

## 4. FINANCE, SERVICES AND INNOVATION CLUSTER

### Introduction

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The Finance, Services and Innovation cluster is responsible for customer and government service delivery, property and asset management, regulation services and revenue administration, as well as information and communications technology (ICT), digital government and innovation.



### Contribution to Premier's and State Priorities

The Finance, Services and Innovation cluster is responsible for leading and supporting the following Premier's and State Priorities:

- improving government services: improve customer satisfaction with key Government services each year
- better government digital services: 70 per cent of Government transactions to be conducted via digital channels by 2019
- making it easier to start a business: New South Wales the easiest state to start a business
- building infrastructure: key infrastructure projects to be delivered on time and on budget across the State.

### Outcomes and activities

The Finance, Services and Innovation cluster is at the centre of ensuring the delivery of convenient and efficient Government services for the people of New South Wales. The cluster is responsible for:

- management of government property assets ensuring their effective use while minimising whole-of-life asset costs
- revenue administration, procurement, customer transactions and digital services
- regulation of statutory insurance schemes, workplace safety and consumer protection.

In particular, the Finance, Services and Innovation cluster delivers or funds programs that are:

- delivering large scale community infrastructure and environmental projects, and rehabilitating landfill services across Sydney
- expanding the range and depth of digital service offerings, driving further improvements in customer service and completing the network of Service NSW service centres
- providing tax revenue administration, fines management and debt management, enforcing fair trading laws, ensuring safe workplaces and establishing a new compulsory third party motor accidents insurance (CTP) scheme from 1 December 2017
- delivering the Critical Communication Enhancement Program to provide emergency service organisations a single integrated Government Radio Network
- delivering a digital driver's license to the people of New South Wales.

## 2017-18 Budget highlights

In 2017-18, the Finance, Services and Innovation cluster will spend \$3.4 billion (\$3,025 million expenses, \$382 million capital) on frontline services, driving innovation and digital services, boosting jobs creation, and improving the efficient use of public assets. Key initiatives include:

- \$178 million (over two years) to accelerate enhancement of the communications services used by frontline agency staff in the delivery of emergency, law enforcement and essential community services
- \$20 million to complete the Service NSW network of service centres by transitioning 24 motor registries in regional and rural communities to Service NSW service centres
- \$17 million in 2017-18, funded from the levy on Green Slips, to be spent on enhancing regulatory activities to support the new CTP scheme
- \$13 million in Service NSW in 2017-18 investing in underlying digital capability and transaction on-boarding to expand the range and depth of its services
- \$9.4 million for an online portal and red tape reduction to make it easier to start a small business
- \$9.0 million in 2017-18 to maintain the Government’s heritage stone buildings
- \$2.7 million to deliver reforms to the Home Building Compensation Fund.

## Overview of cluster expenses

A summary of expenses by program group is provided in the chart below.

Chart 4.1: Total recurrent expenses Finance, Services and Innovation cluster 2017-18 by program group (%)

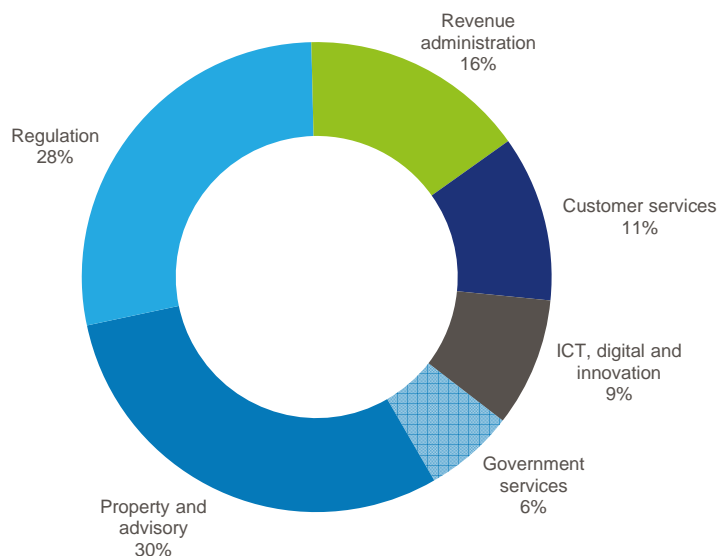


Table 4.1: Finance Services and Innovation cluster program group expense summary <sup>(a)</sup> (\$m)

	Expenses			Capital Expenditure		
	2016-17	2017-18	Var	2016-17	2017-18	Var
	Revised	Budget		Revised	Budget	
\$m	\$m	%	\$m	\$m	%	
Property and advisory .....	739.0	908.5	22.9	178.1	125.9	(29.3)
Customer services <sup>(b)</sup> .....	428.4	345.8	(19.3)	104.3	42.9	(58.9)
Revenue administration .....	450.9	469.8	4.2	23.1	21.6	(6.7)
Regulation <sup>(c)</sup> .....	753.9	845.2	12.1	17.7	41.6	135.6
ICT, digital and innovation .....	241.0	268.1	11.2	58.7	140.7	139.7
Government services .....	220.1	187.7	(14.7)	9.7	9.6	(1.0)
<b>Total</b>	<b>2,833.3</b>	<b>3,025.2</b>	<b>6.8</b>	<b>391.6</b>	<b>382.2</b>	<b>(2.4)</b>

(a) This table shows expenses on an uneliminated cluster basis, excluding cluster grants and pass throughs.

