# 7. STRONGER COMMUNITIES CLUSTER

## Agency Expense Summary

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Stronger Communities cluster | Expenses(a) | | | | | | Capital Expenditure | | | |
| 2020-21 | 2021-22 | |  | | | 2020-21 | 2021-22 |  | |
| Revised | Budget | | Change | | | Revised | Budget | Change | |
|  | $m | $m | | % | | | $m | $m | % | |
| **Department of Communities and Justice** | 10,998.1 | | 10,903.2 | | (0.9) | 466.4 | | 906.8 | 94.4 |
| Cluster Grants | 6,043.9 | | 6,749.7 | | 11.7 | … | | … | … |
| **Total Principal Agency** | **17,041.9** | **17,652.9** | | **3.6** | | **466.4** | | **906.8** | **94.4** | | |
| ***Cluster Agencies*** |  |  | |  | |  | |  |  | | |
| Crown Solicitor's Office | 71.4 | 71.5 | | 0.1 | | 1.9 | | 2.0 | 8.0 | | |
| Fire and Rescue NSW | 846.6 | 847.1 | | 0.1 | | 68.7 | | 82.6 | 20.2 | | |
| Legal Aid Commission of New South Wales (b) | 408.3 | 405.7 | | (0.6) | | 15.8 | | 7.2 | (54.4) | | |
| New South Wales Crime Commission | 25.7 | 31.3 | | 21.9 | | 1.2 | | 1.5 | 19.2 | | |
| NSW Police Force | 4,235.1 | 4,272.0 | | 0.9 | | 484.0 | | 389.4 | (19.6) | | |
| NSW Rural Fire Service | 599.0 | 656.4 | | 9.6 | | 31.1 | | 29.7 | (4.5) | | |
| Office of Sport | 409.3 | 735.1 | | 79.6 | | 14.0 | | 8.4 | (39.9) | | |
| Office of the NSW State Emergency Service | 151.5 | 193.1 | | 27.5 | | 21.7 | | 47.3 | 118.1 | | |
| Home Purchase Assistance Fund | 20.5 | 17.4 | | (15.1) | | … | | … | … | | |
| Multicultural NSW | 39.1 | 49.1 | | 25.7 | | 0.3 | | 2.5 | 733.3 | | |
| NSW Trustee and Guardian | 89.7 | 106.0 | | 18.2 | | 4.8 | | 6.7 | 39.5 | | |
| **Total Cluster Agencies** | **6,896.1** | **7,384.7** | | **7.1** | | **643.6** | | **577.4** | **(10.3)** | | |
| ***Special Offices*** |  | |  | |  |  | |  |  |
| Judicial Commission of New South Wales | 6.4 | 6.5 | | 1.5 | | 0.4 | | 0.3 | (37.3) | | |
| Office of the Children's Guardian | 50.3 | 57.7 | | 14.6 | | 1.7 | | 1.9 | 11.5 | | |
| Office of the Director of Public Prosecutions | 169.0 | 184.4 | | 9.1 | | 5.2 | | 27.9 | 434.1 | | |
| **Total Special Offices** | **225.8** | **248.7** | | **10.1** | | **7.4** | | **30.0** | **308.6** | | |

1. This table shows expenses on an uneliminated basis.
2. The forecast difference between expenditure in 2020-21 and 2021-22 mainly reflects temporary funding in 2020-21 due to COVID-19, including from the Commonwealth.

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

## Financial Statements

### Department of Communities and Justice

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Expenses Excluding Losses** |  |  |  |
| Operating Expenses - |  |  |  |
| Employee Related | 2,975,306 | 2,982,819 | 3,081,618 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 1,194,440 | 1,426,692 | 1,230,711 |
| Grants and Subsidies | 12,243,380 | 12,046,469 | 12,727,478 |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 482,017 | 460,488 | 490,561 |
| Finance Costs | 98,931 | 92,549 | 89,773 |
| Other Expenses | 37,136 | 32,927 | 32,806 |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **17,031,210** | **17,041,944** | **17,652,948** |
| **Revenue** |  |  |  |
| Appropriation Revenue | 16,671,184 | 16,184,361 | 17,053,912 |
| Cluster Grant Revenue | ... | ... | ... |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 132,270 | 120,016 | 122,905 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 295,994 | 308,706 | 282,337 |
| Grants and Contributions | 130,369 | 160,930 | 144,128 |
| Investment Revenue | 5,474 | 617 | 5,613 |
| Retained Taxes, Fees and Fines | 11,900 | 22,226 | 22,844 |
| Other Revenue | 38,201 | 101,467 | 51,969 |
| **Total Revenue** | **17,285,392** | **16,898,323** | **17,683,709** |
| Gain/(Loss) on Disposal of Non Current Assets | (341) | (2,088) | (40) |
| Other Gains/(Losses) | (1,269) | (1,973) | 115 |
| **Net Result** | **252,571** | **(147,682)** | **30,836** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Assets** |  |  |  |
| **Current Assets** |  |  |  |
| Cash Assets | 90,242 | 111,906 | 106,480 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 384,930 | 265,544 | 276,481 |
| Contract Assets | ... | ... | ... |
| Inventories | 22,402 | 22,402 | 22,402 |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | 20,671 | 20,671 | 20,671 |
| Assets Held For Sale | 26,774 | 26,774 | 26,774 |
| **Total Current Assets** | **545,019** | **447,297** | **452,808** |
| **Non Current Assets** |  |  |  |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | 29,080 | 29,080 | 29,143 |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |  |  |  |
| Land and Building | 7,978,234 | 7,822,724 | 7,805,084 |
| Plant and Equipment | 403,213 | 401,818 | 414,347 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 703,995 | 715,910 | 1,131,101 |
| Intangibles | 327,072 | 344,745 | 339,285 |
| Other Assets | 1,798 | 1,798 | 1,798 |
| **Total Non Current Assets** | **9,443,392** | **9,316,075** | **9,720,758** |
| **Total Assets** | **9,988,410** | **9,763,372** | **10,173,566** |
| **Liabilities** |  |  |  |
| **Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | 421,351 | 284,764 | 306,526 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 113,577 | 97,348 | 518,137 |
| Provisions | 514,805 | 546,566 | 546,566 |
| Other | 5,905 | 27,667 | 5,905 |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **1,055,638** | **956,345** | **1,377,134** |
| **Non Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 1,279,549 | 1,356,813 | 1,349,839 |
| Provisions | 128,833 | 336,643 | 302,186 |
| Other | 361 | 432 | 432 |
| **Total Non Current Liabilities** | **1,408,743** | **1,693,888** | **1,652,457** |
| **Total Liabilities** | **2,464,381** | **2,650,233** | **3,029,591** |
| **Net Assets** | **7,524,029** | **7,113,139** | **7,143,975** |
| **Equity** |  |  |  |
| Accumulated Funds | 7,206,032 | 6,795,142 | 6,825,978 |
| Reserves | 317,997 | 317,997 | 317,997 |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **7,524,029** | **7,113,139** | **7,143,975** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |  |  |  |
| **Payments** |  |  |  |
| Employee Related | 2,865,300 | 2,864,543 | 2,980,475 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | 12,295,351 | 12,366,359 | 12,814,999 |
| Finance Costs | 98,918 | 92,472 | 89,752 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 1,310,884 | 1,011,776 | 1,266,620 |
| **Total Payments** | **16,570,454** | **16,335,150** | **17,151,846** |
| **Receipts** |  |  |  |
| Appropriation | 16,671,184 | 16,184,361 | 17,053,912 |
| 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 | 295,930 | 308,000 | 281,931 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | 417 | 38 | 95 |
| Grants and Contributions | 130,369 | 151,296 | 144,128 |
| Other Receipts | 127,020 | 227,040 | 152,970 |
| **Total Receipts** | **17,224,919** | **16,870,735** | **17,633,036** |
| **Net Cash Flows From Operating Activities** | **654,465** | **535,585** | **481,191** |
| **Cash Flows From Investing Activities** |  |  |  |
| Proceeds from Sale of Property, Plant and Equipment | (0) | 4,760 | ... |
| Purchases of Property, Plant and Equipment | (436,153) | (323,899) | (274,480) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (69,991) | (71,882) | (62,012) |
| **Net Cash Flows From Investing Activities** | **(506,144)** | **(391,021)** | **(336,492)** |
| **Cash Flows From Financing Activities** |  |  |  |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (131,562) | (106,140) | (150,125) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **(131,562)** | **(106,140)** | **(150,125)** |
| **Net Increase/(Decrease) in Cash** | **16,760** | **38,424** | **(5,426)** |
| Opening Cash and Cash Equivalents | 73,482 | 73,482 | 111,906 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **90,242** | **111,906** | **106,480** |

