	182,500
Intangibles	8,639	3,793	2,998
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>1,137,502</b>	<b>1,076,474</b>	<b>1,515,213</b>
<b>Total Assets</b>	<b>1,167,677</b>	<b>1,204,651</b>	<b>1,593,723</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	23,179	95,267	82,423
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	14,731	13,823	14,719
Provisions	17,188	25,501	25,501
Other	4,174	14,289	1,904
Liabilities Associated with Assets Held for Sale	...	...	...
<b>Total Current Liabilities</b>	<b>59,272</b>	<b>148,880</b>	<b>124,547</b>
<b>Non Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	...	...	...
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	100,630	246,743	232,063
Provisions	6,182	7,236	5,678
Other	20,262	9,450	9,450
<b>Total Non Current Liabilities</b>	<b>127,074</b>	<b>263,429</b>	<b>247,191</b>
<b>Total Liabilities</b>	<b>186,346</b>	<b>412,308</b>	<b>371,738</b>
<b>Net Assets</b>	<b>981,330</b>	<b>792,343</b>	<b>1,221,986</b>
<b>Equity</b>			
Accumulated Funds	945,432	747,988	1,177,631
Reserves	35,899	44,355	44,355
Capital Equity	...	...	...
<b>Total Equity</b>	<b>981,330</b>	<b>792,343</b>	<b>1,221,986</b>

## Cash Flow Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee Related	205,276	209,583	218,554
Personnel Services	...	...	...
Grants and Subsidies	1,083,107	1,294,251	2,831,076
Finance Costs	3,372	...	3,047
Equivalent Income Tax	...	...	...
Other Payments	183,650	149,974	108,134
<b>Total Payments</b>	<b>1,475,404</b>	<b>1,653,808</b>	<b>3,160,811</b>
<b>Receipts</b>			
Appropriation	1,520,538	1,700,543	3,342,301
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	42,809	40,994	45,360
Retained Taxes, Fees and Fines	...	...	...
Interest Received	...	...	...
Grants and Contributions	213,868	136,847	263,945
Other Receipts	21,097	635	14,220
<b>Total Receipts</b>	<b>1,798,313</b>	<b>1,879,019</b>	<b>3,665,826</b>
<b>Net Cash Flows From Operating Activities</b>	<b>322,909</b>	<b>225,211</b>	<b>505,015</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from Sale of Property, Plant and Equipment	...	...	...
Purchases of Property, Plant and Equipment	(291,798)	(134,559)	(503,295)
Proceeds from Sale of Investments	...	...	32,300
Purchases of Investments	...	...	...
Advances Repayments Received	...	...	...
Advances made	...	...	...
Other Investing	(3,530)	(826)	(1,503)
<b>Net Cash Flows From Investing Activities</b>	<b>(295,328)</b>	<b>(135,386)</b>	<b>(472,498)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from Borrowings and Advances	...	...	...
Repayment of Borrowings and Advances	(13,815)	(20,872)	(58,731)
Dividends Paid	...	...	...
Other Financing	...	...	...
Capital Appropriation - Equity Appropriation	...	...	...
Cash Equity Injection to For-Profit Entities	...	...	...
<b>Net Cash Flows From Financing Activities</b>	<b>(13,815)</b>	<b>(20,872)</b>	<b>(58,731)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>13,766</b>	<b>68,954</b>	<b>(26,214)</b>
Opening Cash and Cash Equivalents	5,156	2,516	72,643
Reclassification of Cash Equivalents	...	...	...
Cash transferred in (out) as a Result of Administrative Restructuring	1,972	1,173	...
<b>Closing Cash and Cash Equivalents</b>	<b>20,894</b>	<b>72,643</b>	<b>46,429</b>

## Greater Sydney Commission

### Operating Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee Related	13,694	8,468	13,382
Personnel Services Expenses	...	...	...
Other Operating Expenses	9,236	14,666	13,037
Grants and Subsidies	...	12,627	61,583
Appropriation Expense	...	...	...
Depreciation and Amortisation	585	693	618
Finance Costs	20	20	16
Other Expenses	...	...	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>23,535</b>	<b>36,474</b>	<b>88,636</b>
<b>Revenue</b>			
Appropriation Revenue	...	...	...
Cluster Grant Revenue	23,470	35,802	84,747
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	...	129	30
Transfers to the Crown Entity	...	...	...
Sales of Goods and Services	...	...	...
Grants and Contributions	...	...	3,224
Investment Revenue	...	...	...
Retained Taxes, Fees and Fines	...	...	...
Other Revenue	...	1,107	...
<b>Total Revenue</b>	<b>23,470</b>	<b>37,038</b>	<b>88,001</b>
Gain/(Loss) on Disposal of Non Current Assets	...	(18)	...
Other Gains/(Losses)	...	(168)	...
<b>Net Result</b>	<b>(65)</b>	<b>379</b>	<b>(635)</b>

## Balance Sheet

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash Assets	524	1,214	652
Taxes Receivable	...	...	...
Receivables	295	733	733
Contract Assets	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	...	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>819</b>	<b>1,946</b>	<b>1,384</b>
<b>Non Current Assets</b>			
Taxes Receivable	...	...	...
Contract Assets	...	...	...
Receivables	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, Plant and Equipment -			
Land and Building	...	...	...
Plant and Equipment	52	252	227
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Right of Use Assets	535	961	393
Intangibles	44	37	12
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>631</b>	<b>1,249</b>	<b>631</b>
<b>Total Assets</b>	<b>1,450</b>	<b>3,196</b>	<b>2,016</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	2,663	2,757	2,776
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	550	563	590
Provisions	561	667	667
Other	...	136	136
Liabilities Associated with Assets Held for Sale	...	...	...
<b>Total Current Liabilities</b>	<b>3,775</b>	<b>4,124</b>	<b>4,170</b>
<b>Non Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	...	...	...
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	...	591	0
Provisions	(0)	39	39
Other	...	...	...
<b>Total Non Current Liabilities</b>	<b>(0)</b>	<b>630</b>	<b>39</b>
<b>Total Liabilities</b>	<b>3,774</b>	<b>4,754</b>	<b>4,209</b>
<b>Net Assets</b>	<b>(2,324)</b>	<b>(1,558)</b>	<b>(2,193)</b>
<b>Equity</b>			
Accumulated Funds	(2,324)	(1,558)	(2,193)
Reserves	...	...	...
Capital Equity	...	...	...
<b>Total Equity</b>	<b>(2,324)</b>	<b>(1,558)</b>	<b>(2,193)</b>

## Cash Flow Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee Related	13,694	8,442	13,352
Personnel Services	...	...	...
Grants and Subsidies	...	12,627	61,583
Finance Costs	20	20	16
Equivalent Income Tax	...	...	...
Other Payments	9,236	15,384	13,018
<b>Total Payments</b>	<b>22,950</b>	<b>36,472</b>	<b>87,969</b>
<b>Receipts</b>			
Appropriation	...	...	...
Cluster Grant Revenue	23,470	35,802	84,747
Cash reimbursements from the Crown Entity	...	...	...
Sale Proceeds Transfers to the Crown Entity	...	...	...
Cash transfers to the Crown Entity	...	...	...
Sale of Goods and Services	...	136	...
Retained Taxes, Fees and Fines	...	...	...
Interest Received	...	...	...
Grants and Contributions	...	...	3,224
Other Receipts	...	1,921	...
<b>Total Receipts</b>	<b>23,470</b>	<b>37,859</b>	<b>87,971</b>
<b>Net Cash Flows From Operating Activities</b>	<b>520</b>	<b>1,387</b>	<b>2</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from Sale of Property, Plant and Equipment	...	...	...
Purchases of Property, Plant and Equipment	...	(55)	...
Proceeds from Sale of Investments	...	...	...
Purchases of Investments	...	...	...
Advances Repayments Received	...	...	...
Advances made	...	...	...
Other Investing	...	...	...
<b>Net Cash Flows From Investing Activities</b>	<b>...</b>	<b>(55)</b>	<b>...</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from Borrowings and Advances	...	...	...
Repayment of Borrowings and Advances	(520)	(538)	(564)
Dividends Paid	...	...	...
Other Financing	...	...	...
Capital Appropriation - Equity Appropriation	...	...	...
Cash Equity Injection to For-Profit Entities	...	...	...
<b>Net Cash Flows From Financing Activities</b>	<b>(520)</b>	<b>(538)</b>	<b>(564)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>0</b>	<b>794</b>	<b>(562)</b>
Opening Cash and Cash Equivalents	524	419	1,214
Reclassification of Cash Equivalents	...	...	...
Cash transferred in (out) as a Result of Administrative Restructuring	...	...	...
<b>Closing Cash and Cash Equivalents</b>	<b>524</b>	<b>1,214</b>	<b>652</b>

## Infrastructure NSW

### Operating Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee Related	50,702	28,996	36,088
Personnel Services Expenses	...	...	...
Other Operating Expenses	248,886	252,237	423,101
Grants and Subsidies	...	1,153	83,947
Appropriation Expense	...	...	...
Depreciation and Amortisation	1,060	12,719	15,548
Finance Costs	101	19,305	20,745
Other Expenses	...	...	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>300,748</b>	<b>314,411</b>	<b>579,429</b>
<b>Revenue</b>			
Appropriation Revenue	...	...	...
Cluster Grant Revenue	247,969	212,438	582,981
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	89	2,139	92
Transfers to the Crown Entity	...	...	...
Sales of Goods and Services	266,868	213,621	354,392
Grants and Contributions	11,827	35,884	60,925
Investment Revenue	...	19,796	22,218
Retained Taxes, Fees and Fines	...	...	(39,105)
Other Revenue	...	11,453	3,395
<b>Total Revenue</b>	<b>526,754</b>	<b>495,331</b>	<b>984,899</b>
Gain/(Loss) on Disposal of Non Current Assets	...	(46)	...
Other Gains/(Losses)	...	(6,569)	...
<b>Net Result</b>	<b>226,005</b>	<b>174,305</b>	<b>405,470</b>



## Balance Sheet

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash Assets	23,320	313,667	164,185
Taxes Receivable	...	...	...
Receivables	687	48,179	234,619
Contract Assets	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	...	...	...
Assets Held For Sale	...	164,718	9,399
<b>Total Current Assets</b>	<b>24,007</b>	<b>526,564</b>	<b>408,203</b>
<b>Non Current Assets</b>			
Taxes Receivable	...	...	...
Contract Assets	...	...	...
Receivables	...	458,342	450,724
Inventories	...	142,057	141,812
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, Plant and Equipment -			
Land and Building	...	259,742	227,837
Plant and Equipment	107	15,377	122,130
Infrastructure Systems	229,798	305,443	811,547
Investment Properties	...	...	...
Right of Use Assets	6,712	4,211	4,965
Intangibles	8	6	137
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>236,625</b>	<b>1,185,178</b>	<b>1,759,152</b>
<b>Total Assets</b>	<b>260,632</b>	<b>1,711,742</b>	<b>2,167,355</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	8,193	138,703	137,155
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	876	403,674	400,946
Provisions	747	6,287	8,269
Other	9,348	177,297	167,546
Liabilities Associated with Assets Held for Sale	...	...	...
<b>Total Current Liabilities</b>	<b>19,163</b>	<b>725,962</b>	<b>713,917</b>
<b>Non Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	...	49,756	49,756
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	5,889	294,878	385,669
Provisions	170	308	308
Other	...	187,099	187,099
<b>Total Non Current Liabilities</b>	<b>6,059</b>	<b>532,041</b>	<b>622,832</b>
<b>Total Liabilities</b>	<b>25,222</b>	<b>1,258,002</b>	<b>1,336,748</b>
<b>Net Assets</b>	<b>235,409</b>	<b>453,740</b>	<b>830,606</b>
<b>Equity</b>			
Accumulated Funds	235,409	422,121	792,887
Reserves	...	31,618	37,719
Capital Equity	...	...	...
<b>Total Equity</b>	<b>235,409</b>	<b>453,740</b>	<b>830,606</b>