(b) Decline versus prior year due to the granting of the concession for Titling and Registry Services.

(c) Total expenses for this program group have been reduced for some of the impact of pass through expenditure.

## Machinery of government

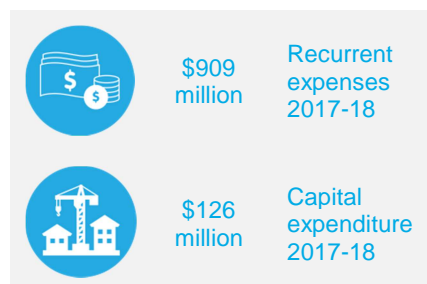
The Finance, Services and Innovation cluster was affected by machinery-of-government changes set out in the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order 2017*. Insurance and Care NSW, NSW Self Insurance Corporation, Workers' Compensation (Dust Diseases) Authority, Building Insurers' Guarantee Corporation and Lifetime Care and Support Authority of New South Wales were transferred to the Treasury cluster. These changes took effect from 1 April 2017.

## Cluster Program Group Highlights

### Property and advisory

In 2017-18, the cluster will spend \$1.0 billion (\$909 million recurrent expenses and \$126 million capital) to deliver property and advisory services.

This program group includes commercial property and precinct management, valuation services, as well as project and contract management for the Government and local government throughout the State.



Key initiatives and activities include:

- \$840 million in 2017-18 for Property NSW to provide centralised government office accommodation and property management services, advice on and implementation of improved use of property assets across the whole-of-government as well as driving and executing strategic asset recycling initiatives. The funding amount includes \$626 million in rental payments on behalf of other government agencies and grant payments to other government entities
- \$129 million in 2017-18 to manage and deliver large-scale community infrastructure and environmental projects by Public Works Advisory, who provide expert advice and professional services in the commissioning, design and delivery of these projects
- \$59 million in 2017-18 for the State's valuation system, including establishing and managing valuation contracts, providing quality-assured land values, determining compensation for compulsory acquisitions and managing objections and appeals.

Performance information	Units	2014-15 Actual	2015-16 Actual	2016-17 Forecast	2016-17 Revised	2017-18 Forecast
Office space utilisation	m <sup>2</sup> /FTE	15.8	15.3	14.9	15.2	15.0
Capital projects – investment on development and advisory projects <sup>(a)</sup>	\$m	N/A	N/A	6.0	6.0	6.0
<b>Employees <sup>(b)</sup></b>	FTE	N/A	891	1,218	1,015	968

Financial indicators	2016-17 Revised \$000	2017-18 Budget \$000
Total Expenses Excluding Losses	738,959	908,547
Total expenses include the following <sup>(c)</sup> :		
Employee related	89,155	88,919
Other operating expenses	608,059	613,779
Grants and subsidies	15,466	180,248
<b>Capital expenditure</b>	<b>178,103</b>	<b>125,922</b>

(a) This measure has been introduced to coincide with the integration of Public Works Advisory and Valuation Services into the Property and Advisory Group.

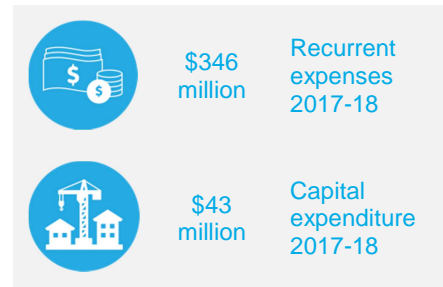
(b) Employee numbers increased in 2016-17 due to the integration of Public Works Advisory and Valuation Services into the Property and Advisory Group, as well as the restructuring of personnel. FTEs have been recast for all years to reflect the new program structure for the Cluster.

(c) Selected expense categories only and may not add to total.

## Customer services

In 2017-18, the cluster will spend \$389 million (\$346 million recurrent expenses and \$43 million capital) on service delivery and continuing to improve the customer service experience for users of Service NSW.

This program group focuses on the delivery of improved customer service and the Government's Digital Strategy, as Service NSW continues to successfully transform Government service delivery and build on its leading-edge customer data capture platform which is accessible 24/7.