### Crown Solicitor's Office

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Expenses Excluding Losses** |  |  |  |
| Operating Expenses - |  |  |  |
| Employee Related | 52,014 | 52,034 | 52,383 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 9,610 | 10,229 | 9,831 |
| Grants and Subsidies | ... | ... | ... |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 8,233 | 8,347 | 8,576 |
| Finance Costs | 559 | 761 | 674 |
| Other Expenses | ... | ... | ... |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **70,415** | **71,371** | **71,465** |
| **Revenue** |  |  |  |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | (0) | ... | 0 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | ... | 321 | ... |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 71,262 | 71,364 | 74,287 |
| Grants and Contributions | ... | ... | ... |
| Investment Revenue | 0 | 19 | (0) |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | 0 | 0 | 0 |
| **Total Revenue** | **71,262** | **71,704** | **74,287** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | ... | ... |
| Other Gains/(Losses) | ... | ... | ... |
| **Net Result** | **847** | **333** | **2,823** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Assets** |  |  |  |
| **Current Assets** |  |  |  |
| Cash Assets | 9,419 | 9,002 | 13,266 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 26,024 | 26,155 | 26,155 |
| Contract Assets | 8,035 | 8,035 | 8,035 |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | 9,905 | 9,922 | 9,922 |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **53,384** | **53,115** | **57,379** |
| **Non Current Assets** |  |  |  |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |  |  |  |
| Land and Building | ... | ... | ... |
| Plant and Equipment | 15,358 | 15,358 | 13,970 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 31,826 | 34,383 | 29,300 |
| Intangibles | 8,625 | 8,625 | 8,561 |
| Other Assets | 847 | 847 | 847 |
| **Total Non Current Assets** | **56,656** | **59,213** | **52,678** |
| **Total Assets** | **110,039** | **112,328** | **110,057** |
| **Liabilities** |  |  |  |
| **Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | 9,742 | 9,874 | 9,874 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 4,576 | 4,515 | 4,836 |
| Provisions | 16,998 | 16,637 | 18,212 |
| Other | ... | ... | ... |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **31,316** | **31,026** | **32,921** |
| **Non Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 28,462 | 31,583 | 26,682 |
| Provisions | 2,805 | 2,805 | 2,805 |
| Other | ... | ... | ... |
| **Total Non Current Liabilities** | **31,268** | **34,388** | **29,487** |
| **Total Liabilities** | **62,584** | **65,414** | **62,408** |
| **Net Assets** | **47,455** | **46,914** | **47,648** |
| **Equity** |  |  |  |
| Accumulated Funds | 47,455 | 46,914 | 47,648 |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **47,455** | **46,914** | **47,648** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |  |  |  |
| **Payments** |  |  |  |
| Employee Related | 51,888 | 51,604 | 52,383 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | ... | ... | ... |
| Finance Costs | 559 | 761 | 674 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 9,530 | 10,148 | 9,751 |
| **Total Payments** | **61,976** | **62,514** | **62,809** |
| **Receipts** |  |  |  |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | (0) | ... | 0 |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | (1,438) | (1,438) | (594) |
| Sale of Goods and Services | 75,361 | 75,463 | 74,287 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | 0 | 19 | (0) |
| Grants and Contributions | ... | ... | ... |
| Other Receipts | 0 | 0 | 0 |
| **Total Receipts** | **73,923** | **74,044** | **73,693** |
| **Net Cash Flows From Operating Activities** | **11,947** | **11,530** | **10,885** |
| **Cash Flows From Investing Activities** |  |  |  |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | (1,253) | (1,253) | (941) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (637) | (637) | (1,100) |
| **Net Cash Flows From Investing Activities** | **(1,890)** | **(1,890)** | **(2,041)** |
| **Cash Flows From Financing Activities** |  |  |  |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (4,271) | (4,271) | (4,580) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **(4,271)** | **(4,271)** | **(4,580)** |
| **Net Increase/(Decrease) in Cash** | **5,786** | **5,369** | **4,264** |
| Opening Cash and Cash Equivalents | 3,633 | 3,633 | 9,002 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **9,419** | **9,002** | **13,266** |

### Fire and Rescue NSW

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Expenses Excluding Losses** |  |  |  |
| Operating Expenses - |  |  |  |
| Employee Related | 633,298 | 648,359 | 642,655 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 111,800 | 130,680 | 136,803 |
| Grants and Subsidies | ... | 5,680 | ... |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 64,685 | 59,004 | 64,802 |
| Finance Costs | 2,874 | 2,875 | 2,849 |
| Other Expenses | ... | ... | ... |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **812,656** | **846,599** | **847,109** |
| **Revenue** |  |  |  |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | 778,577 | 786,222 | 790,465 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | ... | ... | ... |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 15,046 | 15,032 | 17,002 |
| Grants and Contributions | ... | 4,401 | ... |
| Investment Revenue | 1,007 | 656 | 314 |
| Retained Taxes, Fees and Fines | 29,074 | 31,497 | 35,728 |
| Other Revenue | 5,097 | 8,911 | 9,853 |
| **Total Revenue** | **828,800** | **846,719** | **853,361** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | ... | ... |
| Other Gains/(Losses) | ... | ... | ... |
| **Net Result** | **16,144** | **121** | **6,252** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Assets** |  |  |  |
| **Current Assets** |  |  |  |
| Cash Assets | 188,055 | 187,128 | 168,713 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 28,892 | 22,294 | 22,294 |
| Contract Assets | ... | ... | ... |
| Inventories | 3,012 | 3,012 | 3,012 |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | 38 | 38 | 38 |
| Assets Held For Sale | 800 | 800 | 800 |
| **Total Current Assets** | **220,797** | **213,272** | **194,857** |
| **Non Current Assets** |  |  |  |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |  |  |  |
| Land and Building | 648,424 | 652,703 | 746,031 |
| Plant and Equipment | 297,258 | 265,531 | 285,672 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 114,493 | 110,236 | 104,999 |
| Intangibles | 23,344 | 22,120 | 18,541 |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **1,083,519** | **1,050,590** | **1,155,243** |
| **Total Assets** | **1,304,316** | **1,263,861** | **1,350,099** |
| **Liabilities** |  |  |  |
| **Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | 36,958 | 36,953 | 37,126 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 2,511 | 2,229 | 2,314 |
| Provisions | 170,305 | 171,900 | 171,900 |
| Other | ... | 5,680 | 0 |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **209,774** | **216,762** | **211,340** |
| **Non Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 111,335 | 110,447 | 109,010 |
| Provisions | 216,606 | 220,650 | 220,650 |
| Other | ... | ... | ... |
| **Total Non Current Liabilities** | **327,941** | **331,097** | **329,660** |
| **Total Liabilities** | **537,715** | **547,859** | **541,000** |
| **Net Assets** | **766,601** | **716,003** | **809,100** |
| **Equity** |  |  |  |
| Accumulated Funds | 168,626 | 137,297 | 143,549 |
| Reserves | 597,975 | 578,706 | 665,551 |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **766,601** | **716,003** | **809,100** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |  |  |  |
| **Payments** |  |  |  |
| Employee Related | 618,059 | 637,454 | 648,335 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | ... | 5,680 | ... |
| Finance Costs | 2,706 | 2,707 | 2,676 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 109,360 | 128,215 | 136,483 |
| **Total Payments** | **730,124** | **774,056** | **787,494** |
| **Receipts** |  |  |  |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | 778,577 | 786,222 | 790,465 |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | 14,726 | 19,012 | 16,682 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | 1,007 | 656 | 314 |
| Grants and Contributions | ... | 4,401 | ... |
| Other Receipts | 34,171 | 42,708 | 45,581 |
| **Total Receipts** | **828,480** | **852,999** | **853,041** |
| **Net Cash Flows From Operating Activities** | **98,356** | **78,943** | **65,547** |
| **Cash Flows From Investing Activities** |  |  |  |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | (81,903) | (62,468) | (78,930) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (4,412) | (4,412) | (3,665) |
| **Net Cash Flows From Investing Activities** | **(86,315)** | **(66,880)** | **(82,595)** |
| **Cash Flows From Financing Activities** |  |  |  |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (2,224) | (3,173) | (1,367) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **(2,224)** | **(3,173)** | **(1,367)** |
| **Net Increase/(Decrease) in Cash** | **9,817** | **8,890** | **(18,415)** |
| Opening Cash and Cash Equivalents | 178,238 | 178,238 | 187,128 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **188,055** | **187,128** | **168,713** |