## Cash Flow Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee Related	50,613	32,720	35,997
Personnel Services	...	...	...
Grants and Subsidies	...	1,153	83,947
Finance Costs	101	18,850	20,745
Equivalent Income Tax	...	...	...
Other Payments	251,987	434,382	430,988
<b>Total Payments</b>	<b>302,700</b>	<b>487,105</b>	<b>571,676</b>
<b>Receipts</b>			
Appropriation	...	...	...
Cluster Grant Revenue	247,969	212,438	582,981
Cash reimbursements from the Crown Entity	...	...	...
Sale Proceeds Transfers to the Crown Entity	...	...	...
Cash transfers to the Crown Entity	...	...	(39,105)
Sale of Goods and Services	266,868	222,419	354,392
Retained Taxes, Fees and Fines	...	...	...
Interest Received	...	1,115	1,123
Grants and Contributions	11,827	16,462	60,925
Other Receipts	3,500	(6,289)	13,209
<b>Total Receipts</b>	<b>530,164</b>	<b>446,145</b>	<b>973,526</b>
<b>Net Cash Flows From Operating Activities</b>	<b>227,464</b>	<b>(40,960)</b>	<b>401,850</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from Sale of Property, Plant and Equipment	...	...	...
Purchases of Property, Plant and Equipment	(229,798)	(15,792)	(603,320)
Proceeds from Sale of Investments	...	...	...
Purchases of Investments	...	...	(31,272)
Advances Repayments Received	...	...	...
Advances made	...	...	...
Other Investing	...	...	(141)
<b>Net Cash Flows From Investing Activities</b>	<b>(229,798)</b>	<b>(15,792)</b>	<b>(634,733)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from Borrowings and Advances	...	123,122	86,971
Repayment of Borrowings and Advances	(828)	(1,228)	(3,318)
Dividends Paid	...	...	...
Other Financing	...	...	...
Capital Appropriation - Equity Appropriation	...	...	...
Cash Equity Injection to For-Profit Entities	...	...	...
<b>Net Cash Flows From Financing Activities</b>	<b>(828)</b>	<b>121,894</b>	<b>83,653</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(3,162)</b>	<b>65,142</b>	<b>(149,230)</b>
Opening Cash and Cash Equivalents	26,483	25,153	313,667
Reclassification of Cash Equivalents	...	...	...
Cash transferred in (out) as a Result of Administrative Restructuring	...	223,372	(252)
<b>Closing Cash and Cash Equivalents</b>	<b>23,321</b>	<b>313,667</b>	<b>164,185</b>

## Parliamentary Counsel's Office

### Operating Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee Related	9,744	8,524	10,015
Personnel Services Expenses	...	...	...
Other Operating Expenses	1,036	1,172	912
Grants and Subsidies	...	...	...
Appropriation Expense	...	...	...
Depreciation and Amortisation	1,233	1,355	1,376
Finance Costs	268	173	137
Other Expenses	...	...	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>12,282</b>	<b>11,224</b>	<b>12,440</b>
<b>Revenue</b>			
Appropriation Revenue	...	...	...
Cluster Grant Revenue	11,237	10,186	11,229
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	398	570	404
Transfers to the Crown Entity	...	...	...
Sales of Goods and Services	97	20	187
Grants and Contributions	...	...	...
Investment Revenue	...	...	...
Retained Taxes, Fees and Fines	...	...	...
Other Revenue	...	...	...
<b>Total Revenue</b>	<b>11,732</b>	<b>10,775</b>	<b>11,820</b>
Gain/(Loss) on Disposal of Non Current Assets	...	...	...
Other Gains/(Losses)	...	(1,276)	...
<b>Net Result</b>	<b>(550)</b>	<b>(1,724)</b>	<b>(620)</b>

**Balance Sheet**

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash Assets	689	1,324	578
Taxes Receivable	...	...	...
Receivables	320	109	102
Contract Assets	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	...	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>1,009</b>	<b>1,433</b>	<b>680</b>
<b>Non Current Assets</b>			
Taxes Receivable	...	...	...
Contract Assets	...	...	...
Receivables	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, Plant and Equipment -			
Land and Building	...	...	...
Plant and Equipment	1,131	1,437	1,070
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Right of Use Assets	6,736	6,789	5,957
Intangibles	602	387	1,210
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>8,469</b>	<b>8,613</b>	<b>8,237</b>
<b>Total Assets</b>	<b>9,478</b>	<b>10,045</b>	<b>8,916</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	527	467	382
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	574	703	698
Provisions	837	1,102	1,102
Other	...	...	...
Liabilities Associated with Assets Held for Sale	...	...	...
<b>Total Current Liabilities</b>	<b>1,938</b>	<b>2,272</b>	<b>2,182</b>
<b>Non Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	...	...	...
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	6,387	7,594	7,175
Provisions	317	332	332
Other	...	...	...
<b>Total Non Current Liabilities</b>	<b>6,704</b>	<b>7,927</b>	<b>7,508</b>
<b>Total Liabilities</b>	<b>8,642</b>	<b>10,199</b>	<b>9,690</b>
<b>Net Assets</b>	<b>836</b>	<b>(154)</b>	<b>(774)</b>
<b>Equity</b>			
Accumulated Funds	836	(154)	(774)
Reserves	...	...	...
Capital Equity	...	...	...
<b>Total Equity</b>	<b>836</b>	<b>(154)</b>	<b>(774)</b>

## Cash Flow Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee Related	9,347	7,715	9,611
Personnel Services	...	...	...
Grants and Subsidies	...	...	...
Finance Costs	264	170	133
Equivalent Income Tax	...	...	...
Other Payments	1,069	1,068	1,001
<b>Total Payments</b>	<b>10,680</b>	<b>8,953</b>	<b>10,745</b>
<b>Receipts</b>			
Appropriation	...	...	...
Cluster Grant Revenue	11,237	10,186	11,229
Cash reimbursements from the Crown Entity	...	...	...
Sale Proceeds Transfers to the Crown Entity	...	...	...
Cash transfers to the Crown Entity	...	...	...
Sale of Goods and Services	97	20	187
Retained Taxes, Fees and Fines	...	...	...
Interest Received	...	...	...
Grants and Contributions	...	...	...
Other Receipts	200	115	7
<b>Total Receipts</b>	<b>11,534</b>	<b>10,320</b>	<b>11,423</b>
<b>Net Cash Flows From Operating Activities</b>	<b>854</b>	<b>1,367</b>	<b>678</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from Sale of Property, Plant and Equipment	...	...	...
Purchases of Property, Plant and Equipment	(30)	(185)	(30)
Proceeds from Sale of Investments	...	...	...
Purchases of Investments	...	...	...
Advances Repayments Received	...	...	...
Advances made	...	...	...
Other Investing	(290)	(156)	(970)
<b>Net Cash Flows From Investing Activities</b>	<b>(320)</b>	<b>(341)</b>	<b>(1,000)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from Borrowings and Advances	...	...	...
Repayment of Borrowings and Advances	(530)	(656)	(424)
Dividends Paid	...	...	...
Other Financing	...	...	...
Capital Appropriation - Equity Appropriation	...	...	...
Cash Equity Injection to For-Profit Entities	...	...	...
<b>Net Cash Flows From Financing Activities</b>	<b>(530)</b>	<b>(656)</b>	<b>(424)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>4</b>	<b>371</b>	<b>(746)</b>
Opening Cash and Cash Equivalents	685	953	1,324
Reclassification of Cash Equivalents	...	...	...
Cash transferred in (out) as a Result of Administrative Restructuring	...	...	...
<b>Closing Cash and Cash Equivalents</b>	<b>689</b>	<b>1,324</b>	<b>578</b>

## Resilience NSW

### Operating Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee Related	...	4,829	37,945
Personnel Services Expenses	...	...	...
Other Operating Expenses	...	1,771	31,834
Grants and Subsidies	...	444,827	925,270
Appropriation Expense	...	...	...
Depreciation and Amortisation	...	(71)	1,300
Finance Costs	...	10	239
Other Expenses	...	...	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>...</b>	<b>451,366</b>	<b>996,588</b>
<b>Revenue</b>			
Appropriation Revenue	...	...	...
Cluster Grant Revenue	...	517,064	1,348,816
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	...	1,213	351
Transfers to the Crown Entity	...	...	...
Sales of Goods and Services	...	...	...
Grants and Contributions	...	...	...
Investment Revenue	...	...	...
Retained Taxes, Fees and Fines	...	...	...
Other Revenue	...	236	218
<b>Total Revenue</b>	<b>...</b>	<b>518,513</b>	<b>1,349,385</b>
Gain/(Loss) on Disposal of Non Current Assets	...	...	...
Other Gains/(Losses)	...	(541)	...
<b>Net Result</b>	<b>...</b>	<b>66,606</b>	<b>352,797</b>

## Balance Sheet

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash Assets	...	257,059	509,492
Taxes Receivable	...	...	...
Receivables	...	91,627	91,627
Contract Assets	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	...	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	...	<b>348,686</b>	<b>601,119</b>
<b>Non Current Assets</b>			
Taxes Receivable	...	...	...
Contract Assets	...	...	...
Receivables	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, Plant and Equipment -			
Land and Building	...	...	99,983
Plant and Equipment	...	555	139
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Right of Use Assets	...	2,412	1,579
Intangibles	...	27	1,657
Other Assets	...	...	...
<b>Total Non Current Assets</b>	...	<b>2,994</b>	<b>103,358</b>
<b>Total Assets</b>	...	<b>351,680</b>	<b>704,477</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	...	238,635	238,635
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	...	631	631
Provisions	...	1,841	1,416
Other	...	...	...
Liabilities Associated with Assets Held for Sale	...	...	...
<b>Total Current Liabilities</b>	...	<b>241,107</b>	<b>240,682</b>
<b>Non Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	...	...	...
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	...	2,386	2,386
Provisions	...	25	450
Other	...	...	...
<b>Total Non Current Liabilities</b>	...	<b>2,411</b>	<b>2,836</b>
<b>Total Liabilities</b>	...	<b>243,518</b>	<b>243,518</b>
<b>Net Assets</b>	...	<b>108,162</b>	<b>460,959</b>
<b>Equity</b>			
Accumulated Funds	...	108,162	460,959
Reserves	...	...	...
Capital Equity	...	...	...
<b>Total Equity</b>	...	<b>108,162</b>	<b>460,959</b>