Key initiatives and activities include:

- \$20 million in 2017-18 to complete the Service NSW network of service centres by transitioning 24 motor registries in regional and rural communities to Service NSW service centres
- \$13 million in 2017-18 for Service NSW to invest in underlying digital capability and transaction on-boarding to expand the range and depth of its services
- \$9.4 million to extend the digital gateway for small businesses to navigate multi-agency and multi-government level permits and licenses in a seamless fashion
- \$5.5 million over two years to build a wider product range for customers, driving digital adoption and improving overall customer service.

Performance information	Units	2014-15 Actual	2015-16 Actual	2016-17 Forecast	2016-17 Revised	2017-18 Forecast
Customer satisfaction (out of 5)	no.	4.90	4.00	4.80	4.85	4.80
Digital adoption (% of total transactions)	%	37	40	49	56	63
Transaction services offered	no.	800	800	880	970	1,000
<b>Employees</b> <sup>(a)</sup>	FTE	N/A	2,212	2,213	2,454	2,237

Financial indicators	2016-17 Revised \$000	2017-18 Budget \$000
Total Expenses Excluding Losses	428,364	345,826
Total expenses include the following <sup>(b)</sup> :		
Employee related	242,016	202,382
Other operating expenses	109,162	103,149
Grants and subsidies	36,213	...
<b>Capital expenditure</b>	<b>104,335</b>	<b>42,860</b>

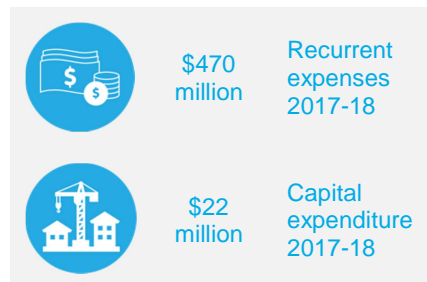
(a) FTEs have been recast for all years to reflect the new program structure for the cluster.

(b) Selected expense categories only and may not add to total.

## Revenue administration

In 2017-18, the cluster will spend \$491 million (\$470 million recurrent expenses and \$22 million capital) on revenue administration.

This program group manages the collection of revenue on behalf of the people of New South Wales including managing fines, overdue tax and civil debt. It also includes managing and assessing eligibility for grants and benefits.



Key initiatives and activities include:

- \$247 million in 2017-18 to provide tax revenue administration, fines management and debt management
- \$209 million in 2017-18 to support the Jobs Action Plan payroll tax rebate and Small Business Employment Incentive Scheme
- \$2 million in 2017-18 to support the whole-of-government civil debt collection expansion program.

Performance information	Units	2014-15 Actual	2015-16 Actual	2016-17 Forecast	2016-17 Revised	2017-18 Forecast
Cost to collect \$100 tax	\$	0.47	0.45	0.45	0.44	0.43
Cost to administer \$100 fine	\$	8.08	7.29	7.21	7.38	6.58
Percentage of debt resolved within year on intake (fines)	%	51.2	51.7	54.7	54.0	53.0
<b>Employees</b>	FTE	1,380	1,421	1,485	1,465	1,529

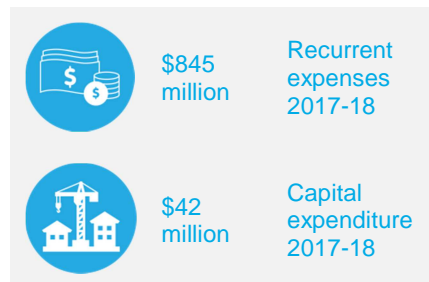
Financial indicators	2016-17 Revised \$000	2017-18 Budget \$000
Total Expenses Excluding Losses	450,947	469,758
Total expenses include the following <sup>(a)</sup> :		
Employee related	171,252	173,919
Other operating expenses	43,530	37,442
Grants and subsidies	219,230	240,372
<b>Capital expenditure</b>	<b>23,100</b>	<b>21,563</b>

(a) Selected expense categories only and may not add to total.

## Regulation

In 2017-18, the cluster will spend \$887 million (\$845 million recurrent expenses and \$42 million capital) on regulatory activities.

This program group includes maintaining fair trading and safe work regulatory regimes through market engagement and education, policy and legislation, licensing and authorisations, investigations, enforcement and interventions.



Key initiatives and activities include:

- \$132 million in 2017-18 to enforce fair trading laws, administer licensing regimes, provide community grant assistance, undertake regulatory reform and offer information and dispute resolution to consumers and traders
- \$17 million in 2017-18, funded from the levy on Green Slips, to be spent on enhanced regulatory activities to support the new compulsory third party scheme
- \$9.0 million over three years to be spent on developing a safety culture campaign designed to build on the safety landscape and raising workers' awareness
- \$8.0 million in 2017-18 to be spent on regulating the operator of the New South Wales Land Title and Registry system, ensuring its security and stability while enhancing service levels
- \$2.5 million in 2017-18, increasing incrementally over the next five years, for enhanced injury prevention programs, compliance monitoring and safety partnerships to ensure work health and safety is integral to the successful delivery of the Government's major infrastructure projects and programs.