### Legal Aid Commission of New South Wales

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Expenses Excluding Losses** |  |  |  |
| Operating Expenses - |  |  |  |
| Employee Related | 155,773 | 158,534 | 163,846 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 150,786 | 158,938 | 156,863 |
| Grants and Subsidies | 69,239 | 69,706 | 64,474 |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 18,325 | 18,559 | 18,206 |
| Finance Costs | 1,021 | 1,639 | 1,410 |
| Other Expenses | 898 | 950 | 892 |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **396,042** | **408,326** | **405,690** |
| **Revenue** |  |  |  |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | 321,951 | 322,037 | 329,546 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 3,597 | 4,307 | 3,682 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 4,040 | 7,753 | 4,111 |
| Grants and Contributions | 49,953 | 57,212 | 65,046 |
| Investment Revenue | ... | ... | ... |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | 265 | 364 | 269 |
| **Total Revenue** | **379,806** | **391,673** | **402,654** |
| Gain/(Loss) on Disposal of Non Current Assets | 35 | 35 | 35 |
| Other Gains/(Losses) | (200) | 150 | (200) |
| **Net Result** | **(16,401)** | **(16,468)** | **(3,201)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Assets** |  |  |  |
| **Current Assets** |  |  |  |
| Cash Assets | 11,137 | 15,140 | 14,221 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 8,195 | 9,538 | 9,538 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **19,332** | **24,678** | **23,759** |
| **Non Current Assets** |  |  |  |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | 8,032 | 7,700 | 7,700 |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |  |  |  |
| Land and Building | ... | ... | 300 |
| Plant and Equipment | 9,473 | 6,571 | 7,857 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 71,048 | 66,344 | 56,585 |
| Intangibles | 22,234 | 24,909 | 22,377 |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **110,787** | **105,524** | **94,819** |
| **Total Assets** | **130,119** | **130,202** | **118,578** |
| **Liabilities** |  |  |  |
| **Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | 16,093 | 19,237 | 19,237 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 8,985 | 7,770 | 2,224 |
| Provisions | 19,474 | 19,845 | 19,845 |
| Other | ... | ... | ... |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **44,551** | **46,853** | **41,307** |
| **Non Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 64,009 | 60,592 | 57,715 |
| Provisions | 6,399 | 6,136 | 6,136 |
| Other | ... | ... | ... |
| **Total Non Current Liabilities** | **70,409** | **66,727** | **63,850** |
| **Total Liabilities** | **114,960** | **113,580** | **105,157** |
| **Net Assets** | **15,159** | **16,622** | **13,421** |
| **Equity** |  |  |  |
| Accumulated Funds | 15,159 | 16,622 | 13,421 |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **15,159** | **16,622** | **13,421** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |  |  |  |
| **Payments** |  |  |  |
| Employee Related | 152,251 | 154,424 | 160,164 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | 69,239 | 69,706 | 64,474 |
| Finance Costs | 1,021 | 1,639 | 1,410 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 151,609 | 175,844 | 157,755 |
| **Total Payments** | **374,120** | **401,612** | **383,802** |
| **Receipts** |  |  |  |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | 321,951 | 322,037 | 329,546 |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | 3,840 | 5,755 | 3,911 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | ... | ... | ... |
| Grants and Contributions | 49,953 | 57,212 | 65,046 |
| Other Receipts | 265 | 22,364 | 269 |
| **Total Receipts** | **376,009** | **407,368** | **398,772** |
| **Net Cash Flows From Operating Activities** | **1,889** | **5,756** | **14,970** |
| **Cash Flows From Investing Activities** |  |  |  |
| Proceeds from Sale of Property, Plant and Equipment | 35 | 35 | 35 |
| Purchases of Property, Plant and Equipment | (4,933) | (571) | (3,575) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (1,300) | (4,808) | (2,219) |
| **Net Cash Flows From Investing Activities** | **(6,198)** | **(5,344)** | **(5,759)** |
| **Cash Flows From Financing Activities** |  |  |  |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (9,947) | (10,664) | (10,130) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **(9,947)** | **(10,664)** | **(10,130)** |
| **Net Increase/(Decrease) in Cash** | **(14,256)** | **(10,252)** | **(919)** |
| Opening Cash and Cash Equivalents | 25,393 | 25,393 | 15,140 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **11,137** | **15,140** | **14,221** |

### New South Wales Crime Commission

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Expenses Excluding Losses** |  |  |  |
| Operating Expenses - |  |  |  |
| Employee Related | 16,596 | 16,846 | 18,563 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 5,486 | 5,592 | 8,979 |
| Grants and Subsidies | ... | ... | ... |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 4,027 | 3,137 | 3,654 |
| Finance Costs | 190 | 124 | 140 |
| Other Expenses | ... | ... | ... |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **26,299** | **25,699** | **31,336** |
| **Revenue** |  |  |  |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | 25,412 | 25,324 | 30,701 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 710 | 624 | 772 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | ... | ... | ... |
| Grants and Contributions | ... | ... | ... |
| Investment Revenue | ... | ... | ... |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | 56 | 56 | 57 |
| **Total Revenue** | **26,178** | **26,004** | **31,530** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | (4) | ... |
| Other Gains/(Losses) | ... | ... | 1,274 |
| **Net Result** | **(121)** | **301** | **1,468** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Assets** |  |  |  |
| **Current Assets** |  |  |  |
| Cash Assets | 1,316 | 695 | 676 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 681 | 609 | 609 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **1,996** | **1,304** | **1,285** |
| **Non Current Assets** |  |  |  |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | 1 | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |  |  |  |
| Land and Building | 111 | 111 | 111 |
| Plant and Equipment | 1,587 | 1,816 | 2,571 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 6,289 | 5,594 | 4,467 |
| Intangibles | 1,200 | 966 | 426 |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **9,188** | **8,487** | **7,575** |
| **Total Assets** | **11,184** | **9,791** | **8,860** |
| **Liabilities** |  |  |  |
| **Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | 668 | 461 | 461 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 2,914 | 2,299 | 2,342 |
| Provisions | 2,179 | 1,716 | 1,716 |
| Other | ... | ... | ... |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **5,761** | **4,476** | **4,519** |
| **Non Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 5,590 | 4,679 | 2,237 |
| Provisions | 63 | 65 | 65 |
| Other | ... | ... | ... |
| **Total Non Current Liabilities** | **5,652** | **4,744** | **2,302** |
| **Total Liabilities** | **11,414** | **9,221** | **6,822** |
| **Net Assets** | **(229)** | **570** | **2,039** |
| **Equity** |  |  |  |
| Accumulated Funds | (229) | 570 | 2,039 |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **(229)** | **570** | **2,039** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |  |  |  |
| **Payments** |  |  |  |
| Employee Related | 15,886 | 16,793 | 17,791 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | ... | ... | ... |
| Finance Costs | 190 | 124 | 140 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 5,486 | 6,602 | 8,979 |
| **Total Payments** | **21,562** | **23,519** | **26,910** |
| **Receipts** |  |  |  |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | 25,412 | 25,324 | 30,701 |
| 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 | 56 | 1,042 | 57 |
| **Total Receipts** | **25,468** | **26,366** | **30,758** |
| **Net Cash Flows From Operating Activities** | **3,906** | **2,847** | **3,848** |
| **Cash Flows From Investing Activities** |  |  |  |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | (891) | (1,124) | (1,480) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (341) | (108) | (100) |
| **Net Cash Flows From Investing Activities** | **(1,232)** | **(1,232)** | **(1,580)** |
| **Cash Flows From Financing Activities** |  |  |  |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (2,685) | (2,247) | (2,287) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **(2,685)** | **(2,247)** | **(2,287)** |
| **Net Increase/(Decrease) in Cash** | **(11)** | **(631)** | **(19)** |
| Opening Cash and Cash Equivalents | 1,327 | 1,327 | 695 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **1,316** | **695** | **676** |