## Cash Flow Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee Related	...	3,071	37,594
Personnel Services	...	...	...
Grants and Subsidies	...	444,827	925,270
Finance Costs	...	10	239
Equivalent Income Tax	...	...	...
Other Payments	...	17,783	31,834
<b>Total Payments</b>	...	<b>465,691</b>	<b>994,937</b>
<b>Receipts</b>			
Appropriation	...	...	...
Cluster Grant Revenue	...	517,064	1,348,816
Cash reimbursements from the Crown Entity	...	...	...
Sale Proceeds Transfers to the Crown Entity	...	...	...
Cash transfers to the Crown Entity	...	...	...
Sale of Goods and Services	...	(67)	...
Retained Taxes, Fees and Fines	...	...	...
Interest Received	...	...	...
Grants and Contributions	...	...	...
Other Receipts	...	33	218
<b>Total Receipts</b>	...	<b>517,030</b>	<b>1,349,034</b>
<b>Net Cash Flows From Operating Activities</b>	...	<b>51,339</b>	<b>354,097</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from Sale of Property, Plant and Equipment	...	...	...
Purchases of Property, Plant and Equipment	...	...	(100,000)
Proceeds from Sale of Investments	...	...	...
Purchases of Investments	...	...	...
Advances Repayments Received	...	...	...
Advances made	...	...	...
Other Investing	...	...	(1,664)
<b>Net Cash Flows From Investing Activities</b>	...	...	<b>(101,664)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from Borrowings and Advances	...	...	...
Repayment of Borrowings and Advances	...	(108)	...
Dividends Paid	...	...	...
Other Financing	...	...	...
Capital Appropriation - Equity Appropriation	...	...	...
Cash Equity Injection to For-Profit Entities	...	...	...
<b>Net Cash Flows From Financing Activities</b>	...	<b>(108)</b>	...
<b>Net Increase/(Decrease) in Cash</b>	...	<b>51,231</b>	<b>252,433</b>
Opening Cash and Cash Equivalents	...	...	257,059
Reclassification of Cash Equivalents	...	...	...
Cash transferred in (out) as a Result of Administrative Restructuring	...	205,828	...
<b>Closing Cash and Cash Equivalents</b>	...	<b>257,059</b>	<b>509,492</b>



## Art Gallery of New South Wales

### Operating Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee Related	24,809	33,992	29,772
Personnel Services Expenses	...	...	...
Other Operating Expenses	21,965	24,516	22,953
Grants and Subsidies	...	...	...
Appropriation Expense	...	...	...
Depreciation and Amortisation	3,129	4,588	3,136
Finance Costs	2	...	4
Other Expenses	...	...	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>49,905</b>	<b>63,096</b>	<b>55,864</b>
<b>Revenue</b>			
Appropriation Revenue	...	...	...
Cluster Grant Revenue	32,378	32,378	35,349
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	728	4,979	730
Transfers to the Crown Entity	...	...	...
Sales of Goods and Services	16,040	11,673	15,781
Grants and Contributions	129,684	93,167	183,664
Investment Revenue	2,487	891	888
Retained Taxes, Fees and Fines	...	...	...
Other Revenue	15	257	15
<b>Total Revenue</b>	<b>181,332</b>	<b>143,345</b>	<b>236,427</b>
Gain/(Loss) on Disposal of Non Current Assets	...	...	...
Other Gains/(Losses)	...	...	...
<b>Net Result</b>	<b>131,427</b>	<b>80,249</b>	<b>180,563</b>

## Balance Sheet

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash Assets	27,128	4,699	6,365
Taxes Receivable	...	...	...
Receivables	2,872	11,254	11,221
Contract Assets	...	...	...
Inventories	1,223	1,164	1,164
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	...	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>31,223</b>	<b>17,117</b>	<b>18,750</b>
<b>Non Current Assets</b>			
Taxes Receivable	...	...	...
Contract Assets	...	...	...
Receivables	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	37,613	119,255	92,860
Equity Investments	...	...	...
Property, Plant and Equipment -			
Land and Building	423,803	318,019	517,765
Plant and Equipment	1,394,683	1,794,770	1,798,484
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Right of Use Assets	(258)	...	138
Intangibles	2,358	2,759	4,759
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>1,858,199</b>	<b>2,234,803</b>	<b>2,414,006</b>
<b>Total Assets</b>	<b>1,889,422</b>	<b>2,251,920</b>	<b>2,432,757</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	8,417	17,960	17,960
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	...	...	...
Provisions	1,924	4,411	4,411
Other	2,181	957	957
Liabilities Associated with Assets Held for Sale	...	...	...
<b>Total Current Liabilities</b>	<b>12,522</b>	<b>23,328</b>	<b>23,328</b>
<b>Non Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	...	...	...
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	(129)	...	274
Provisions	...	126	126
Other	...	...	...
<b>Total Non Current Liabilities</b>	<b>(129)</b>	<b>126</b>	<b>400</b>
<b>Total Liabilities</b>	<b>12,393</b>	<b>23,454</b>	<b>23,728</b>
<b>Net Assets</b>	<b>1,877,029</b>	<b>2,228,466</b>	<b>2,409,029</b>
<b>Equity</b>			
Accumulated Funds	1,087,886	1,049,659	1,230,222
Reserves	789,143	1,178,807	1,178,807
Capital Equity	...	...	...
<b>Total Equity</b>	<b>1,877,029</b>	<b>2,228,466</b>	<b>2,409,029</b>

## Cash Flow Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee Related	24,081	27,724	29,042
Personnel Services	...	...	...
Grants and Subsidies	...	...	...
Finance Costs	2	...	4
Equivalent Income Tax	...	...	...
Other Payments	23,965	22,680	20,784
<b>Total Payments</b>	<b>48,048</b>	<b>50,404</b>	<b>49,829</b>
<b>Receipts</b>			
Appropriation	...	...	...
Cluster Grant Revenue	32,378	32,378	35,349
Cash reimbursements from the Crown Entity	...	...	...
Sale Proceeds Transfers to the Crown Entity	...	...	...
Cash transfers to the Crown Entity	...	...	...
Sale of Goods and Services	15,911	12,639	15,645
Retained Taxes, Fees and Fines	...	...	...
Interest Received	87	871	(712)
Grants and Contributions	125,684	85,207	177,865
Other Receipts	4,815	6,095	16
<b>Total Receipts</b>	<b>178,875</b>	<b>137,190</b>	<b>228,162</b>
<b>Net Cash Flows From Operating Activities</b>	<b>130,827</b>	<b>86,786</b>	<b>178,333</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from Sale of Property, Plant and Equipment	...	...	...
Purchases of Property, Plant and Equipment	(147,850)	(53,605)	(204,662)
Proceeds from Sale of Investments	...	...	...
Purchases of Investments	...	(79,125)	27,995
Advances Repayments Received	...	...	...
Advances made	...	...	...
Other Investing	...	(821)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(147,850)</b>	<b>(133,551)</b>	<b>(176,667)</b>
<b>Cash Flows From Financing Activities</b>			
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	...	...	...
<b>Net Cash Flows From Financing Activities</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(17,023)</b>	<b>(46,765)</b>	<b>1,666</b>
Opening Cash and Cash Equivalents	44,151	51,464	4,699
Reclassification of Cash Equivalents	...	...	...
Cash transferred in (out) as a Result of Administrative Restructuring	...	...	...
<b>Closing Cash and Cash Equivalents</b>	<b>27,128</b>	<b>4,699</b>	<b>6,365</b>

## Australian Museum

### Operating Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee Related	27,044	23,747	28,265
Personnel Services Expenses	...	...	...
Other Operating Expenses	9,318	12,131	21,234
Grants and Subsidies	...	...	...
Appropriation Expense	...	...	...
Depreciation and Amortisation	6,136	8,075	8,950
Finance Costs	7	37	26
Other Expenses	5	2	5
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>42,510</b>	<b>43,992</b>	<b>58,480</b>
<b>Revenue</b>			
Appropriation Revenue	...	...	...
Cluster Grant Revenue	79,267	78,467	45,614
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	1,090	1,156	1,093
Transfers to the Crown Entity	...	...	...
Sales of Goods and Services	3,001	4,536	4,358
Grants and Contributions	6,800	(6,517)	18,350
Investment Revenue	257	167	11
Retained Taxes, Fees and Fines	...	...	...
Other Revenue	...	478	4,700
<b>Total Revenue</b>	<b>90,415</b>	<b>78,287</b>	<b>74,127</b>
Gain/(Loss) on Disposal of Non Current Assets	...	...	...
Other Gains/(Losses)	...	(335)	...
<b>Net Result</b>	<b>47,905</b>	<b>33,960</b>	<b>15,646</b>

## Balance Sheet

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash Assets	8,497	34,586	9,051
Taxes Receivable	...	...	...
Receivables	2,003	1,594	1,594
Contract Assets	...	...	...
Inventories	185	213	208
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	...	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>10,685</b>	<b>36,393</b>	<b>10,853</b>
<b>Non Current Assets</b>			
Taxes Receivable	...	...	...
Contract Assets	...	...	...
Receivables	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, Plant and Equipment -			
Land and Building	265,330	242,010	253,375
Plant and Equipment	812,799	811,863	828,951
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Right of Use Assets	4,087	1,806	1,326
Intangibles	2,180	2,607	1,741
Other Assets	...	436	436
<b>Total Non Current Assets</b>	<b>1,084,396</b>	<b>1,058,722</b>	<b>1,085,829</b>
<b>Total Assets</b>	<b>1,095,081</b>	<b>1,095,115</b>	<b>1,096,682</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	3,154	7,617	7,617
Contract Liabilities	2,917	3,147	3,156
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	39	542	542
Provisions	2,639	2,798	2,798
Other	2,759	15,967	2,340
Liabilities Associated with Assets Held for Sale	...	...	...
<b>Total Current Liabilities</b>	<b>11,508</b>	<b>30,071</b>	<b>16,453</b>
<b>Non Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	...	...	...
Contract Liabilities	...	885	885
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	4,179	1,393	932
Provisions	60	79	79
Other	...	50	50
<b>Total Non Current Liabilities</b>	<b>4,239</b>	<b>2,407</b>	<b>1,946</b>
<b>Total Liabilities</b>	<b>15,747</b>	<b>32,478</b>	<b>18,399</b>
<b>Net Assets</b>	<b>1,079,334</b>	<b>1,062,637</b>	<b>1,078,283</b>
<b>Equity</b>			
Accumulated Funds	639,062	620,473	636,119
Reserves	440,272	442,164	442,164
Capital Equity	...	...	...
<b>Total Equity</b>	<b>1,079,334</b>	<b>1,062,637</b>	<b>1,078,283</b>