Performance information	Units	2014-15 Actual	2015-16 Actual	2016-17 Forecast	2016-17 Revised	2017-18 Forecast
Proportion of CTP premiums paid to injured road users <sup>(a)</sup>	%	47	47	n.a.	47	57
Affordability of green slip as a % of one weeks average weekly earnings (all passenger vehicles) <sup>(a)</sup>	%	33	35	n.a.	36	30
Incidence rate of workplace fatalities (per 100,000 workers)	no.	1.45	1.48	1.45	1.45	1.42
<b>Employees <sup>(b)</sup></b>	FTE	N/A	1,628	2,120	1,872	2,074

Financial indicators	2016-17 Revised \$000	2017-18 Budget \$000
Total Expenses Excluding Losses	753,900	845,200
Total expenses include the following <sup>(c)(d)</sup> :		
Employee related	183,712	211,684
Other operating expenses	509,069	552,618
Grants and subsidies	49,107	57,382
<b>Capital expenditure</b>	<b>17,653</b>	<b>41,596</b>

(a) 2017-18 forecast is a long term rolling forecast.

(b) Forecast higher FTEs in 2017-18 is due to expected increased staffing levels at State Insurance Regulatory Authority due to compulsory third party reform. FTEs have been recast for all years to reflect the new program structure for the cluster.

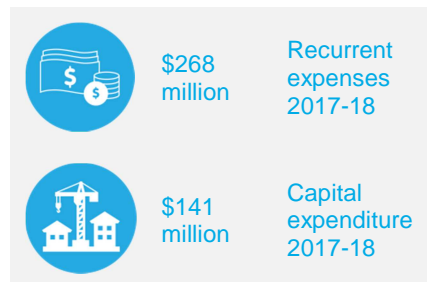
(c) Selected expense categories only and may not add to total.

(d) Total expenses for this program group have been reduced for some of the impact of pass through expenditure.

## ICT, digital and innovation

In 2017-18, the cluster will spend \$409 million (\$268 million recurrent expenses and \$141 million capital) on ICT, digital and innovation services.

The ICT, digital and innovation program group includes the provision of services related to whole-of-government strategies to achieve improved value in service delivery from ICT, collaboration and digital transformation in New South Wales.



Key initiatives and activities include:

- \$178 million over two years to enhance communications services required by frontline agency staff in the delivery of emergency, law enforcement, and essential community services to the people of New South Wales
- \$8.5 million in 2017-18 to develop and provide a digital driver's licence for the people of New South Wales.

	Units	2014-15 Actual	2015-16 Actual	2016-17 Forecast	2016-17 Revised	2017-18 Forecast
Delivery of ICT strategy – actions completed on time <sup>(a)</sup>	%	91	92	90	75	N/A
Data centre provisioning capacity consumed across both GovDC sites	%	83	77	93	93	90
Government Radio Network availability per month	%	99.915	99.997	99.950	99.950	99.950
<b>Employees <sup>(b)</sup></b>	FTE	N/A	728	782	692	753

Financial indicators	2016-17 Revised \$000	2017-18 Budget \$000
Total Expenses Excluding Losses	241,021	268,127
Total expenses include the following <sup>(c)</sup> :		
Employee related	71,650	82,352
Other operating expenses	140,206	156,242
Grants and subsidies	2,873	3,130
<b>Capital expenditure</b>	<b>58,673</b>	<b>140,657</b>

(a) The Government is transitioning to a new digital strategy – this measure is no longer applicable from 2017-18.

(b) FTEs have been recast for all years to reflect the new program structure for the cluster.

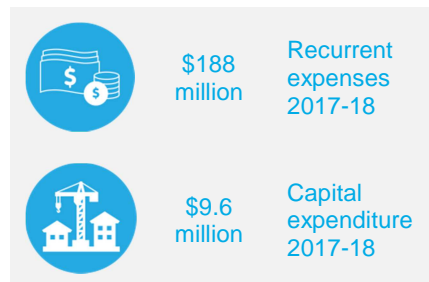
(c) Selected expense categories only and may not add to total.



## Government services

In 2017-18, the cluster will spend \$197 million (\$188 million recurrent expenses and \$9.6 million capital) on government services.

The government services program group includes the provision of whole-of-government procurement improvements, corporate and shared services on behalf of multiple agencies, maintenance of sandstone heritage works, hydraulic laboratory services for the New South Wales water industry and related sectors, and remediation services to property owners affected by mine subsidence.