### NSW Police Force

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Expenses Excluding Losses** |  |  |  |
| Operating Expenses - |  |  |  |
| Employee Related | 3,452,857 | 3,382,823 | 3,577,847 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 458,163 | 563,933 | 407,345 |
| Grants and Subsidies | 22,680 | 37,580 | 10,195 |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 245,120 | 230,796 | 253,878 |
| Finance Costs | 19,307 | 17,929 | 20,084 |
| Other Expenses | 4,131 | 2,033 | 2,700 |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **4,202,257** | **4,235,094** | **4,272,049** |
| **Revenue** |  |  |  |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | 3,910,479 | 3,846,352 | 4,167,868 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 185,903 | 150,697 | 147,823 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 48,830 | 101,700 | 68,047 |
| Grants and Contributions | 33,979 | 17,881 | 22,881 |
| Investment Revenue | ... | ... | ... |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | 38,536 | 41,856 | 40,066 |
| **Total Revenue** | **4,217,727** | **4,158,486** | **4,446,686** |
| Gain/(Loss) on Disposal of Non Current Assets | (918) | (3,701) | (918) |
| Other Gains/(Losses) | (10) | (2,227) | (10) |
| **Net Result** | **14,542** | **(82,536)** | **173,709** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Assets** |  |  |  |
| **Current Assets** |  |  |  |
| Cash Assets | 86,177 | 75,079 | 83,391 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 66,894 | 66,894 | 68,794 |
| Contract Assets | 8,510 | 8,510 | 8,510 |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | 550 | 550 | 550 |
| **Total Current Assets** | **162,131** | **151,034** | **161,245** |
| **Non Current Assets** |  |  |  |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | 8,400 | 8,400 | 9,800 |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |  |  |  |
| Land and Building | 1,471,836 | 1,478,502 | 1,621,842 |
| Plant and Equipment | 345,121 | 382,159 | 322,505 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 809,518 | 797,804 | 759,764 |
| Intangibles | 205,720 | 152,214 | 239,454 |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **2,840,595** | **2,819,079** | **2,953,365** |
| **Total Assets** | **3,002,727** | **2,970,113** | **3,114,611** |
| **Liabilities** |  |  |  |
| **Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | 114,778 | 133,187 | 133,187 |
| Contract Liabilities | 1,766 | 1,766 | 2,266 |
| Other Financial Liabilities at Fair Value | 644 | 2,719 | 2,719 |
| Borrowings | 63,468 | 63,468 | 67,428 |
| Provisions | 577,361 | 577,361 | 576,861 |
| Other | 111 | 12,091 | 111 |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **758,128** | **790,592** | **782,572** |
| **Non Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 809,941 | 791,941 | 771,250 |
| Provisions | 68,424 | 68,424 | 67,924 |
| Other | ... | ... | ... |
| **Total Non Current Liabilities** | **878,365** | **860,365** | **839,174** |
| **Total Liabilities** | **1,636,494** | **1,650,958** | **1,621,747** |
| **Net Assets** | **1,366,233** | **1,319,155** | **1,492,864** |
| **Equity** |  |  |  |
| Accumulated Funds | 805,722 | 708,644 | 882,353 |
| Reserves | 560,511 | 610,511 | 610,511 |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **1,366,233** | **1,319,155** | **1,492,864** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |  |  |  |
| **Payments** |  |  |  |
| Employee Related | 3,274,191 | 3,231,384 | 3,449,354 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | 22,680 | 37,580 | 10,195 |
| Finance Costs | 19,307 | 17,929 | 20,084 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 456,053 | 652,856 | 403,693 |
| **Total Payments** | **3,772,231** | **3,939,749** | **3,883,325** |
| **Receipts** |  |  |  |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | 3,910,479 | 3,846,352 | 4,167,868 |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | 45,530 | 98,400 | 66,147 |
| Retained Taxes, Fees and Fines | (10) | (10) | (10) |
| Interest Received | ... | ... | ... |
| Grants and Contributions | 34,479 | 18,381 | 23,381 |
| Other Receipts | 36,633 | 155,329 | 38,663 |
| **Total Receipts** | **4,027,111** | **4,118,452** | **4,296,050** |
| **Net Cash Flows From Operating Activities** | **254,880** | **178,703** | **412,725** |
| **Cash Flows From Investing Activities** |  |  |  |
| Proceeds from Sale of Property, Plant and Equipment | 1,734 | 2,103 | 1,734 |
| Purchases of Property, Plant and Equipment | (184,384) | (130,854) | (220,058) |
| Proceeds from Sale of Investments | ... | (295) | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (103,274) | (91,820) | (108,502) |
| **Net Cash Flows From Investing Activities** | **(285,924)** | **(220,866)** | **(326,826)** |
| **Cash Flows From Financing Activities** |  |  |  |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (69,453) | (69,432) | (77,587) |
| Dividends Paid | ... | ... | ... |
| Other Financing | (0) | ... | (0) |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **(69,453)** | **(69,432)** | **(77,587)** |
| **Net Increase/(Decrease) in Cash** | **(100,497)** | **(111,595)** | **8,312** |
| Opening Cash and Cash Equivalents | 186,674 | 186,674 | 75,079 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **86,177** | **75,079** | **83,391** |

### NSW Rural Fire Service

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Expenses Excluding Losses** |  |  |  |
| Operating Expenses - |  |  |  |
| Employee Related | 145,058 | 144,348 | 149,333 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 220,693 | 197,483 | 189,079 |
| Grants and Subsidies | 248,170 | 196,900 | 253,142 |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 24,759 | 23,655 | 26,872 |
| Finance Costs | 1,403 | 1,419 | 1,090 |
| Other Expenses | 32,433 | 35,170 | 36,932 |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **672,516** | **598,976** | **656,449** |
| **Revenue** |  |  |  |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | 550,130 | 555,642 | 536,948 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 763 | 763 | 774 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 3,082 | 4,670 | 6,999 |
| Grants and Contributions | 18,175 | 34,047 | 2,214 |
| Investment Revenue | 755 | 755 | 776 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | 17,179 | 17,352 | 17,477 |
| **Total Revenue** | **590,083** | **613,229** | **565,188** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | 1,009 | ... |
| Other Gains/(Losses) | ... | 1,245 | ... |
| **Net Result** | **(82,433)** | **16,507** | **(91,261)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Assets** |  |  |  |
| **Current Assets** |  |  |  |
| Cash Assets | 57,350 | 184,016 | 88,795 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 66,585 | 30,086 | 30,085 |
| Contract Assets | ... | ... | ... |
| Inventories | 50,203 | 63,545 | 63,545 |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **174,138** | **277,646** | **182,425** |
| **Non Current Assets** |  |  |  |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |  |  |  |
| Land and Building | 18,309 | 18,370 | 16,048 |
| Plant and Equipment | 60,082 | 69,958 | 73,751 |
| Infrastructure Systems | 6,358 | 6,338 | 6,451 |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 42,130 | 48,318 | 42,373 |
| Intangibles | 23,752 | 9,609 | 14,845 |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **150,631** | **152,593** | **153,468** |
| **Total Assets** | **324,770** | **430,239** | **335,893** |
| **Liabilities** |  |  |  |
| **Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | 41,669 | 41,664 | 41,514 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | (0) | ... | ... |
| Borrowings | 5,797 | 5,167 | 5,504 |
| Provisions | 45,675 | 45,485 | 48,263 |
| Other | ... | ... | ... |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **93,140** | **92,317** | **95,281** |
| **Non Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 40,352 | 47,479 | 41,809 |
| Provisions | 4,008 | 4,236 | 3,856 |
| Other | ... | ... | ... |
| **Total Non Current Liabilities** | **44,360** | **51,714** | **45,664** |
| **Total Liabilities** | **137,501** | **144,031** | **140,945** |
| **Net Assets** | **187,269** | **286,208** | **194,948** |
| **Equity** |  |  |  |
| Accumulated Funds | 187,269 | 286,208 | 194,948 |
| Reserves | 0 | ... | ... |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **187,269** | **286,208** | **194,948** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |  |  |  |
| **Payments** |  |  |  |
| Employee Related | 141,771 | 141,061 | 145,971 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | 248,170 | 196,900 | 253,142 |
| Finance Costs | 1,403 | 1,419 | 1,090 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 239,381 | 260,198 | 226,352 |
| **Total Payments** | **630,725** | **599,579** | **626,555** |
| **Receipts** |  |  |  |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | 550,130 | 555,642 | 536,948 |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | 35,684 | 32,272 | 7,000 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | 755 | 755 | 776 |
| Grants and Contributions | 18,175 | 34,047 | 2,214 |
| Other Receipts | 17,179 | 88,852 | 17,477 |
| **Total Receipts** | **621,923** | **711,568** | **564,414** |
| **Net Cash Flows From Operating Activities** | **(8,802)** | **111,989** | **(62,141)** |
| **Cash Flows From Investing Activities** |  |  |  |
| Proceeds from Sale of Property, Plant and Equipment | 2,000 | 3,090 | 2,000 |
| Purchases of Property, Plant and Equipment | (11,405) | (22,168) | (20,587) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (17,000) | (2,933) | (8,678) |
| **Net Cash Flows From Investing Activities** | **(26,405)** | **(22,011)** | **(27,265)** |
| **Cash Flows From Financing Activities** |  |  |  |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (6,108) | (4,627) | (5,815) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **(6,108)** | **(4,627)** | **(5,815)** |
| **Net Increase/(Decrease) in Cash** | **(41,315)** | **85,350** | **(95,221)** |
| Opening Cash and Cash Equivalents | 98,665 | 98,665 | 184,016 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **57,350** | **184,016** | **88,795** |