## Cash Flow Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee Related	25,954	22,300	27,172
Personnel Services	...	...	...
Grants and Subsidies	...	...	...
Finance Costs	7	37	26
Equivalent Income Tax	...	...	...
Other Payments	13,318	10,547	21,234
<b>Total Payments</b>	<b>39,279</b>	<b>32,884</b>	<b>48,432</b>
<b>Receipts</b>			
Appropriation	...	...	...
Cluster Grant Revenue	79,267	78,467	45,614
Cash reimbursements from the Crown Entity	...	...	...
Sale Proceeds Transfers to the Crown Entity	...	...	...
Cash transfers to the Crown Entity	...	...	...
Sale of Goods and Services	698	1,511	4,358
Retained Taxes, Fees and Fines	...	...	...
Interest Received	257	178	11
Grants and Contributions	6,809	5,787	4,732
Other Receipts	4,000	3,522	4,700
<b>Total Receipts</b>	<b>91,031</b>	<b>89,465</b>	<b>59,415</b>
<b>Net Cash Flows From Operating Activities</b>	<b>51,752</b>	<b>56,581</b>	<b>10,983</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from Sale of Property, Plant and Equipment	...	...	...
Purchases of Property, Plant and Equipment	(52,801)	(31,131)	(36,009)
Proceeds from Sale of Investments	...	...	...
Purchases of Investments	...	...	...
Advances Repayments Received	...	...	...
Advances made	...	...	...
Other Investing	...	(525)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(52,801)</b>	<b>(31,656)</b>	<b>(36,009)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from Borrowings and Advances	...	...	...
Repayment of Borrowings and Advances	(546)	(536)	(509)
Dividends Paid	...	...	...
Other Financing	...	...	...
Capital Appropriation - Equity Appropriation	...	...	...
Cash Equity Injection to For-Profit Entities	...	...	...
<b>Net Cash Flows From Financing Activities</b>	<b>(546)</b>	<b>(536)</b>	<b>(509)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,595)</b>	<b>24,389</b>	<b>(25,535)</b>
Opening Cash and Cash Equivalents	10,092	10,197	34,586
Reclassification of Cash Equivalents	...	...	...
Cash transferred in (out) as a Result of Administrative Restructuring	...	...	...
<b>Closing Cash and Cash Equivalents</b>	<b>8,497</b>	<b>34,586</b>	<b>9,051</b>

## Historic Houses Trust of New South Wales

### Operating Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee Related	...	602	...
Personnel Services Expenses	20,545	19,005	20,563
Other Operating Expenses	6,877	6,834	5,841
Grants and Subsidies	...	...	...
Appropriation Expense	...	...	...
Depreciation and Amortisation	1,496	1,340	2,359
Finance Costs	54	(26)	5
Other Expenses	...	...	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>28,972</b>	<b>27,755</b>	<b>28,768</b>
<b>Revenue</b>			
Appropriation Revenue	...	...	...
Cluster Grant Revenue	24,359	27,059	22,882
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	...	602	...
Transfers to the Crown Entity	...	...	...
Sales of Goods and Services	7,422	4,642	7,422
Grants and Contributions	3,479	1,234	993
Investment Revenue	159	273	159
Retained Taxes, Fees and Fines	...	...	...
Other Revenue	17	845	868
<b>Total Revenue</b>	<b>35,436</b>	<b>34,656</b>	<b>32,324</b>
Gain/(Loss) on Disposal of Non Current Assets	...	(4)	...
Other Gains/(Losses)	...	(199)	...
<b>Net Result</b>	<b>6,464</b>	<b>6,699</b>	<b>3,557</b>

**Balance Sheet**

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash Assets	14,138	10,970	10,387
Taxes Receivable	...	...	...
Receivables	1,005	901	875
Contract Assets	...	...	...
Inventories	130	177	177
Financial Assets at Fair Value	...	...	...
Other Financial Assets	10,200	8,100	6,900
Other	...	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>25,473</b>	<b>20,147</b>	<b>18,339</b>
<b>Non Current Assets</b>			
Taxes Receivable	...	...	...
Contract Assets	...	...	...
Receivables	581	505	505
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, Plant and Equipment -			
Land and Building	261,214	262,479	267,306
Plant and Equipment	35,569	42,791	43,730
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Right of Use Assets	175	144	218
Intangibles	1,122	810	912
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>298,661</b>	<b>306,728</b>	<b>312,670</b>
<b>Total Assets</b>	<b>324,134</b>	<b>326,876</b>	<b>331,010</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	2,666	3,749	4,211
Contract Liabilities	...	277	277
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	...	70	70
Provisions	1,800	2,333	2,376
Other	...	...	...
Liabilities Associated with Assets Held for Sale	...	...	...
<b>Total Current Liabilities</b>	<b>4,466</b>	<b>6,429</b>	<b>6,934</b>
<b>Non Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	...	...	...
Contract Liabilities	...	140	140
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	150	87	158
Provisions	621	560	561
Other	...	...	...
<b>Total Non Current Liabilities</b>	<b>771</b>	<b>786</b>	<b>858</b>
<b>Total Liabilities</b>	<b>5,237</b>	<b>7,215</b>	<b>7,792</b>
<b>Net Assets</b>	<b>318,897</b>	<b>319,661</b>	<b>323,218</b>
<b>Equity</b>			
Accumulated Funds	158,013	158,187	161,744
Reserves	160,884	161,474	161,474
Capital Equity	...	...	...
<b>Total Equity</b>	<b>318,897</b>	<b>319,661</b>	<b>323,218</b>



## Cash Flow Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee Related	...	...	...
Personnel Services	20,545	19,005	20,563
Grants and Subsidies	...	...	...
Finance Costs	54	3	5
Equivalent Income Tax	...	...	...
Other Payments	10,737	9,143	7,297
<b>Total Payments</b>	<b>31,336</b>	<b>28,151</b>	<b>27,865</b>
<b>Receipts</b>			
Appropriation	...	...	...
Cluster Grant Revenue	24,359	27,059	22,882
Cash reimbursements from the Crown Entity	...	...	...
Sale Proceeds Transfers to the Crown Entity	...	...	...
Cash transfers to the Crown Entity	...	...	...
Sale of Goods and Services	7,601	4,957	7,777
Retained Taxes, Fees and Fines	...	...	...
Interest Received	159	293	159
Grants and Contributions	3,454	1,096	968
Other Receipts	1,695	2,775	868
<b>Total Receipts</b>	<b>37,267</b>	<b>36,180</b>	<b>32,654</b>
<b>Net Cash Flows From Operating Activities</b>	<b>5,932</b>	<b>8,030</b>	<b>4,789</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from Sale of Property, Plant and Equipment	...	1	...
Purchases of Property, Plant and Equipment	(3,180)	(12,514)	(5,955)
Proceeds from Sale of Investments	...	...	1,000
Purchases of Investments	...	(2,700)	...
Advances Repayments Received	...	...	...
Advances made	...	...	...
Other Investing	(200)	(50)	(500)
<b>Net Cash Flows From Investing Activities</b>	<b>(3,380)</b>	<b>(15,262)</b>	<b>(5,455)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from Borrowings and Advances	...	...	...
Repayment of Borrowings and Advances	(92)	(108)	(116)
Dividends Paid	...	...	...
Other Financing	...	...	...
Capital Appropriation - Equity Appropriation	...	...	...
Cash Equity Injection to For-Profit Entities	...	...	...
<b>Net Cash Flows From Financing Activities</b>	<b>(92)</b>	<b>(108)</b>	<b>(116)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>2,460</b>	<b>(7,340)</b>	<b>(782)</b>
Opening Cash and Cash Equivalents	10,678	18,311	10,970
Reclassification of Cash Equivalents	1,000	...	200
Cash transferred in (out) as a Result of Administrative Restructuring	...	...	...
<b>Closing Cash and Cash Equivalents</b>	<b>14,138</b>	<b>10,970</b>	<b>10,387</b>

## Museum of Applied Arts and Sciences

### Operating Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee Related	27,714	32,616	24,152
Personnel Services Expenses	...	...	...
Other Operating Expenses	8,020	15,445	13,012
Grants and Subsidies	24,878	...	25,000
Appropriation Expense	...	...	...
Depreciation and Amortisation	8,460	7,789	6,560
Finance Costs	2	2	2
Other Expenses	...	...	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>69,074</b>	<b>55,852</b>	<b>68,726</b>
<b>Revenue</b>			
Appropriation Revenue	...	...	...
Cluster Grant Revenue	36,829	37,072	39,022
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	890	773	1,063
Transfers to the Crown Entity	...	...	...
Sales of Goods and Services	5,514	4,971	2,085
Grants and Contributions	28,056	16,945	27,540
Investment Revenue	164	27	164
Retained Taxes, Fees and Fines	...	...	...
Other Revenue	309	778	70
<b>Total Revenue</b>	<b>71,763</b>	<b>60,566</b>	<b>69,945</b>
Gain/(Loss) on Disposal of Non Current Assets	...	...	...
Other Gains/(Losses)	...	(6)	...
<b>Net Result</b>	<b>2,689</b>	<b>4,708</b>	<b>1,219</b>

**Balance Sheet**

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash Assets	6,208	1,846	4,656
Taxes Receivable	...	...	...
Receivables	2,213	2,559	2,559
Contract Assets	...	2,126	2,126
Inventories	200	229	229
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	...	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>8,621</b>	<b>6,760</b>	<b>9,570</b>
<b>Non Current Assets</b>			
Taxes Receivable	...	...	...
Contract Assets	...	...	...
Receivables	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	3,781	3,534	3,659
Equity Investments	...	...	...
Property, Plant and Equipment -			
Land and Building	380,716	415,751	413,523
Plant and Equipment	326,001	342,208	342,767
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Right of Use Assets	83	111	88
Intangibles	...	...	...
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>710,581</b>	<b>761,604</b>	<b>760,037</b>
<b>Total Assets</b>	<b>719,202</b>	<b>768,364</b>	<b>769,607</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	4,335	2,390	2,390
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	24	32	56
Provisions	2,550	3,909	3,909
Other	20	876	876
Liabilities Associated with Assets Held for Sale	...	...	...
<b>Total Current Liabilities</b>	<b>6,929</b>	<b>7,207</b>	<b>7,231</b>
<b>Non Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	...	...	...
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	106	79	79
Provisions	...	...	...
Other	...	...	...
<b>Total Non Current Liabilities</b>	<b>106</b>	<b>79</b>	<b>79</b>
<b>Total Liabilities</b>	<b>7,035</b>	<b>7,286</b>	<b>7,310</b>
<b>Net Assets</b>	<b>712,167</b>	<b>761,078</b>	<b>762,297</b>
<b>Equity</b>			
Accumulated Funds	315,449	318,093	319,312
Reserves	396,718	442,985	442,985
Capital Equity	...	...	...
<b>Total Equity</b>	<b>712,167</b>	<b>761,078</b>	<b>762,297</b>