Key initiatives and activities include:

- \$106 million in 2017-18 to provide motor vehicle fleet services to the Government including leasing, fuel and insurance
- \$37 million in 2017-18 to continue to implement the NSW Procurement Reforms
- \$9.0 million in 2017-18 to maintain the Government's heritage stone buildings
- \$8.9 million in 2017-18 to provide information communication technology, payroll and accounting services to NSW government agencies via GovConnect
- \$8.8 million in 2017-18 to provide hydraulic laboratory services to New South Wales water suppliers and environmental agencies.

	Units	2014-15 Actual	2015-16 Actual	2016-17 Forecast	2016-17 Revised	2017-18 Forecast
Whole-of-government procurement savings achieved	\$m	N/A	72.9	115.8	115.8	133.4
Number of SME's on the pre-qualification list	no.	3,167	4,364	7,240	7,171	8,880
Achievement of Minister's stonework program	%	99.4	99.4	99.6	99.6	99.7
<b>Employees</b> <sup>(a)</sup>	FTE	N/A	370	192	235	277

Financial indicators	2016-17 Revised \$000	2017-18 Budget \$000
Total Expenses Excluding Losses	220,139	187,719
Total expenses include the following <sup>(b)</sup> :		
Employee related	32,668	51,581
Other operating expenses	42,539	28,881
Grants and subsidies	365	...
<b>Capital expenditure</b>	<b>9,700</b>	<b>9,606</b>

(a) FTEs have been recast for all years to reflect the new program structure for the cluster.

(b) Selected expense categories only and may not add to total.

## Agency Expense Summary

The 2017-18 Budget for the Department of Finance, Services and Innovation (and other agencies within the cluster) is listed in the table below.

In 2017-18, the Department of Finance, Services and Innovation will spend \$2.0 billion (\$1,926 million recurrent expenses and \$99 million capital).

Finance, Services and Innovation cluster <sup>(a)</sup>	Expenses			Capital Expenditure		
	2016-17 Revised \$m	2017-18 Budget \$m	Var %	2016-17 Revised \$m	2017-18 Budget \$m	Var %
<b>Department of Finance, Services and Innovation</b>						
Property and advisory .....	176.3	168.9	(4.2)	6.2	19.7	218.5
Customer services <sup>(b)</sup> .....	90.8	...	(100.0)	16.1	...	(100.0)
Revenue administration .....	450.9	469.8	4.2	23.1	21.6	(6.7)
Regulation <sup>(c)</sup> .....	322.2	360.3	11.8	14.5	31.0	114.1
ICT, digital and innovation .....	149.3	163.7	9.6	13.3	17.4	30.9
Government services .....	220.1	187.7	(14.7)	9.7	9.6	(1.0)
Personnel services <sup>(d)</sup> .....	142.5	141.0	(1.1)	...	...	...
Cluster grants and other adjustments <sup>(e)</sup> .....	615.9	434.6	(29.4)	...	...	...
<b>Total</b>	<b>2,168.2</b>	<b>1,925.9</b>	<b>(11.2)</b>	<b>82.9</b>	<b>99.4</b>	<b>19.9</b>
<b>Service NSW</b>						
Customer services	337.5	345.8	2.5	88.2	42.9	(51.4)
<b>Total</b>	<b>337.5</b>	<b>345.8</b>	<b>2.5</b>	<b>88.2</b>	<b>42.9</b>	<b>(51.4)</b>
<b>Property NSW</b>						
Property and advisory .....	558.5	737.7	32.1	171.9	106.2	(38.2)
<b>Total</b>	<b>558.5</b>	<b>737.7</b>	<b>32.1</b>	<b>171.9</b>	<b>106.2</b>	<b>(38.2)</b>
<b>Luna Park Reserve Trust</b>						
Property and advisory .....	4.1	2.0	(52.2)	...	...	...
<b>Total</b>	<b>4.1</b>	<b>2.0</b>	<b>(52.2)</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>New South Wales Government Telecommunications Authority</b>						
ICT, digital and innovation .....	62.8	74.8	19.2	43.2	117.5	172.3
<b>Total</b>	<b>62.8</b>	<b>74.8</b>	<b>19.2</b>	<b>43.2</b>	<b>117.5</b>	<b>172.3</b>
<b>Rental Bond Board</b>						
Regulation <sup>(c)</sup> .....	52.6	55.1	4.7	...	...	...
<b>Total</b>	<b>52.6</b>	<b>55.1</b>	<b>4.7</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>State Archives and Records Authority of New South Wales</b>						
ICT, digital and innovation .....	28.9	29.6	2.4	2.2	5.7	159.6
<b>Total</b>	<b>28.9</b>	<b>29.6</b>	<b>2.4</b>	<b>2.2</b>	<b>5.7</b>	<b>159.6</b>
<b>State Insurance Regulatory Authority</b>						
Regulation <sup>(c)</sup> .....	487.2	562.5	15.5	3.2	10.6	234.8
<b>Total</b>	<b>487.2</b>	<b>562.5</b>	<b>15.5</b>	<b>3.2</b>	<b>10.6</b>	<b>234.8</b>

(a) Agency expenses are uneliminated.