### Office of Sport

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Expenses Excluding Losses** |  |  |  |
| Operating Expenses - |  |  |  |
| Employee Related | 53,291 | 48,690 | 46,551 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 40,048 | 48,561 | 49,382 |
| Grants and Subsidies | 451,027 | 300,145 | 627,610 |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 11,781 | 11,781 | 11,296 |
| Finance Costs | 161 | 168 | 234 |
| Other Expenses | ... | ... | ... |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **556,308** | **409,345** | **735,072** |
| **Revenue** |  |  |  |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | 497,646 | 337,767 | 641,407 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 1,874 | 1,871 | 1,751 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 24,565 | 24,309 | 40,249 |
| Grants and Contributions | 6,378 | 11,661 | 6,343 |
| Investment Revenue | 4 | 9 | 0 |
| Retained Taxes, Fees and Fines | 12 | 12 | 0 |
| Other Revenue | 687 | 5,567 | 409 |
| **Total Revenue** | **531,167** | **381,196** | **690,158** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | ... | ... |
| Other Gains/(Losses) | 64 | 46 | 64 |
| **Net Result** | **(25,077)** | **(28,103)** | **(44,850)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Assets** |  |  |  |
| **Current Assets** |  |  |  |
| Cash Assets | 50,911 | 50,910 | 4,265 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 12,356 | 11,607 | 11,607 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | 0 | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **63,268** | **62,517** | **15,872** |
| **Non Current Assets** |  |  |  |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | 13 | ... | ... |
| Inventories | ... | … | … |
| Financial Assets at Fair Value | 164 | 165 | 2,762 |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |  |  |  |
| Land and Building | 176,081 | 183,090 | 183,689 |
| Plant and Equipment | 12,459 | 11,440 | 10,707 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 14,330 | 14,330 | 12,128 |
| Intangibles | 3,428 | 4,278 | 3,690 |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **206,475** | **213,303** | **212,976** |
| **Total Assets** | **269,742** | **275,820** | **228,848** |
| **Liabilities** |  |  |  |
| **Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | 9,799 | 9,960 | 9,960 |
| Contract Liabilities | 1,864 | 1,864 | 1,864 |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 2,460 | 2,460 | 2,881 |
| Provisions | 6,943 | 6,209 | 6,209 |
| Other | 38 | 38 | 39 |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **21,104** | **20,531** | **20,953** |
| **Non Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 12,051 | 12,051 | 9,507 |
| Provisions | 1,078 | 1,063 | 1,063 |
| Other | ... | ... | ... |
| **Total Non Current Liabilities** | **13,128** | **13,114** | **10,570** |
| **Total Liabilities** | **34,233** | **33,645** | **31,523** |
| **Net Assets** | **235,510** | **242,175** | **197,325** |
| **Equity** |  |  |  |
| Accumulated Funds | 189,857 | 186,655 | 141,805 |
| Reserves | 45,653 | 55,520 | 55,520 |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **235,510** | **242,175** | **197,325** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |  |  |  |
| **Payments** |  |  |  |
| Employee Related | 50,403 | 46,443 | 44,800 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | 451,027 | 300,145 | 627,610 |
| Finance Costs | 161 | 168 | 234 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 27,704 | 36,297 | 43,038 |
| **Total Payments** | **529,294** | **383,052** | **715,681** |
| **Receipts** |  |  |  |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | 497,646 | 337,767 | 641,407 |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | 24,565 | 24,717 | 40,249 |
| Retained Taxes, Fees and Fines | 64 | 64 | 64 |
| Interest Received | 4 | 9 | ... |
| Grants and Contributions | 35 | 5,242 | 0 |
| Other Receipts | 699 | 5,580 | 409 |
| **Total Receipts** | **523,013** | **373,379** | **682,128** |
| **Net Cash Flows From Operating Activities** | **(6,281)** | **(9,673)** | **(33,553)** |
| **Cash Flows From Investing Activities** |  |  |  |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | (11,193) | (8,179) | (8,143) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | (2) | (2) | ... |
| Advances made | ... | ... | (2,597) |
| Other Investing | ... | ... | ... |
| **Net Cash Flows From Investing Activities** | **(11,195)** | **(8,181)** | **(10,740)** |
| **Cash Flows From Financing Activities** |  |  |  |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (2,283) | (2,290) | (2,352) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **(2,283)** | **(2,290)** | **(2,352)** |
| **Net Increase/(Decrease) in Cash** | **(19,759)** | **(20,144)** | **(46,645)** |
| Opening Cash and Cash Equivalents | 70,670 | 71,053 | 50,910 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **50,911** | **50,910** | **4,265** |

### Office of the NSW State Emergency Service

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Expenses Excluding Losses** |  |  |  |
| Operating Expenses - |  |  |  |
| Employee Related | 44,338 | 42,813 | 45,300 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 59,979 | 52,517 | 74,746 |
| Grants and Subsidies | 36,406 | 36,683 | 53,581 |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 16,289 | 17,464 | 17,702 |
| Finance Costs | 1,824 | 2,014 | 1,748 |
| Other Expenses | ... | ... | ... |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **158,836** | **151,491** | **193,077** |
| **Revenue** |  |  |  |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | 162,873 | 144,394 | 208,784 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 157 | 156 | 159 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 41 | 41 | 42 |
| Grants and Contributions | 1,500 | 4,110 | ... |
| Investment Revenue | 453 | 453 | 461 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | 341 | 556 | 347 |
| **Total Revenue** | **165,365** | **149,710** | **209,793** |
| Gain/(Loss) on Disposal of Non Current Assets | (149) | 2,225 | (149) |
| Other Gains/(Losses) | ... | ... | ... |
| **Net Result** | **6,380** | **444** | **16,567** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Assets** |  |  |  |
| **Current Assets** |  |  |  |
| Cash Assets | 40,246 | 56,176 | 40,918 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 7,157 | 7,158 | 7,158 |
| Contract Assets | ... | ... | ... |
| Inventories | 2,608 | 2,608 | 2,608 |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **50,012** | **65,942** | **50,684** |
| **Non Current Assets** |  |  |  |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |  |  |  |
| Land and Building | 8,478 | 7,600 | 6,513 |
| Plant and Equipment | 109,222 | 88,494 | 122,694 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 27,554 | 28,188 | 24,458 |
| Intangibles | ... | ... | ... |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **145,255** | **124,282** | **153,665** |
| **Total Assets** | **195,267** | **190,225** | **204,350** |
| **Liabilities** |  |  |  |
| **Current Liabilities** |  |  |  |
| Taxes Payable | … | … | … |
| Payables | 15,559 | 15,559 | 15,561 |
| Contract Liabilities | … | … | … |
| Other Financial Liabilities at Fair Value | … | … | … |
| Borrowings | 2,944 | 2,944 | 3,139 |
| Provisions | 4,819 | 4,819 | 4,819 |
| Other | ... | ... | ... |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **23,322** | **23,322** | **23,519** |
| **Non Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 30,468 | 31,268 | 28,629 |
| Provisions | 1,285 | 1,286 | 1,286 |
| Other | ... | ... | ... |
| **Total Non Current Liabilities** | **31,753** | **32,554** | **29,915** |
| **Total Liabilities** | **55,075** | **55,876** | **53,434** |
| **Net Assets** | **140,191** | **134,349** | **150,916** |
| **Equity** |  |  |  |
| Accumulated Funds | 140,191 | 134,349 | 150,916 |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **140,191** | **134,349** | **150,916** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |  |  |  |
| **Payments** |  |  |  |
| Employee Related | 44,181 | 42,657 | 45,141 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | 36,406 | 36,683 | 53,581 |
| Finance Costs | 1,824 | 2,014 | 1,748 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 55,566 | 48,104 | 74,744 |
| **Total Payments** | **137,977** | **129,458** | **175,214** |
| **Receipts** |  |  |  |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | 162,873 | 144,394 | 208,784 |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | 41 | 41 | 42 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | 453 | 453 | 461 |
| Grants and Contributions | 1,500 | 4,110 | ... |
| Other Receipts | 341 | 555 | 347 |
| **Total Receipts** | **165,208** | **149,553** | **209,634** |
| **Net Cash Flows From Operating Activities** | **27,231** | **20,096** | **34,420** |
| **Cash Flows From Investing Activities** |  |  |  |
| Proceeds from Sale of Property, Plant and Equipment | 71 | 2,445 | 71 |
| Purchases of Property, Plant and Equipment | (42,460) | (21,674) | (47,262) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | ... | ... | ... |
| **Net Cash Flows From Investing Activities** | **(42,389)** | **(19,228)** | **(47,191)** |
| **Cash Flows From Financing Activities** |  |  |  |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (2,406) | (2,502) | (2,487) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **(2,406)** | **(2,502)** | **(2,487)** |
| **Net Increase/(Decrease) in Cash** | **(17,564)** | **(1,634)** | **(15,258)** |
| Opening Cash and Cash Equivalents | 57,810 | 57,810 | 56,176 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **40,246** | **56,176** | **40,918** |