## Cash Flow Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee Related	26,749	30,730	23,089
Personnel Services	...	...	...
Grants and Subsidies	24,878	...	25,000
Finance Costs	2	2	2
Equivalent Income Tax	...	...	...
Other Payments	8,820	16,845	11,412
<b>Total Payments</b>	<b>60,449</b>	<b>47,577</b>	<b>59,503</b>
<b>Receipts</b>			
Appropriation	...	...	...
Cluster Grant Revenue	36,829	37,072	39,022
Cash reimbursements from the Crown Entity	...	...	...
Sale Proceeds Transfers to the Crown Entity	...	...	...
Cash transfers to the Crown Entity	...	...	...
Sale of Goods and Services	5,514	7,747	2,085
Retained Taxes, Fees and Fines	...	...	...
Interest Received	39	12	39
Grants and Contributions	25,556	13,601	25,040
Other Receipts	2,709	800	70
<b>Total Receipts</b>	<b>70,648</b>	<b>59,232</b>	<b>66,257</b>
<b>Net Cash Flows From Operating Activities</b>	<b>10,199</b>	<b>11,655</b>	<b>6,754</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from Sale of Property, Plant and Equipment	...	...	...
Purchases of Property, Plant and Equipment	(1,968)	(6,928)	(3,968)
Proceeds from Sale of Investments	...	...	...
Purchases of Investments	...	265	...
Advances Repayments Received	...	...	...
Advances made	...	...	...
Other Investing	...	...	...
<b>Net Cash Flows From Investing Activities</b>	<b>(1,968)</b>	<b>(6,663)</b>	<b>(3,968)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from Borrowings and Advances	...	(3,114)	...
Repayment of Borrowings and Advances	24	(32)	24
Dividends Paid	...	...	...
Other Financing	...	...	...
Capital Appropriation - Equity Appropriation	...	...	...
Cash Equity Injection to For-Profit Entities	...	...	...
<b>Net Cash Flows From Financing Activities</b>	<b>24</b>	<b>(3,146)</b>	<b>24</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>8,255</b>	<b>1,846</b>	<b>2,810</b>
Opening Cash and Cash Equivalents	(2,147)	...	1,846
Reclassification of Cash Equivalents	100	...	...
Cash transferred in (out) as a Result of Administrative Restructuring	...	...	...
<b>Closing Cash and Cash Equivalents</b>	<b>6,208</b>	<b>1,846</b>	<b>4,656</b>

## State Archives and Records Authority of New South Wales

### Operating Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee Related	...	1,001	...
Personnel Services Expenses	17,032	13,272	17,073
Other Operating Expenses	9,124	11,882	9,306
Grants and Subsidies	...	...	...
Appropriation Expense	...	...	...
Depreciation and Amortisation	7,381	6,566	7,295
Finance Costs	164	156	259
Other Expenses	...	...	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>33,701</b>	<b>32,877</b>	<b>33,933</b>
<b>Revenue</b>			
Appropriation Revenue	...	...	...
Cluster Grant Revenue	13,628	13,628	11,642
Acceptance by Crown Entity of Employee Benefits and Other	...	1,001	...
Liabilities			
Transfers to the Crown Entity	...	...	...
Sales of Goods and Services	22,559	21,541	23,143
Grants and Contributions	...	...	...
Investment Revenue	...	...	...
Retained Taxes, Fees and Fines	...	...	...
Other Revenue	6,139	17,219	6,139
<b>Total Revenue</b>	<b>42,326</b>	<b>53,389</b>	<b>40,924</b>
Gain/(Loss) on Disposal of Non Current Assets	...	(247)	...
Other Gains/(Losses)	...	...	...
<b>Net Result</b>	<b>8,624</b>	<b>20,265</b>	<b>6,991</b>

**Balance Sheet**

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash Assets	5,754	5,689	5,500
Taxes Receivable	...	...	...
Receivables	3,361	3,844	3,755
Contract Assets	...	...	...
Inventories	15	12	12
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	...	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>9,130</b>	<b>9,545</b>	<b>9,267</b>
<b>Non Current Assets</b>			
Taxes Receivable	...	...	...
Contract Assets	...	...	...
Receivables	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, Plant and Equipment -			
Land and Building	55,334	62,722	70,222
Plant and Equipment	1,011,359	1,034,451	1,034,107
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Right of Use Assets	3,760	7,322	15,730
Intangibles	3,285	3,215	3,328
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>1,073,738</b>	<b>1,107,710</b>	<b>1,123,387</b>
<b>Total Assets</b>	<b>1,082,868</b>	<b>1,117,255</b>	<b>1,132,654</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	8,291	6,670	6,670
Contract Liabilities	...	334	334
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	366	1,936	1,244
Provisions	...	...	...
Other	...	...	...
Liabilities Associated with Assets Held for Sale	...	...	...
<b>Total Current Liabilities</b>	<b>8,657</b>	<b>8,941</b>	<b>8,249</b>
<b>Non Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	...	...	...
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	3,394	5,895	14,995
Provisions	...	...	...
Other	96	157	157
<b>Total Non Current Liabilities</b>	<b>3,490</b>	<b>6,052</b>	<b>15,152</b>
<b>Total Liabilities</b>	<b>12,147</b>	<b>14,993</b>	<b>23,401</b>
<b>Net Assets</b>	<b>1,070,721</b>	<b>1,102,262</b>	<b>1,109,253</b>
<b>Equity</b>			
Accumulated Funds	304,818	315,709	322,700
Reserves	765,903	786,553	786,553
Capital Equity	...	...	...
<b>Total Equity</b>	<b>1,070,721</b>	<b>1,102,262</b>	<b>1,109,253</b>

## Cash Flow Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee Related	...	...	...
Personnel Services	17,032	13,272	17,073
Grants and Subsidies	...	...	...
Finance Costs	164	156	259
Equivalent Income Tax	...	...	...
Other Payments	8,740	15,386	9,217
<b>Total Payments</b>	<b>25,936</b>	<b>28,814</b>	<b>26,549</b>
<b>Receipts</b>			
Appropriation	...	...	...
Cluster Grant Revenue	13,628	13,628	11,642
Cash reimbursements from the Crown Entity	...	...	...
Sale Proceeds Transfers to the Crown Entity	...	...	...
Cash transfers to the Crown Entity	...	...	...
Sale of Goods and Services	22,559	22,564	23,143
Retained Taxes, Fees and Fines	...	...	...
Interest Received	...	...	...
Grants and Contributions	...	...	...
Other Receipts	(383)	643	...
<b>Total Receipts</b>	<b>35,804</b>	<b>36,835</b>	<b>34,785</b>
<b>Net Cash Flows From Operating Activities</b>	<b>9,867</b>	<b>8,021</b>	<b>8,236</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from Sale of Property, Plant and Equipment	...	5	...
Purchases of Property, Plant and Equipment	(6,542)	(5,479)	(6,264)
Proceeds from Sale of Investments	...	...	...
Purchases of Investments	...	...	...
Advances Repayments Received	...	...	...
Advances made	...	...	...
Other Investing	(417)	(1,023)	(545)
<b>Net Cash Flows From Investing Activities</b>	<b>(6,959)</b>	<b>(6,498)</b>	<b>(6,809)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from Borrowings and Advances	...	...	...
Repayment of Borrowings and Advances	(1,913)	(1,909)	(1,616)
Dividends Paid	...	...	...
Other Financing	...	...	...
Capital Appropriation - Equity Appropriation	...	...	...
Cash Equity Injection to For-Profit Entities	...	...	...
<b>Net Cash Flows From Financing Activities</b>	<b>(1,913)</b>	<b>(1,909)</b>	<b>(1,616)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>995</b>	<b>(386)</b>	<b>(189)</b>
Opening Cash and Cash Equivalents	4,759	6,075	5,689
Reclassification of Cash Equivalents	...	...	...
Cash transferred in (out) as a Result of Administrative Restructuring	...	...	...
<b>Closing Cash and Cash Equivalents</b>	<b>5,754</b>	<b>5,689</b>	<b>5,500</b>

## State Library of New South Wales

### Operating Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee Related	34,083	32,842	32,922
Personnel Services Expenses	...	...	...
Other Operating Expenses	17,701	17,678	18,290
Grants and Subsidies	36,478	36,478	37,558
Appropriation Expense	...	...	...
Depreciation and Amortisation	15,477	12,099	14,367
Finance Costs	...	...	...
Other Expenses	...	...	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>103,739</b>	<b>99,097</b>	<b>103,138</b>
<b>Revenue</b>			
Appropriation Revenue	...	...	...
Cluster Grant Revenue	96,049	93,999	101,318
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	2,339	2,580	2,352
Transfers to the Crown Entity	...	...	...
Sales of Goods and Services	1,969	1,273	2,237
Grants and Contributions	3,831	7,722	3,900
Investment Revenue	1,296	502	1,296
Retained Taxes, Fees and Fines	...	...	...
Other Revenue	10	318	10
<b>Total Revenue</b>	<b>105,493</b>	<b>106,394</b>	<b>111,112</b>
Gain/(Loss) on Disposal of Non Current Assets	...	...	...
Other Gains/(Losses)	(21)	...	(21)
<b>Net Result</b>	<b>1,733</b>	<b>7,297</b>	<b>7,954</b>



## Balance Sheet

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash Assets	2,707	2,780	4,329
Taxes Receivable	...	...	...
Receivables	1,301	1,723	1,731
Contract Assets	...	...	...
Inventories	262	209	209
Financial Assets at Fair Value	4,959	5,026	5,026
Other Financial Assets	...	...	...
Other	...	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>9,229</b>	<b>9,738</b>	<b>11,295</b>
<b>Non Current Assets</b>			
Taxes Receivable	...	...	...
Contract Assets	...	...	...
Receivables	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	23,403	24,179	24,796
Equity Investments	...	...	...
Property, Plant and Equipment -			
Land and Building	274,429	298,820	301,344
Plant and Equipment	1,940,716	1,622,584	1,621,745
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Right of Use Assets	...	...	...
Intangibles	66,459	67,412	72,044
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>2,305,007</b>	<b>2,012,995</b>	<b>2,019,929</b>
<b>Total Assets</b>	<b>2,314,236</b>	<b>2,022,733</b>	<b>2,031,224</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	7,994	6,504	7,041
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	...	...	...
Provisions	4,006	4,998	4,998
Other	...	...	...
Liabilities Associated with Assets Held for Sale	...	...	...
<b>Total Current Liabilities</b>	<b>12,000</b>	<b>11,502</b>	<b>12,039</b>
<b>Non Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	...	...	...
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	...	...	...
Provisions	101	138	138
Other	...	...	...
<b>Total Non Current Liabilities</b>	<b>101</b>	<b>138</b>	<b>138</b>
<b>Total Liabilities</b>	<b>12,101</b>	<b>11,640</b>	<b>12,177</b>
<b>Net Assets</b>	<b>2,302,135</b>	<b>2,011,093</b>	<b>2,019,047</b>
<b>Equity</b>			
Accumulated Funds	1,673,933	1,679,198	1,687,152
Reserves	628,202	331,895	331,895
Capital Equity	...	...	...
<b>Total Equity</b>	<b>2,302,135</b>	<b>2,011,093</b>	<b>2,019,047</b>