(b) Decline versus prior year due to the sale of the concession for Titling and Registry Service.

(c) Payments of grants and subsidies from the Department of Finance, Services and Innovation to cluster entities have not been eliminated above.

(d) This program group is excluded from the cluster total as expenses are duplicated between the principal department and other agencies.

(e) Total expenses are based on AASB 101 and include cluster grants and some other expenses treated as gains and losses in AASB 1049 that are not attributed to program groups.

## Financial Statements

### Department of Finance, Services and Innovation

#### Operating Statement

	2016-17		2017-18
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	759,325	760,314	745,156
Other operating expenses	340,297	344,970	314,759
Grants and subsidies	1,040,616	858,908	699,504
Appropriation Expense	...	...	...
Depreciation and amortisation	161,708	170,120	139,905
Finance costs	30,127	28,768	21,569
Other expenses	5,121	5,121	5,020
	<b>2,337,193</b>	<b>2,168,200</b>	<b>1,925,913</b>
<b>Revenue</b>			
Appropriation	1,463,763	1,264,300	1,119,502
Cluster Grant Revenue	...	...	...
Acceptance by Crown Entity of employee benefits and other liabilities	15,723	17,581	14,298
Transfers to the Crown Entity	(113,561)	(113,561)	...
Sales of goods and services	766,299	757,547	547,574
Grants and contributions	14,467	52,766	3,773
Investment Revenue	5,533	5,652	5,541
Retained Taxes, Fees and Fines	121,104	103,708	131,425
Other revenue	75,756	94,720	155,285
	<b>2,349,084</b>	<b>2,182,712</b>	<b>1,977,398</b>
Gain/(loss) on disposal of non-current assets	5,028	3,661	3,354
Other gains/(losses)	(1,208)	(2,417)	(1,238)
<b>Net Result</b>	<b>15,712</b>	<b>15,755</b>	<b>53,601</b>

**Balance Sheet**

	2016-17		2017-18
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	387,309	416,494	340,251
Receivables	211,522	222,563	214,192
Inventories	4,742	4,741	3,849
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	51,283	51,283	52,975
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>654,856</b>	<b>695,081</b>	<b>611,267</b>
<b>Non Current Assets</b>			
Receivables	268	268	637
Inventories	3,492	1,754	1,840
Financial Assets at Fair Value	...	...	...
Equity Investments	9,633	9,633	9,633
Property, plant and equipment -			
Land and building	117,342	43,140	44,783
Plant and equipment	406,316	404,160	267,433
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Intangibles	186,109	156,668	193,788
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>723,160</b>	<b>615,623</b>	<b>518,115</b>
<b>Total Assets</b>	<b>1,378,016</b>	<b>1,310,704</b>	<b>1,129,382</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	179,354	188,690	192,396
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	175,579	99,837	51,993
Provisions	335,699	337,946	329,738
Other	6,910	81,923	81,369
Liabilities associated with assets held for sale	...	...	...
<b>Total Current Liabilities</b>	<b>697,541</b>	<b>708,396</b>	<b>655,496</b>
<b>Non Current Liabilities</b>			
Payables	...	...	...
Other financial liabilities at fair value	...	...	...
Borrowings	159,695	254,798	134,109
Provisions	2,526	7,187	6,870
Other	752	2,547,838	2,475,610
<b>Total Non Current Liabilities</b>	<b>162,973</b>	<b>2,809,823</b>	<b>2,616,589</b>
<b>Total Liabilities</b>	<b>860,515</b>	<b>3,518,219</b>	<b>3,272,085</b>
<b>Net Assets</b>	<b>517,501</b>	<b>(2,207,515)</b>	<b>(2,142,703)</b>
<b>Equity</b>			
Accumulated funds	496,838	(2,211,412)	(2,146,600)
Reserves	20,663	3,897	3,897
Capital Equity	...	...	...
<b>Total Equity</b>	<b>517,501</b>	<b>(2,207,515)</b>	<b>(2,142,703)</b>