### Home Purchase Assistance Fund

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Expenses Excluding Losses** |  |  |  |
| Operating Expenses - |  |  |  |
| Employee Related | ... | ... | ... |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 1,607 | 1,107 | 1,128 |
| Grants and Subsidies | 9,421 | 9,421 | 7,044 |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | ... | ... | ... |
| Finance Costs | 9,764 | 9,764 | 9,032 |
| Other Expenses | 200 | 200 | 200 |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **20,992** | **20,492** | **17,404** |
| **Revenue** |  |  |  |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | ... | ... | ... |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | ... | ... | ... |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | ... | ... | ... |
| Grants and Contributions | ... | ... | ... |
| Investment Revenue | 1,622 | 273 | 388 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | 9 | 9 | 9 |
| **Total Revenue** | **1,630** | **281** | **397** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | ... | ... |
| Other Gains/(Losses) | ... | ... | ... |
| **Net Result** | **(19,361)** | **(20,210)** | **(17,007)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Assets** |  |  |  |
| **Current Assets** |  |  |  |
| Cash Assets | 153,488 | 152,639 | 132,595 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 8 | 8 | 8 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | 1,000 | 1,000 | 1,000 |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **154,496** | **153,647** | **133,603** |
| **Non Current Assets** |  |  |  |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | 8,674 | 8,674 | 8,679 |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - | ... | ... | ... |
| Land and Building | ... | ... | ... |
| Plant and Equipment | ... | ... | ... |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | ... | ... | ... |
| Intangibles | ... | ... | ... |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **8,674** | **8,674** | **8,679** |
| **Total Assets** | **163,170** | **162,321** | **142,282** |
| **Liabilities** |  |  |  |
| **Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | 114 | 114 | 114 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 7,435 | 7,435 | 7,348 |
| Provisions | 205 | 205 | 205 |
| Other | ... | ... | ... |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **7,754** | **7,754** | **7,667** |
| **Non Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 77,265 | 77,265 | 74,321 |
| Provisions | ... | ... | ... |
| Other | ... | ... | ... |
| **Total Non Current Liabilities** | **77,265** | **77,265** | **74,321** |
| **Total Liabilities** | **85,020** | **85,020** | **81,988** |
| **Net Assets** | **78,150** | **77,301** | **60,294** |
| **Equity** |  |  |  |
| Accumulated Funds | 78,150 | 77,301 | 60,294 |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **78,150** | **77,301** | **60,294** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |  |  |  |
| **Payments** |  |  |  |
| Employee Related | ... | ... | ... |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | 9,760 | 9,760 | 7,383 |
| Finance Costs | 5,745 | 5,745 | 5,221 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 1,450 | 950 | 989 |
| **Total Payments** | **16,955** | **16,455** | **13,593** |
| **Receipts** |  |  |  |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | ... | ... | ... |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | ... | ... | ... |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | 1,622 | 273 | 388 |
| Grants and Contributions | ... | ... | ... |
| Other Receipts | (9) | (9) | 9 |
| **Total Receipts** | **1,612** | **263** | **397** |
| **Net Cash Flows From Operating Activities** | **(15,342)** | **(16,191)** | **(13,196)** |
| **Cash Flows From Investing Activities** |  |  |  |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | ... | ... | ... |
| Proceeds from Sale of Investments | 250,000 | 30,000 | 1,000 |
| Purchases of Investments | (248,759) | (28,759) | (1,000) |
| Advances Repayments Received | 5 | 5 | 0 |
| Advances made | ... | ... | (5) |
| Other Investing | ... | ... | ... |
| **Net Cash Flows From Investing Activities** | **1,246** | **1,246** | **(5)** |
| **Cash Flows From Financing Activities** |  |  |  |
| Proceeds from Borrowings and Advances | 9 | 9 | ... |
| Repayment of Borrowings and Advances | (11,388) | (11,388) | (6,843) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **(11,379)** | **(11,379)** | **(6,843)** |
| **Net Increase/(Decrease) in Cash** | **(25,475)** | **(26,324)** | **(20,044)** |
| Opening Cash and Cash Equivalents | 178,963 | 178,963 | 152,639 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **153,488** | **152,639** | **132,595** |

### Multicultural NSW

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Expenses Excluding Losses** |  |  |  |
| Operating Expenses - |  |  |  |
| Employee Related | 16,732 | 17,221 | 15,319 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 2,632 | 2,871 | 2,402 |
| Grants and Subsidies | 28,199 | 17,467 | 29,789 |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 1,631 | 1,475 | 1,601 |
| Finance Costs | 38 | 36 | 13 |
| Other Expenses | ... | ... | ... |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **49,232** | **39,070** | **49,124** |
| **Revenue** |  |  |  |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | 38,879 | 27,715 | 43,987 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 732 | 428 | 742 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 5,033 | 4,831 | 6,235 |
| Grants and Contributions | 3,300 | 4,255 | ... |
| Investment Revenue | ... | ... | ... |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | 26 | 276 | 27 |
| **Total Revenue** | **47,971** | **37,505** | **50,990** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | ... | ... |
| Other Gains/(Losses) | ... | ... | 122 |
| **Net Result** | **(1,261)** | **(1,565)** | **1,988** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Assets** |  |  |  |
| **Current Assets** |  |  |  |
| Cash Assets | 801 | 801 | 1,559 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 1,014 | 1,171 | 1,171 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **1,815** | **1,972** | **2,730** |
| **Non Current Assets** |  |  |  |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |  |  |  |
| Land and Building | ... | ... | 1 |
| Plant and Equipment | 136 | 130 | 134 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 912 | 1,173 | 1,223 |
| Intangibles | 1,066 | 948 | 2,922 |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **2,114** | **2,251** | **4,280** |
| **Total Assets** | **3,929** | **4,223** | **7,010** |
| **Liabilities** |  |  |  |
| **Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | 898 | 1,511 | 1,512 |
| Contract Liabilities | 683 | 721 | 721 |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 536 | 459 | 459 |
| Provisions | 1,269 | 1,269 | 1,269 |
| Other | ... | ... | ... |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **3,386** | **3,960** | **3,961** |
| **Non Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 900 | 910 | 1,708 |
| Provisions | 247 | 247 | 247 |
| Other | ... | ... | ... |
| **Total Non Current Liabilities** | **1,147** | **1,157** | **1,955** |
| **Total Liabilities** | **4,533** | **5,117** | **5,916** |
| **Net Assets** | **(604)** | **(894)** | **1,094** |
| **Equity** |  |  |  |
| Accumulated Funds | (604) | (894) | 1,094 |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **(604)** | **(894)** | **1,094** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |  |  |  |
| **Payments** |  |  |  |
| Employee Related | 16,000 | 16,793 | 14,577 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | 28,199 | 17,467 | 29,789 |
| Finance Costs | 38 | 33 | 13 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 2,382 | 5,761 | 2,402 |
| **Total Payments** | **46,619** | **40,054** | **46,782** |
| **Receipts** |  |  |  |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | 38,879 | 27,715 | 43,987 |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | 5,033 | 5,163 | 6,235 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | ... | ... | ... |
| Grants and Contributions | 3,300 | 4,270 | ... |
| Other Receipts | 26 | 3,560 | 27 |
| **Total Receipts** | **47,239** | **40,708** | **50,249** |
| **Net Cash Flows From Operating Activities** | **620** | **654** | **3,467** |
| **Cash Flows From Investing Activities** |  |  |  |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | (50) | (70) | (50) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (250) | (230) | (2,450) |
| **Net Cash Flows From Investing Activities** | **(300)** | **(300)** | **(2,500)** |
| **Cash Flows From Financing Activities** |  |  |  |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (411) | (445) | (209) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **(411)** | **(445)** | **(209)** |
| **Net Increase/(Decrease) in Cash** | **(91)** | **(91)** | **758** |
| Opening Cash and Cash Equivalents | 892 | 892 | 801 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **801** | **801** | **1,559** |