## Cash Flow Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee Related	31,744	29,438	30,570
Personnel Services	...	...	...
Grants and Subsidies	36,478	36,478	37,558
Finance Costs	...	...	...
Equivalent Income Tax	...	...	...
Other Payments	12,373	20,687	17,753
<b>Total Payments</b>	<b>80,595</b>	<b>86,603</b>	<b>85,881</b>
<b>Receipts</b>			
Appropriation	...	...	...
Cluster Grant Revenue	96,049	93,999	101,318
Cash reimbursements from the Crown Entity	...	...	...
Sale Proceeds Transfers to the Crown Entity	...	...	...
Cash transfers to the Crown Entity	...	...	...
Sale of Goods and Services	1,969	1,378	2,229
Retained Taxes, Fees and Fines	(21)	...	(21)
Interest Received	296	385	296
Grants and Contributions	3,831	7,040	3,900
Other Receipts	(4,746)	1,131	710
<b>Total Receipts</b>	<b>97,377</b>	<b>103,933</b>	<b>108,431</b>
<b>Net Cash Flows From Operating Activities</b>	<b>16,782</b>	<b>17,330</b>	<b>22,550</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from Sale of Property, Plant and Equipment	...	...	...
Purchases of Property, Plant and Equipment	(10,858)	(10,174)	(14,480)
Proceeds from Sale of Investments	...	...	(300)
Purchases of Investments	1,939	(2,687)	(17)
Advances Repayments Received	...	...	...
Advances made	...	...	...
Other Investing	(6,711)	(5,989)	(6,204)
<b>Net Cash Flows From Investing Activities</b>	<b>(15,631)</b>	<b>(18,850)</b>	<b>(21,001)</b>
<b>Cash Flows From Financing Activities</b>			
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	...	...	...
<b>Net Cash Flows From Financing Activities</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>1,151</b>	<b>(1,520)</b>	<b>1,549</b>
Opening Cash and Cash Equivalents	1,556	4,300	2,780
Reclassification of Cash Equivalents	...	...	...
Cash transferred in (out) as a Result of Administrative Restructuring	...	...	...
<b>Closing Cash and Cash Equivalents</b>	<b>2,707</b>	<b>2,780</b>	<b>4,329</b>

## Audit Office of New South Wales

### Operating Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee Related	40,088	39,386	41,015
Personnel Services Expenses	...	...	...
Other Operating Expenses	18,829	21,751	18,103
Grants and Subsidies	...	...	...
Appropriation Expense	...	...	...
Depreciation and Amortisation	2,858	2,732	3,113
Finance Costs	352	289	274
Other Expenses	...	...	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>62,127</b>	<b>64,157</b>	<b>62,505</b>
<b>Revenue</b>			
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	60,168	62,542	62,994
Grants and Contributions	...	...	...
Investment Revenue	149	59	149
Retained Taxes, Fees and Fines	...	...	...
Other Revenue	211	498	211
<b>Total Revenue</b>	<b>60,527</b>	<b>63,099</b>	<b>63,354</b>
Gain/(Loss) on Disposal of Non Current Assets	...	(24)	...
Other Gains/(Losses)	...	...	...
<b>Net Result</b>	<b>(1,600)</b>	<b>(1,083)</b>	<b>849</b>

## Balance Sheet

	2019-20		2020-21
	Budget \$000	Est. Actual \$000	Budget \$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash Assets	8,022	8,225	9,214
Taxes Receivable	...	...	...
Receivables	5,699	5,977	6,306
Contract Assets	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	10,500	10,228	10,628
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>24,221</b>	<b>24,430</b>	<b>26,147</b>
<b>Non Current Assets</b>			
Taxes Receivable	...	...	...
Contract Assets	...	...	...
Receivables	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, Plant and Equipment -			
Land and Building	3,150	...	...
Plant and Equipment	2,280	4,790	3,858
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Right of Use Assets	13,511	13,794	12,276
Intangibles	2,322	1,196	2,753
Other Assets	620	695	695
<b>Total Non Current Assets</b>	<b>21,882</b>	<b>20,475</b>	<b>19,582</b>
<b>Total Assets</b>	<b>46,104</b>	<b>44,905</b>	<b>45,729</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	3,503	2,779	2,932
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	1,137	1,188	1,042
Provisions	12,190	12,123	13,123
Other	...	257	257
Liabilities Associated with Assets Held for Sale	...	...	...
<b>Total Current Liabilities</b>	<b>16,830</b>	<b>16,348</b>	<b>17,355</b>
<b>Non Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	...	...	...
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	12,799	13,006	11,964
Provisions	43,046	64,721	64,731
Other	...	...	...
<b>Total Non Current Liabilities</b>	<b>55,845</b>	<b>77,727</b>	<b>76,695</b>
<b>Total Liabilities</b>	<b>72,675</b>	<b>94,075</b>	<b>94,050</b>
<b>Net Assets</b>	<b>(26,571)</b>	<b>(49,169)</b>	<b>(48,320)</b>
<b>Equity</b>			
Accumulated Funds	(26,571)	(49,169)	(48,320)
Reserves	...	...	...
Capital Equity	...	...	...
<b>Total Equity</b>	<b>(26,571)</b>	<b>(49,169)</b>	<b>(48,320)</b>

## Cash Flow Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee Related	40,088	37,272	41,015
Personnel Services	...	...	...
Grants and Subsidies	...	...	...
Finance Costs	333	278	255
Equivalent Income Tax	...	...	...
Other Payments	18,212	22,307	17,688
<b>Total Payments</b>	<b>58,633</b>	<b>59,858</b>	<b>58,958</b>
<b>Receipts</b>			
Appropriation	(0)	...	(0)
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	60,168	63,128	62,994
Retained Taxes, Fees and Fines	...	...	...
Interest Received	149	59	149
Grants and Contributions	...	...	...
Other Receipts	211	(349)	211
<b>Total Receipts</b>	<b>60,527</b>	<b>62,838</b>	<b>63,354</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,894</b>	<b>2,980</b>	<b>4,396</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from Sale of Property, Plant and Equipment	...	...	...
Purchases of Property, Plant and Equipment	(1,470)	(1,049)	(120)
Proceeds from Sale of Investments	...	...	...
Purchases of Investments	...	...	...
Advances Repayments Received	...	...	...
Advances made	...	...	...
Other Investing	(1,280)	(256)	(2,100)
<b>Net Cash Flows From Investing Activities</b>	<b>(2,750)</b>	<b>(1,305)</b>	<b>(2,220)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from Borrowings and Advances	...	...	...
Repayment of Borrowings and Advances	(938)	(993)	(1,188)
Dividends Paid	...	...	...
Other Financing	...	...	...
Capital Appropriation - Equity Appropriation	...	...	...
Cash Equity Injection to For-Profit Entities	...	...	...
<b>Net Cash Flows From Financing Activities</b>	<b>(938)</b>	<b>(993)</b>	<b>(1,188)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(1,794)</b>	<b>682</b>	<b>988</b>
Opening Cash and Cash Equivalents	9,816	7,544	8,225
Reclassification of Cash Equivalents	...	...	...
Cash transferred in (out) as a Result of Administrative Restructuring	...	...	...
<b>Closing Cash and Cash Equivalents</b>	<b>8,022</b>	<b>8,225</b>	<b>9,214</b>

## Independent Commission Against Corruption

### Operating Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee Related	19,558	19,228	19,747
Personnel Services Expenses	...	...	...
Other Operating Expenses	2,343	4,666	6,835
Grants and Subsidies	...	...	...
Appropriation Expense	...	...	...
Depreciation and Amortisation	3,522	4,834	4,002
Finance Costs	342	...	295
Other Expenses	...	...	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>25,765</b>	<b>28,727</b>	<b>30,879</b>
<b>Revenue</b>			
Appropriation Revenue	24,899	24,899	30,814
Cluster Grant Revenue	...	...	...
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	302	815	314
Transfers to the Crown Entity	...	...	...
Sales of Goods and Services	...	...	...
Grants and Contributions	...	2,500	...
Investment Revenue	...	...	...
Retained Taxes, Fees and Fines	...	...	...
Other Revenue	26	36	26
<b>Total Revenue</b>	<b>25,228</b>	<b>28,250</b>	<b>31,154</b>
Gain/(Loss) on Disposal of Non Current Assets	...	(211)	...
Other Gains/(Losses)	...	...	...
<b>Net Result</b>	<b>(537)</b>	<b>(688)</b>	<b>275</b>

**Balance Sheet**

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash Assets	8	1,917	2,820
Taxes Receivable	...	...	...
Receivables	990	955	955
Contract Assets	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	...	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>998</b>	<b>2,872</b>	<b>3,775</b>
<b>Non Current Assets</b>			
Taxes Receivable	...	...	...
Contract Assets	...	...	...
Receivables	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, Plant and Equipment -			
Land and Building	989	...	...
Plant and Equipment	804	1,773	2,539
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Right of Use Assets	13,044	18,939	19,076
Intangibles	1,269	799	766
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>16,105</b>	<b>21,511</b>	<b>22,381</b>
<b>Total Assets</b>	<b>17,103</b>	<b>24,383</b>	<b>26,156</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	522	514	514
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	2,004	2,662	3,164
Provisions	1,687	1,171	1,171
Other	...	...	...
Liabilities Associated with Assets Held for Sale	...	...	...
<b>Total Current Liabilities</b>	<b>4,212</b>	<b>4,347</b>	<b>4,849</b>
<b>Non Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	...	...	...
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	11,191	17,803	18,799
Provisions	1,594	2,540	2,540
Other	...	...	...
<b>Total Non Current Liabilities</b>	<b>12,785</b>	<b>20,343</b>	<b>21,339</b>
<b>Total Liabilities</b>	<b>16,997</b>	<b>24,689</b>	<b>26,187</b>
<b>Net Assets</b>	<b>106</b>	<b>(306)</b>	<b>(31)</b>
<b>Equity</b>			
Accumulated Funds	106	(306)	(31)
Reserves	...	...	...
Capital Equity	...	...	...
<b>Total Equity</b>	<b>106</b>	<b>(306)</b>	<b>(31)</b>