## Service NSW

### Operating Statement

	2016-17		2017-18
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	160,075	167,471	202,382
Other operating expenses	103,365	105,123	103,148
Grants and subsidies	35,263	35,263	...
Appropriation Expense	...	...	...
Depreciation and amortisation	29,691	29,691	40,294
Finance costs	...	...	...
Other expenses	...	...	...
	<b>328,394</b>	<b>337,548</b>	<b>345,824</b>
<b>Revenue</b>			
Appropriation	...	...	...
Cluster Grant Revenue	337,754	337,754	69,589
Acceptance by Crown Entity of employee benefits and other liabilities	4,191	4,191	4,178
Transfers to the Crown Entity	...	...	...
Sales of goods and services	38,500	34,230	270,299
Grants and contributions	...	3,400	...
Investment Revenue	1,000	1,000	1,000
Retained Taxes, Fees and Fines	...	...	...
Other revenue	6,406	5,796	68
<b>Total Revenue</b>	<b>387,851</b>	<b>386,371</b>	<b>345,135</b>
Gain/(loss) on disposal of non-current assets	...	...	...
Other gains/(losses)	...	...	...
<b>Net Result</b>	<b>59,457</b>	<b>48,823</b>	<b>(689)</b>

**Balance Sheet**

	2016-17		2017-18
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	25,193	46,238	28,868
Receivables	9,851	12,776	17,247
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	...	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>35,044</b>	<b>59,014</b>	<b>46,115</b>
<b>Non Current Assets</b>			
Receivables	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, plant and equipment -			
Land and building	...	...	...
Plant and equipment	87,537	79,312	87,023
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Intangibles	179,368	186,195	181,050
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>266,905</b>	<b>265,507</b>	<b>268,073</b>
<b>Total Assets</b>	<b>301,949</b>	<b>324,521</b>	<b>314,188</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	35,278	63,284	55,265
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	...	...	...
Provisions	12,715	16,109	15,149
Other	...	...	...
Liabilities associated with assets held for sale	...	...	...
<b>Total Current Liabilities</b>	<b>47,993</b>	<b>79,393</b>	<b>70,414</b>
<b>Non Current Liabilities</b>			
Payables	...	...	...
Other financial liabilities at fair value	...	...	...
Borrowings	...	...	...
Provisions	4,294	5,000	4,335
Other	...	...	...
<b>Total Non Current Liabilities</b>	<b>4,294</b>	<b>5,000</b>	<b>4,335</b>
<b>Total Liabilities</b>	<b>52,287</b>	<b>84,393</b>	<b>74,749</b>
<b>Net Assets</b>	<b>249,662</b>	<b>240,128</b>	<b>239,439</b>
<b>Equity</b>			
Accumulated funds	249,662	240,128	239,439
Reserves	...	...	...
Capital Equity	...	...	...
<b>Total Equity</b>	<b>249,662</b>	<b>240,128</b>	<b>239,439</b>

## Property NSW

### Operating Statement

	2016-17		2017-18
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	...	...
Other operating expenses	508,386	528,596	542,111
Grants and subsidies	...	7,964	173,555
Appropriation Expense	...	...	...
Depreciation and amortisation	15,047	15,977	16,399
Finance costs	5,975	5,969	5,641
Other expenses	...	...	...
	<b>529,408</b>	<b>558,507</b>	<b>737,706</b>
<b>Revenue</b>			
Appropriation	...	...	...
Cluster Grant Revenue	171,760	177,660	97,414
Acceptance by Crown Entity of employee benefits and other liabilities	...	...	...
Transfers to the Crown Entity	...	...	...
Sales of goods and services	505,968	529,640	548,413
Grants and contributions	...	...	...
Investment Revenue	5,865	5,866	5,745
Retained Taxes, Fees and Fines	...	...	...
Other revenue	550	550	600
<b>Total Revenue</b>	<b>684,143</b>	<b>713,715</b>	<b>652,172</b>
Gain/(loss) on disposal of non-current assets	...	1,089	4,011
Other gains/(losses)	...	12,400	(300)
<b>Net Result</b>	<b>154,735</b>	<b>168,697</b>	<b>(81,823)</b>

**Balance Sheet**

	2016-17		2017-18
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	39,331	83,266	44,225
Receivables	66,430	44,697	44,219
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Other Financial Assets	4,035	4,035	4,035
Other	...	188,713	197,121
Assets Held For Sale	30,400	187,400	30,400
<b>Total Current Assets</b>	<b>140,196</b>	<b>508,111</b>	<b>320,001</b>
<b>Non Current Assets</b>			
Receivables	151,559	9,480	10,694
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, plant and equipment -			
Land and building	734,831	914,574	956,636
Plant and equipment	4,004	6,734	11,368
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Intangibles	6,003	5,492	4,809
Other Assets	70,143	70,143	71,616
<b>Total Non Current Assets</b>	<b>966,540</b>	<b>1,006,423</b>	<b>1,055,123</b>
<b>Total Assets</b>	<b>1,106,736</b>	<b>1,514,534</b>	<b>1,375,124</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	9,986	22,595	22,595
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	...	...	...
Provisions	38,114	86,951	35,197
Other	10,358	10,325	9,847
Liabilities associated with assets held for sale	...	...	...
<b>Total Current Liabilities</b>	<b>58,458</b>	<b>119,871</b>	<b>67,639</b>
<b>Non Current Liabilities</b>			
Payables	...	...	...
Other financial liabilities at fair value	...	...	...
Borrowings	34,398	34,398	34,398
Provisions	107,334	117,901	120,554
Other	59,470	61,537	67,380
<b>Total Non Current Liabilities</b>	<b>201,202</b>	<b>213,836</b>	<b>222,332</b>
<b>Total Liabilities</b>	<b>259,660</b>	<b>333,708</b>	<b>289,972</b>
<b>Net Assets</b>	<b>847,076</b>	<b>1,180,826</b>	<b>1,085,152</b>
<b>Equity</b>			
Accumulated funds	684,756	834,599	738,924
Reserves	162,320	346,228	346,228
Capital Equity	...	...	...
<b>Total Equity</b>	<b>847,076</b>	<b>1,180,826</b>	<b>1,085,152</b>