### NSW Trustee and Guardian

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Expenses Excluding Losses** |  |  |  |
| Operating Expenses - |  |  |  |
| Employee Related | ... | ... | ... |
| Personnel Services Expenses | 69,536 | 63,944 | 81,584 |
| Other Operating Expenses | 16,237 | 19,979 | 18,048 |
| Grants and Subsidies | ... | ... | ... |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 6,123 | 5,610 | 6,190 |
| Finance Costs | 92 | 136 | 129 |
| Other Expenses | ... | ... | ... |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **91,988** | **89,669** | **105,951** |
| **Revenue** |  |  |  |
| Appropriation Revenue | ... | ... | ... |
| Cluster Grant Revenue | ... | ... | ... |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | ... | ... | ... |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 65,369 | 67,493 | 72,268 |
| Grants and Contributions | 16,413 | 16,383 | 26,720 |
| Investment Revenue | 5,814 | 9,592 | 8,786 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | 289 | 278 | 294 |
| **Total Revenue** | **87,885** | **93,746** | **108,068** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | ... | ... |
| Other Gains/(Losses) | ... | (674) | ... |
| **Net Result** | **(4,103)** | **3,403** | **2,117** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Assets** |  |  |  |
| **Current Assets** |  |  |  |
| Cash Assets | 8,896 | 7,377 | 7,846 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 8,440 | 5,939 | 5,939 |
| Contract Assets | ... | 3,330 | 3,330 |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | 16,341 | 20,541 | 19,782 |
| Other Financial Assets | ... | ... | ... |
| Other | 20,318 | 20,582 | 20,582 |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **53,995** | **57,769** | **57,479** |
| **Non Current Assets** |  |  |  |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | 64,071 | 77,874 | 77,161 |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |  |  |  |
| Land and Building | 27,029 | 38,196 | 37,560 |
| Plant and Equipment | 15,744 | 11,891 | 14,218 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 4,248 | 5,131 | 4,484 |
| Intangibles | 12,669 | 11,214 | 10,700 |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **123,761** | **144,306** | **144,123** |
| **Total Assets** | **177,756** | **202,075** | **201,602** |
| **Liabilities** |  |  |  |
| **Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | 6,701 | 10,476 | 8,476 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 760 | 620 | 601 |
| Provisions | 29,697 | 30,514 | 30,514 |
| Other | ... | ... | ... |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **37,158** | **41,610** | **39,591** |
| **Non Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 4,130 | 5,427 | 4,856 |
| Provisions | 1,454 | 1,581 | 1,581 |
| Other | ... | ... | ... |
| **Total Non Current Liabilities** | **5,584** | **7,008** | **6,437** |
| **Total Liabilities** | **42,742** | **48,618** | **46,028** |
| **Net Assets** | **135,014** | **153,457** | **155,574** |
| **Equity** |  |  |  |
| Accumulated Funds | 119,475 | 126,707 | 128,824 |
| Reserves | 15,539 | 26,750 | 26,750 |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **135,014** | **153,457** | **155,574** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |  |  |  |
| **Payments** |  |  |  |
| Employee Related | ... | ... | ... |
| Personnel Services | 69,536 | 63,944 | 81,584 |
| Grants and Subsidies | ... | ... | ... |
| Finance Costs | 92 | 136 | 129 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 25,637 | 24,924 | 25,489 |
| **Total Payments** | **95,265** | **89,004** | **107,202** |
| **Receipts** |  |  |  |
| Appropriation | ... | ... | ... |
| Cluster Grant Revenue | ... | ... | ... |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | 66,105 | 67,399 | 72,268 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | 109 | 35 | 258 |
| Grants and Contributions | 16,413 | 16,383 | 26,720 |
| Other Receipts | 8,457 | 8,436 | 8,466 |
| **Total Receipts** | **91,084** | **92,253** | **107,712** |
| **Net Cash Flows From Operating Activities** | **(4,181)** | **3,249** | **510** |
| **Cash Flows From Investing Activities** |  |  |  |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | (5,538) | (2,100) | (4,645) |
| Proceeds from Sale of Investments | 14,150 | 5,000 | 10,000 |
| Purchases of Investments | (2,795) | (7,795) | (2,731) |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (4,485) | (2,766) | (2,072) |
| **Net Cash Flows From Investing Activities** | **1,332** | **(7,661)** | **552** |
| **Cash Flows From Financing Activities** |  |  |  |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (753) | (709) | (593) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **(753)** | **(709)** | **(593)** |
| **Net Increase/(Decrease) in Cash** | **(3,602)** | **(5,121)** | **469** |
| Opening Cash and Cash Equivalents | 12,498 | 12,498 | 7,377 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **8,896** | **7,377** | **7,846** |

### Judicial Commission of New South Wales

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Expenses Excluding Losses** |  |  |  |
| Operating Expenses - |  |  |  |
| Employee Related | 4,665 | 4,614 | 4,796 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 1,123 | 1,097 | 785 |
| Grants and Subsidies | ... | ... | 6 |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 802 | 666 | 881 |
| Finance Costs | 73 | 68 | 76 |
| Other Expenses | ... | ... | ... |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **6,663** | **6,445** | **6,544** |
| **Revenue** |  |  |  |
| Appropriation Revenue | 5,260 | 4,860 | 5,195 |
| Cluster Grant Revenue | ... | ... | ... |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 163 | 87 | 166 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 1,054 | 1,064 | 908 |
| Grants and Contributions | ... | ... | ... |
| Investment Revenue | ... | ... | 1 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | 75 | 22 | 61 |
| **Total Revenue** | **6,553** | **6,033** | **6,332** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | ... | ... |
| Other Gains/(Losses) | ... | ... | ... |
| **Net Result** | **(110)** | **(412)** | **(212)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Assets** |  |  |  |
| **Current Assets** |  |  |  |
| Cash Assets | 75 | 75 | 75 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 110 | 16 | 16 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **185** | **91** | **91** |
| **Non Current Assets** |  |  |  |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - | ... | ... | ... |
| Land and Building | ... | ... | ... |
| Plant and Equipment | 1,366 | 1,314 | 1,199 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 1,476 | 4,221 | 5,206 |
| Intangibles | ... | ... | ... |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **2,842** | **5,535** | **6,405** |
| **Total Assets** | **3,027** | **5,626** | **6,496** |
| **Liabilities** |  |  |  |
| **Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | 286 | 300 | 357 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 587 | 587 | 626 |
| Provisions | 677 | 677 | 697 |
| Other | 66 | 186 | 186 |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **1,616** | **1,750** | **1,866** |
| **Non Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 994 | 3,708 | 4,674 |
| Provisions | 215 | 215 | 215 |
| Other | ... | ... | ... |
| **Total Non Current Liabilities** | **1,209** | **3,923** | **4,889** |
| **Total Liabilities** | **2,825** | **5,673** | **6,755** |
| **Net Assets** | **202** | **(47)** | **(259)** |
| **Equity** |  |  |  |
| Accumulated Funds | 202 | (47) | (259) |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **202** | **(47)** | **(259)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |  |  |  |
| **Payments** |  |  |  |
| Employee Related | 4,492 | 4,588 | 4,610 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | ... | ... | 6 |
| Finance Costs | 73 | 68 | 76 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 1,056 | 851 | 728 |
| **Total Payments** | **5,621** | **5,507** | **5,420** |
| **Receipts** |  |  |  |
| Appropriation | 5,260 | 4,980 | 5,195 |
| Cluster Grant Revenue | ... | ... | ... |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | 1,054 | 1,064 | 908 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | 0 | ... | 1 |
| Grants and Contributions | ... | ... | ... |
| Other Receipts | 75 | 22 | 61 |
| **Total Receipts** | **6,390** | **6,066** | **6,166** |
| **Net Cash Flows From Operating Activities** | **769** | **559** | **746** |
| **Cash Flows From Investing Activities** |  |  |  |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | (150) | (408) | (150) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | ... | ... | ... |
| **Net Cash Flows From Investing Activities** | **(150)** | **(408)** | **(150)** |
| **Cash Flows From Financing Activities** |  |  |  |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (569) | (101) | (596) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **(569)** | **(101)** | **(596)** |
| **Net Increase/(Decrease) in Cash** | **50** | **50** | **(0)** |
| Opening Cash and Cash Equivalents | 25 | 25 | 75 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **75** | **75** | **75** |

### Office of the Children's Guardian

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Expenses Excluding Losses** |  |  |  |
| Operating Expenses - |  |  |  |
| Employee Related | 27,554 | 26,930 | 29,915 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 23,915 | 18,925 | 23,131 |
| Grants and Subsidies | 873 | 1,413 | 961 |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 3,747 | 3,050 | 3,691 |
| Finance Costs | 39 | 29 | 15 |
| Other Expenses | ... | ... | ... |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **56,129** | **50,347** | **57,713** |
| **Revenue** |  |  |  |
| Appropriation Revenue | 26,109 | 19,616 | 26,335 |
| Cluster Grant Revenue | (0) | ... | 0 |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 778 | 1,448 | 933 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 20,674 | 23,174 | 25,891 |
| Grants and Contributions | 210 | 215 | 301 |
| Investment Revenue | ... | ... | ... |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | ... | 60 | ... |
| **Total Revenue** | **47,770** | **44,513** | **53,461** |
| Gain/(Loss) on Disposal of Non Current Assets | ... | ... | ... |
| Other Gains/(Losses) | ... | ... | 119 |
| **Net Result** | **(8,358)** | **(5,834)** | **(4,133)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Assets** |  |  |  |
| **Current Assets** |  |  |  |
| Cash Assets | 1,656 | 4,025 | 794 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 1,258 | 1,259 | 1,259 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **2,914** | **5,284** | **2,053** |
| **Non Current Assets** |  |  |  |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |  |  |  |
| Land and Building | ... | ... | ... |
| Plant and Equipment | 2,151 | 1,166 | 1,228 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 1,026 | 1,438 | 951 |
| Intangibles | 5,369 | 5,509 | 4,290 |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **8,546** | **8,112** | **6,468** |
| **Total Assets** | **11,460** | **13,396** | **8,522** |
| **Liabilities** |  |  |  |
| **Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | 2,842 | 4,386 | 4,386 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 1,571 | 1,511 | 863 |
| Provisions | 2,895 | 2,894 | 2,894 |
| Other | 350 | ... | ... |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **7,657** | **8,791** | **8,143** |
| **Non Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | (16) | 195 | 101 |
| Provisions | 494 | 493 | 493 |
| Other | ... | ... | ... |
| **Total Non Current Liabilities** | **477** | **688** | **594** |
| **Total Liabilities** | **8,134** | **9,479** | **8,737** |
| **Net Assets** | **3,326** | **3,917** | **(216)** |
| **Equity** |  |  |  |
| Accumulated Funds | 3,326 | 3,917 | (216) |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **3,326** | **3,917** | **(216)** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |  |  |  |
| **Payments** |  |  |  |
| Employee Related | 26,776 | 25,483 | 28,981 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | 873 | 1,413 | 961 |
| Finance Costs | 39 | 29 | 15 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 23,902 | 17,368 | 23,131 |
| **Total Payments** | **51,590** | **44,293** | **53,088** |
| **Receipts** |  |  |  |
| Appropriation | 26,109 | 19,616 | 26,335 |
| Cluster Grant Revenue | (0) | ... | 0 |
| Cash reimbursements from the Crown Entity | ... | ... | ... |
| Sale Proceeds Transfers to the Crown Entity | ... | ... | ... |
| Cash transfers to the Crown Entity | ... | ... | ... |
| Sale of Goods and Services | 20,674 | 23,174 | 25,891 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | ... | ... | ... |
| Grants and Contributions | 210 | 215 | 301 |
| Other Receipts | ... | 60 | ... |
| **Total Receipts** | **46,992** | **43,065** | **52,528** |
| **Net Cash Flows From Operating Activities** | **(4,598)** | **(1,229)** | **(561)** |
| **Cash Flows From Investing Activities** |  |  |  |
| Proceeds from Sale of Property, Plant and Equipment | ... | ... | ... |
| Purchases of Property, Plant and Equipment | (189) | (68) | (310) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (172) | (1,661) | (579) |
| **Net Cash Flows From Investing Activities** | **(361)** | **(1,729)** | **(889)** |
| **Cash Flows From Financing Activities** |  |  |  |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (1,823) | (1,456) | (1,781) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **(1,823)** | **(1,456)** | **(1,781)** |
| **Net Increase/(Decrease) in Cash** | **(6,782)** | **(4,413)** | **(3,231)** |
| Opening Cash and Cash Equivalents | 8,438 | 8,438 | 4,025 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **1,656** | **4,025** | **794** |