## Cash Flow Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee Related	19,256	18,030	19,433
Personnel Services	...	...	...
Grants and Subsidies	...	...	...
Finance Costs	342	...	295
Equivalent Income Tax	...	...	...
Other Payments	2,817	5,289	6,835
<b>Total Payments</b>	<b>22,415</b>	<b>23,319</b>	<b>26,563</b>
<b>Receipts</b>			
Appropriation	24,899	24,899	30,814
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	...	(9)	...
Retained Taxes, Fees and Fines	...	...	...
Interest Received	...	...	...
Grants and Contributions	...	2,500	...
Other Receipts	222	112	26
<b>Total Receipts</b>	<b>25,122</b>	<b>27,501</b>	<b>30,840</b>
<b>Net Cash Flows From Operating Activities</b>	<b>2,707</b>	<b>4,183</b>	<b>4,277</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from Sale of Property, Plant and Equipment	...	(211)	...
Purchases of Property, Plant and Equipment	(575)	(375)	(1,145)
Proceeds from Sale of Investments	...	...	...
Purchases of Investments	...	...	...
Advances Repayments Received	...	...	...
Advances made	...	...	...
Other Investing	(225)	(200)	571
<b>Net Cash Flows From Investing Activities</b>	<b>(800)</b>	<b>(786)</b>	<b>(574)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from Borrowings and Advances	...	...	...
Repayment of Borrowings and Advances	(1,907)	(1,508)	(2,800)
Dividends Paid	...	...	...
Other Financing	...	...	...
Capital Appropriation - Equity Appropriation	...	...	...
Cash Equity Injection to For-Profit Entities	...	...	...
<b>Net Cash Flows From Financing Activities</b>	<b>(1,907)</b>	<b>(1,508)</b>	<b>(2,800)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>0</b>	<b>1,889</b>	<b>903</b>
Opening Cash and Cash Equivalents	8	28	1,917
Reclassification of Cash Equivalents	...	...	...
Cash transferred in (out) as a Result of Administrative Restructuring	...	...	...
<b>Closing Cash and Cash Equivalents</b>	<b>8</b>	<b>1,917</b>	<b>2,820</b>



## Law Enforcement Conduct Commission

### Operating Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee Related	18,507	17,643	17,939
Personnel Services Expenses	...	...	...
Other Operating Expenses	2,896	2,744	2,288
Grants and Subsidies	...	...	...
Appropriation Expense	...	...	...
Depreciation and Amortisation	3,176	3,054	3,236
Finance Costs	127	140	139
Other Expenses	...	...	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>24,706</b>	<b>23,580</b>	<b>23,602</b>
<b>Revenue</b>			
Appropriation Revenue	24,199	23,400	22,736
Cluster Grant Revenue	...	...	...
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	634	560	645
Transfers to the Crown Entity	...	...	...
Sales of Goods and Services	...	...	...
Grants and Contributions	...	...	...
Investment Revenue	...	...	...
Retained Taxes, Fees and Fines	...	...	...
Other Revenue	99	32	97
<b>Total Revenue</b>	<b>24,932</b>	<b>23,993</b>	<b>23,477</b>
Gain/(Loss) on Disposal of Non Current Assets	15	44	15
Other Gains/(Losses)	...	(670)	...
<b>Net Result</b>	<b>241</b>	<b>(213)</b>	<b>(110)</b>

**Balance Sheet**

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash Assets	484	554	432
Taxes Receivable	...	...	...
Receivables	1,127	1,386	1,311
Contract Assets	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	...	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>1,611</b>	<b>1,940</b>	<b>1,743</b>
<b>Non Current Assets</b>			
Taxes Receivable	...	...	...
Contract Assets	...	...	...
Receivables	...	47	47
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, Plant and Equipment -			
Land and Building	892	915	879
Plant and Equipment	2,179	2,118	1,808
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Right of Use Assets	4,052	7,782	5,692
Intangibles	732	853	1,253
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>7,856</b>	<b>11,715</b>	<b>9,679</b>
<b>Total Assets</b>	<b>9,467</b>	<b>13,655</b>	<b>11,422</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	169	262	262
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	1,655	1,991	2,071
Provisions	1,249	1,935	1,935
Other	...	...	...
Liabilities Associated with Assets Held for Sale	...	...	...
<b>Total Current Liabilities</b>	<b>3,073</b>	<b>4,188</b>	<b>4,268</b>
<b>Non Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	...	...	...
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	2,553	6,679	4,476
Provisions	532	658	658
Other	...	...	...
<b>Total Non Current Liabilities</b>	<b>3,085</b>	<b>7,337</b>	<b>5,134</b>
<b>Total Liabilities</b>	<b>6,158</b>	<b>11,525</b>	<b>9,402</b>
<b>Net Assets</b>	<b>3,309</b>	<b>2,130</b>	<b>2,020</b>
<b>Equity</b>			
Accumulated Funds	3,309	2,130	2,020
Reserves	...	...	...
Capital Equity	...	...	...
<b>Total Equity</b>	<b>3,309</b>	<b>2,130</b>	<b>2,020</b>

## Cash Flow Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee Related	17,873	16,736	17,294
Personnel Services	...	...	...
Grants and Subsidies	...	...	...
Finance Costs	127	132	139
Equivalent Income Tax	...	...	...
Other Payments	3,253	4,080	2,213
<b>Total Payments</b>	<b>21,253</b>	<b>20,948</b>	<b>19,646</b>
<b>Receipts</b>			
Appropriation	24,199	23,400	22,736
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	...	...	...
Interest Received	...	...	...
Grants and Contributions	...	...	...
Other Receipts	99	611	97
<b>Total Receipts</b>	<b>24,298</b>	<b>24,011</b>	<b>22,832</b>
<b>Net Cash Flows From Operating Activities</b>	<b>3,045</b>	<b>3,063</b>	<b>3,186</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from Sale of Property, Plant and Equipment	15	44	15
Purchases of Property, Plant and Equipment	(1,100)	(1,089)	(700)
Proceeds from Sale of Investments	...	...	...
Purchases of Investments	...	...	...
Advances Repayments Received	...	...	...
Advances made	...	...	...
Other Investing	(100)	(122)	(500)
<b>Net Cash Flows From Investing Activities</b>	<b>(1,185)</b>	<b>(1,167)</b>	<b>(1,185)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from Borrowings and Advances	...	...	...
Repayment of Borrowings and Advances	(1,874)	(1,715)	(2,123)
Dividends Paid	...	...	...
Other Financing	...	...	...
Capital Appropriation - Equity Appropriation	...	...	...
Cash Equity Injection to For-Profit Entities	...	...	...
<b>Net Cash Flows From Financing Activities</b>	<b>(1,874)</b>	<b>(1,715)</b>	<b>(2,123)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(14)</b>	<b>181</b>	<b>(122)</b>
Opening Cash and Cash Equivalents	498	374	554
Reclassification of Cash Equivalents	...	...	...
Cash transferred in (out) as a Result of Administrative Restructuring	...	...	...
<b>Closing Cash and Cash Equivalents</b>	<b>484</b>	<b>554</b>	<b>432</b>

## New South Wales Electoral Commission

### Operating Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee Related	30,862	29,264	84,244
Personnel Services Expenses	...	...	...
Other Operating Expenses	10,185	7,233	14,780
Grants and Subsidies	...	...	...
Appropriation Expense	...	...	...
Depreciation and Amortisation	8,100	7,373	8,424
Finance Costs	291	153	1,627
Other Expenses	56,637	40,229	47,786
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>106,075</b>	<b>84,252</b>	<b>156,861</b>
<b>Revenue</b>			
Appropriation Revenue	114,356	90,292	161,916
Cluster Grant Revenue	...	...	...
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	513	139	525
Transfers to the Crown Entity	(8,600)	...	(43,971)
Sales of Goods and Services	1,340	1,080	3,015
Grants and Contributions	...	...	...
Investment Revenue	...	...	...
Retained Taxes, Fees and Fines	...	...	...
Other Revenue	8,579	42	43,129
<b>Total Revenue</b>	<b>116,188</b>	<b>91,553</b>	<b>164,614</b>
Gain/(Loss) on Disposal of Non Current Assets	...	...	...
Other Gains/(Losses)	...	(8,202)	...
<b>Net Result</b>	<b>10,113</b>	<b>(901)</b>	<b>7,753</b>

## Balance Sheet

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash Assets	2,807	4,101	5,587
Taxes Receivable	...	...	...
Receivables	9,204	2,291	8,283
Contract Assets	...	3	3
Inventories	100	90	90
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	27	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>12,138</b>	<b>6,485</b>	<b>13,963</b>
<b>Non Current Assets</b>			
Taxes Receivable	...	...	...
Contract Assets	...	...	...
Receivables	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, Plant and Equipment -			
Land and Building	680	...	...
Plant and Equipment	300	1,068	2,759
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Right of Use Assets	10,298	35,949	30,939
Intangibles	29,917	20,882	27,156
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>41,195</b>	<b>57,899</b>	<b>60,854</b>
<b>Total Assets</b>	<b>53,333</b>	<b>64,384</b>	<b>74,817</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	2,169	3,382	3,382
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	2,645	4,097	2,489
Provisions	1,727	3,842	3,842
Other	8,601	...	5,992
Liabilities Associated with Assets Held for Sale	...	...	...
<b>Total Current Liabilities</b>	<b>15,142</b>	<b>11,322</b>	<b>15,706</b>
<b>Non Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	...	...	...
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	7,997	38,054	36,350
Provisions	...	648	648
Other	546	...	...
<b>Total Non Current Liabilities</b>	<b>8,543</b>	<b>38,702</b>	<b>36,998</b>
<b>Total Liabilities</b>	<b>23,685</b>	<b>50,024</b>	<b>52,704</b>
<b>Net Assets</b>	<b>29,648</b>	<b>14,360</b>	<b>22,113</b>
<b>Equity</b>			
Accumulated Funds	29,648	14,360	22,113
Reserves	...	...	...
Capital Equity	...	...	...
<b>Total Equity</b>	<b>29,648</b>	<b>14,360</b>	<b>22,113</b>

## Cash Flow Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee Related	30,350	28,870	83,718
Personnel Services	...	...	...
Grants and Subsidies	...	...	...
Finance Costs	291	120	1,627
Equivalent Income Tax	...	...	...
Other Payments	63,222	51,032	65,174
<b>Total Payments</b>	<b>93,862</b>	<b>80,022</b>	<b>150,519</b>
<b>Receipts</b>			
Appropriation	114,356	90,292	161,916
Cluster Grant Revenue	...	...	...
Cash reimbursements from the Crown Entity	...	...	...
Sale Proceeds Transfers to the Crown Entity	...	...	...
Cash transfers to the Crown Entity	(8,600)	...	(43,971)
Sale of Goods and Services	1,340	682	3,015
Retained Taxes, Fees and Fines	...	...	...
Interest Received	...	...	...
Grants and Contributions	...	...	...
Other Receipts	4,979	3,370	45,737
<b>Total Receipts</b>	<b>112,075</b>	<b>94,344</b>	<b>166,696</b>
<b>Net Cash Flows From Operating Activities</b>	<b>18,213</b>	<b>14,322</b>	<b>16,177</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from Sale of Property, Plant and Equipment	...	...	...
Purchases of Property, Plant and Equipment	(1,000)	(663)	(2,115)
Proceeds from Sale of Investments	...	...	...
Purchases of Investments	...	...	...
Advances Repayments Received	...	...	...
Advances made	...	...	...
Other Investing	(14,905)	(7,407)	(9,249)
<b>Net Cash Flows From Investing Activities</b>	<b>(15,905)</b>	<b>(8,070)</b>	<b>(11,364)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from Borrowings and Advances	...	...	...
Repayment of Borrowings and Advances	(2,466)	(2,892)	(3,327)
Dividends Paid	...	...	...
Other Financing	...	...	...
Capital Appropriation - Equity Appropriation	...	...	...
Cash Equity Injection to For-Profit Entities	...	...	...
<b>Net Cash Flows From Financing Activities</b>	<b>(2,466)</b>	<b>(2,892)</b>	<b>(3,327)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(158)</b>	<b>3,360</b>	<b>1,486</b>
Opening Cash and Cash Equivalents	2,965	741	4,101
Reclassification of Cash Equivalents	...	...	...
Cash transferred in (out) as a Result of Administrative Restructuring	...	...	...
<b>Closing Cash and Cash Equivalents</b>	<b>2,807</b>	<b>4,101</b>	<b>5,587</b>