### Office of the Director of Public Prosecutions

|  |  |  |  |
| --- | --- | --- | --- |
| **Operating Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Expenses Excluding Losses** |  |  |  |
| Operating Expenses - |  |  |  |
| Employee Related | 137,124 | 136,371 | 145,264 |
| Personnel Services Expenses | ... | ... | ... |
| Other Operating Expenses | 19,787 | 18,116 | 22,700 |
| Grants and Subsidies | ... | ... | ... |
| Appropriation Expense | ... | ... | ... |
| Depreciation and Amortisation | 12,624 | 11,182 | 11,549 |
| Finance Costs | 447 | 681 | 672 |
| Other Expenses | 4,040 | 2,640 | 4,249 |
| **TOTAL EXPENSES EXCLUDING LOSSES** | **174,023** | **168,989** | **184,434** |
| **Revenue** |  |  |  |
| Appropriation Revenue | 162,215 | 155,189 | 182,581 |
| Cluster Grant Revenue | ... | ... | ... |
| Acceptance by Crown Entity of Employee Benefits and Other Liabilities | 5,728 | 5,721 | 8,036 |
| Transfers to the Crown Entity | ... | ... | ... |
| Sales of Goods and Services | 87 | 20 | 88 |
| Grants and Contributions | 10,936 | 10,881 | 2,166 |
| Investment Revenue | ... | ... | ... |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Other Revenue | 37 | 2,026 | 38 |
| **Total Revenue** | **179,003** | **173,836** | **192,910** |
| Gain/(Loss) on Disposal of Non Current Assets | 5 | (7) | 5 |
| Other Gains/(Losses) | ... | ... | 42 |
| **Net Result** | **4,985** | **4,841** | **8,523** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Assets** |  |  |  |
| **Current Assets** |  |  |  |
| Cash Assets | 1,275 | 2,183 | 3,500 |
| Taxes Receivable | ... | ... | ... |
| Receivables | 3,228 | 3,534 | 3,534 |
| Contract Assets | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Other Financial Assets | ... | ... | ... |
| Other | ... | ... | ... |
| Assets Held For Sale | ... | ... | ... |
| **Total Current Assets** | **4,503** | **5,717** | **7,034** |
| **Non Current Assets** |  |  |  |
| Taxes Receivable | ... | ... | ... |
| Contract Assets | ... | ... | ... |
| Receivables | ... | ... | ... |
| Inventories | ... | ... | ... |
| Financial Assets at Fair Value | ... | ... | ... |
| Equity Investments | ... | ... | ... |
| Property, Plant and Equipment - |  |  |  |
| Land and Building | ... | ... | ... |
| Plant and Equipment | 7,979 | 7,250 | 6,485 |
| Infrastructure Systems | ... | ... | ... |
| Investment Properties | ... | ... | ... |
| Right of Use Assets | 25,807 | 26,578 | 36,091 |
| Intangibles | 6,104 | 3,063 | 10,666 |
| Other Assets | ... | ... | ... |
| **Total Non Current Assets** | **39,889** | **36,891** | **53,242** |
| **Total Assets** | **44,392** | **42,608** | **60,275** |
| **Liabilities** |  |  |  |
| **Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | 2,543 | 2,891 | 2,891 |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 4,928 | 4,412 | 8,513 |
| Provisions | 15,184 | 15,420 | 15,187 |
| Other | ... | ... | ... |
| Liabilities Associated with Assets Held for Sale | ... | ... | ... |
| **Total Current Liabilities** | **22,655** | **22,723** | **26,591** |
| **Non Current Liabilities** |  |  |  |
| Taxes Payable | ... | ... | ... |
| Payables | ... | ... | ... |
| Contract Liabilities | ... | ... | ... |
| Other Financial Liabilities at Fair Value | ... | ... | ... |
| Borrowings | 25,381 | 26,104 | 31,381 |
| Provisions | 3,467 | 1,511 | 1,511 |
| Other | ... | ... | ... |
| **Total Non Current Liabilities** | **28,849** | **27,615** | **32,892** |
| **Total Liabilities** | **51,504** | **50,338** | **59,483** |
| **Net Assets** | **(7,112)** | **(7,730)** | **793** |
| **Equity** |  |  |  |
| Accumulated Funds | (7,112) | (7,730) | 793 |
| Reserves | ... | ... | ... |
| Capital Equity | ... | ... | ... |
| **Total Equity** | **(7,112)** | **(7,730)** | **793** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Statement** |  |  |  |
|  | 2020-21 | | 2021-22 |
|  | Budget | Revised | Budget |
|  | $000 | $000 | $000 |
| **Cash Flows From Operating Activities** |  |  |  |
| **Payments** |  |  |  |
| Employee Related | 131,777 | 130,870 | 137,461 |
| Personnel Services | ... | ... | ... |
| Grants and Subsidies | ... | ... | ... |
| Finance Costs | 447 | 681 | 672 |
| Equivalent Income Tax | ... | ... | ... |
| Other Payments | 23,827 | 25,528 | 26,949 |
| **Total Payments** | **156,051** | **157,080** | **165,082** |
| **Receipts** |  |  |  |
| Appropriation | 157,816 | 150,790 | 182,581 |
| 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 | 87 | 20 | 88 |
| Retained Taxes, Fees and Fines | ... | ... | ... |
| Interest Received | ... | ... | ... |
| Grants and Contributions | 10,936 | 10,881 | 2,166 |
| Other Receipts | 37 | 4,959 | 38 |
| **Total Receipts** | **168,876** | **166,650** | **184,874** |
| **Net Cash Flows From Operating Activities** | **12,825** | **9,570** | **19,792** |
| **Cash Flows From Investing Activities** |  |  |  |
| Proceeds from Sale of Property, Plant and Equipment | 5 | ... | 5 |
| Purchases of Property, Plant and Equipment | (3,620) | (2,779) | (1,732) |
| Proceeds from Sale of Investments | ... | ... | ... |
| Purchases of Investments | ... | ... | ... |
| Advances Repayments Received | ... | ... | ... |
| Advances made | ... | ... | ... |
| Other Investing | (5,168) | (2,246) | (8,246) |
| **Net Cash Flows From Investing Activities** | **(8,783)** | **(5,025)** | **(9,973)** |
| **Cash Flows From Financing Activities** |  |  |  |
| Proceeds from Borrowings and Advances | ... | ... | ... |
| Repayment of Borrowings and Advances | (8,718) | (8,314) | (8,502) |
| Dividends Paid | ... | ... | ... |
| Other Financing | ... | ... | ... |
| Capital Appropriation - Equity Appropriation | ... | ... | ... |
| Cash Equity Injection to For-Profit Entities | ... | ... | ... |
| **Net Cash Flows From Financing Activities** | **(8,718)** | **(8,314)** | **(8,502)** |
| **Net Increase/(Decrease) in Cash** | **(4,676)** | **(3,768)** | **1,317** |
| Opening Cash and Cash Equivalents | 5,952 | 5,952 | 2,183 |
| Reclassification of Cash Equivalents | ... | ... | ... |
| Cash transferred in (out) as a Result of Administrative Restructuring | ... | ... | ... |
| **Closing Cash and Cash Equivalents** | **1,275** | **2,183** | **3,500** |