## Ombudsman's Office

### Operating Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee Related	24,384	18,434	21,210
Personnel Services Expenses	...	...	...
Other Operating Expenses	2,706	4,326	5,519
Grants and Subsidies	...	...	...
Appropriation Expense	...	...	...
Depreciation and Amortisation	3,625	3,577	958
Finance Costs	332	272	22
Other Expenses	...	...	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>31,048</b>	<b>26,609</b>	<b>27,709</b>
<b>Revenue</b>			
Appropriation Revenue	29,045	25,554	26,457
Cluster Grant Revenue	...	...	...
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	913	(488)	883
Transfers to the Crown Entity	...	...	...
Sales of Goods and Services	599	396	576
Grants and Contributions	...	295	...
Investment Revenue	...	...	...
Retained Taxes, Fees and Fines	...	...	...
Other Revenue	...	22	...
<b>Total Revenue</b>	<b>30,557</b>	<b>25,779</b>	<b>27,916</b>
Gain/(Loss) on Disposal of Non Current Assets	...	(63)	...
Other Gains/(Losses)	...	...	...
<b>Net Result</b>	<b>(491)</b>	<b>(893)</b>	<b>207</b>

## Balance Sheet

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash Assets	1,353	911	865
Taxes Receivable	...	...	...
Receivables	971	906	906
Contract Assets	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	...	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>2,324</b>	<b>1,817</b>	<b>1,771</b>
<b>Non Current Assets</b>			
Taxes Receivable	...	...	...
Contract Assets	...	...	...
Receivables	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, Plant and Equipment -			
Land and Building	...	...	...
Plant and Equipment	711	2,465	1,910
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Right of Use Assets	11,364	11,452	11,452
Intangibles	910	801	1,713
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>12,985</b>	<b>14,718</b>	<b>15,075</b>
<b>Total Assets</b>	<b>15,309</b>	<b>16,535</b>	<b>16,846</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	506	1,167	1,262
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	2,653	2,551	2,551
Provisions	2,705	1,790	1,790
Other	99	...	...
Liabilities Associated with Assets Held for Sale	...	...	...
<b>Total Current Liabilities</b>	<b>5,963</b>	<b>5,509</b>	<b>5,604</b>
<b>Non Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	...	...	...
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	8,838	9,652	9,652
Provisions	1,049	1,002	1,011
Other	...	...	...
<b>Total Non Current Liabilities</b>	<b>9,887</b>	<b>10,654</b>	<b>10,663</b>
<b>Total Liabilities</b>	<b>15,850</b>	<b>16,163</b>	<b>16,267</b>
<b>Net Assets</b>	<b>(541)</b>	<b>372</b>	<b>579</b>
<b>Equity</b>			
Accumulated Funds	(541)	372	579
Reserves	...	...	...
Capital Equity	...	...	...
<b>Total Equity</b>	<b>(541)</b>	<b>372</b>	<b>579</b>



## Cash Flow Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee Related	23,281	19,099	20,232
Personnel Services	...	...	...
Grants and Subsidies	...	...	...
Finance Costs	309	264	...
Equivalent Income Tax	...	...	...
Other Payments	3,505	4,668	5,532
<b>Total Payments</b>	<b>27,095</b>	<b>24,031</b>	<b>25,764</b>
<b>Receipts</b>			
Appropriation	29,045	25,554	26,457
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	599	373	576
Retained Taxes, Fees and Fines	...	...	...
Interest Received	...	...	...
Grants and Contributions	...	295	...
Other Receipts	544	849	...
<b>Total Receipts</b>	<b>30,187</b>	<b>27,071</b>	<b>27,033</b>
<b>Net Cash Flows From Operating Activities</b>	<b>3,092</b>	<b>3,040</b>	<b>1,269</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from Sale of Property, Plant and Equipment	...	...	...
Purchases of Property, Plant and Equipment	(210)	(544)	(210)
Proceeds from Sale of Investments	...	...	...
Purchases of Investments	...	...	...
Advances Repayments Received	...	...	...
Advances made	...	...	...
Other Investing	(90)	(106)	(1,105)
<b>Net Cash Flows From Investing Activities</b>	<b>(300)</b>	<b>(650)</b>	<b>(1,315)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from Borrowings and Advances	...	...	...
Repayment of Borrowings and Advances	(2,527)	(2,242)	...
Dividends Paid	...	...	...
Other Financing	...	...	...
Capital Appropriation - Equity Appropriation	...	...	...
Cash Equity Injection to For-Profit Entities	...	...	...
<b>Net Cash Flows From Financing Activities</b>	<b>(2,527)</b>	<b>(2,242)</b>	<b>...</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>265</b>	<b>148</b>	<b>(46)</b>
Opening Cash and Cash Equivalents	1,088	763	911
Reclassification of Cash Equivalents	...	...	...
Cash transferred in (out) as a Result of Administrative Restructuring	...	...	...
<b>Closing Cash and Cash Equivalents</b>	<b>1,353</b>	<b>911</b>	<b>865</b>

## Public Service Commission

### Operating Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee Related	20,171	23,722	21,357
Personnel Services Expenses	...	...	...
Other Operating Expenses	22,050	16,929	17,879
Grants and Subsidies	122	350	...
Appropriation Expense	...	...	...
Depreciation and Amortisation	2,403	2,127	2,342
Finance Costs	108	57	41
Other Expenses	...	...	...
<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>44,854</b>	<b>43,185</b>	<b>41,619</b>
<b>Revenue</b>			
Appropriation Revenue	28,287	27,899	33,607
Cluster Grant Revenue	...	...	...
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	443	2,245	387
Transfers to the Crown Entity	...	...	...
Sales of Goods and Services	...	4,305	3,005
Grants and Contributions	9,355	9,620	2,616
Investment Revenue	...	...	...
Retained Taxes, Fees and Fines	...	...	...
Other Revenue	5,695	124	90
<b>Total Revenue</b>	<b>43,780</b>	<b>44,194</b>	<b>39,705</b>
Gain/(Loss) on Disposal of Non Current Assets	...	4	...
Other Gains/(Losses)	...	...	...
<b>Net Result</b>	<b>(1,074)</b>	<b>1,013</b>	<b>(1,914)</b>

## Balance Sheet

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash Assets	2,113	5,960	4,816
Taxes Receivable	...	...	...
Receivables	240	1,575	1,575
Contract Assets	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	...	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>2,353</b>	<b>7,535</b>	<b>6,391</b>
<b>Non Current Assets</b>			
Taxes Receivable	...	...	...
Contract Assets	...	...	...
Receivables	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, Plant and Equipment -			
Land and Building	...	...	...
Plant and Equipment	2,562	2,490	1,645
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Right of Use Assets	3,713	3,480	2,309
Intangibles	114	127	65
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>6,389</b>	<b>6,097</b>	<b>4,019</b>
<b>Total Assets</b>	<b>8,743</b>	<b>13,632</b>	<b>10,410</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	1,224	3,190	3,190
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	1,195	1,136	2,342
Provisions	1,785	2,851	2,851
Other	92	92	92
Liabilities Associated with Assets Held for Sale	...	...	...
<b>Total Current Liabilities</b>	<b>4,296</b>	<b>7,269</b>	<b>8,475</b>
<b>Non Current Liabilities</b>			
Taxes Payable	...	...	...
Payables	...	...	...
Contract Liabilities	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	2,637	2,433	11
Provisions	333	362	362
Other	184	184	92
<b>Total Non Current Liabilities</b>	<b>3,154</b>	<b>2,979</b>	<b>465</b>
<b>Total Liabilities</b>	<b>7,450</b>	<b>10,248</b>	<b>8,940</b>
<b>Net Assets</b>	<b>1,293</b>	<b>3,384</b>	<b>1,470</b>
<b>Equity</b>			
Accumulated Funds	1,293	3,384	1,470
Reserves	...	...	...
Capital Equity	...	...	...
<b>Total Equity</b>	<b>1,293</b>	<b>3,384</b>	<b>1,470</b>

## Cash Flow Statement

	2019-20		2020-21
	Budget	Est. Actual	Budget
	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>			
<b>Payments</b>			
Employee Related	19,728	20,394	20,970
Personnel Services	...	...	...
Grants and Subsidies	122	350	...
Finance Costs	108	57	41
Equivalent Income Tax	...	...	...
Other Payments	20,421	21,414	17,879
<b>Total Payments</b>	<b>40,379</b>	<b>42,215</b>	<b>38,890</b>
<b>Receipts</b>			
Appropriation	28,287	27,899	33,607
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	...	4,305	3,005
Retained Taxes, Fees and Fines	...	...	...
Interest Received	...	...	...
Grants and Contributions	9,355	9,620	2,616
Other Receipts	3,975	2,375	...
<b>Total Receipts</b>	<b>41,617</b>	<b>44,200</b>	<b>39,229</b>
<b>Net Cash Flows From Operating Activities</b>	<b>1,237</b>	<b>1,985</b>	<b>338</b>
<b>Cash Flows From Investing Activities</b>			
Proceeds from Sale of Property, Plant and Equipment	...	4	...
Purchases of Property, Plant and Equipment	(174)	(167)	(278)
Proceeds from Sale of Investments	...	...	...
Purchases of Investments	...	...	...
Advances Repayments Received	...	...	...
Advances made	...	...	...
Other Investing	...	(6)	...
<b>Net Cash Flows From Investing Activities</b>	<b>(174)</b>	<b>(169)</b>	<b>(278)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds from Borrowings and Advances	...	...	...
Repayment of Borrowings and Advances	(1,118)	(1,071)	(1,204)
Dividends Paid	...	...	...
Other Financing	...	...	...
Capital Appropriation - Equity Appropriation	...	...	...
Cash Equity Injection to For-Profit Entities	...	...	...
<b>Net Cash Flows From Financing Activities</b>	<b>(1,118)</b>	<b>(1,071)</b>	<b>(1,204)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(55)</b>	<b>745</b>	<b>(1,144)</b>
Opening Cash and Cash Equivalents	2,168	5,216	5,960
Reclassification of Cash Equivalents	...	...	...
Cash transferred in (out) as a Result of Administrative Restructuring	...	...	...
<b>Closing Cash and Cash Equivalents</b>	<b>2,114</b>	<b>5,960</b>	<b>4,816</b>