## Luna Park Reserve Trust

### Operating Statement

	2016-17		2017-18
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	...	...
Other operating expenses	761	3,294	1,127
Grants and subsidies	...	...	...
Appropriation Expense	...	...	...
Depreciation and amortisation	816	816	837
Finance costs	...	...	...
Other expenses	...	...	...
	<b>TOTAL EXPENSES EXCLUDING LOSSES</b>	<b>1,577</b>	<b>4,110</b>
			<b>1,964</b>
<b>Revenue</b>			
Appropriation	...	...	...
Cluster Grant Revenue	...	...	...
Acceptance by Crown Entity of employee benefits and other liabilities	...	...	...
Transfers to the Crown Entity	...	...	...
Sales of goods and services	1,755	1,792	1,866
Grants and contributions	...	3,200	...
Investment Revenue	100	100	103
Retained Taxes, Fees and Fines	...	...	...
Other revenue	...	...	...
	<b>Total Revenue</b>	<b>1,855</b>	<b>5,092</b>
			<b>1,969</b>
Gain/(loss) on disposal of non-current assets	...	...	...
Other gains/(losses)	...	...	...
	<b>Net Result</b>	<b>278</b>	<b>982</b>
			<b>5</b>

**Balance Sheet**

	2016-17		2017-18
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	5,238	2,734	3,575
Receivables	220	220	221
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	...	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>5,458</b>	<b>2,954</b>	<b>3,796</b>
<b>Non Current Assets</b>			
Receivables	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, plant and equipment -			
Land and building	30,707	33,058	32,956
Plant and equipment	...	...	...
Infrastructure Systems	7,538	7,673	7,359
Investment Properties	...	...	...
Intangibles	...	...	...
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>38,245</b>	<b>40,731</b>	<b>40,315</b>
<b>Total Assets</b>	<b>43,703</b>	<b>43,685</b>	<b>44,111</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	164	164	164
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	...	...	...
Provisions	...	...	...
Other	...	...	...
Liabilities associated with assets held for sale	...	...	...
<b>Total Current Liabilities</b>	<b>164</b>	<b>164</b>	<b>164</b>
<b>Non Current Liabilities</b>			
Payables	...	...	...
Other financial liabilities at fair value	...	...	...
Borrowings	...	...	...
Provisions	...	...	...
Other	...	...	...
<b>Total Non Current Liabilities</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Total Liabilities</b>	<b>164</b>	<b>164</b>	<b>164</b>
<b>Net Assets</b>	<b>43,539</b>	<b>43,521</b>	<b>43,947</b>
<b>Equity</b>			
Accumulated funds	9,267	9,962	9,967
Reserves	34,272	33,559	33,980
Capital Equity	...	...	...
<b>Total Equity</b>	<b>43,539</b>	<b>43,521</b>	<b>43,947</b>

## New South Wales Government Telecommunications Authority

### Operating Statement

	2016-17		2017-18
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	...	...
Other operating expenses	63,789	51,965	65,953
Grants and subsidies	...	...	...
Appropriation Expense	...	...	...
Depreciation and amortisation	10,838	10,838	8,896
Finance costs	...	...	...
Other expenses	...	...	...
	<b>74,627</b>	<b>62,803</b>	<b>74,849</b>
<b>Revenue</b>			
Appropriation	...	...	...
Cluster Grant Revenue	68,222	34,960	35,035
Acceptance by Crown Entity of employee benefits and other liabilities	...	...	...
Transfers to the Crown Entity	...	...	...
Sales of goods and services	40,984	40,983	50,816
Grants and contributions	100	7,976	90,300
Investment Revenue	850	850	839
Retained Taxes, Fees and Fines	...	...	...
Other revenue	...	...	...
<b>Total Revenue</b>	<b>110,156</b>	<b>84,769</b>	<b>176,990</b>
Gain/(loss) on disposal of non-current assets	...	...	...
Other gains/(losses)	...	...	...
<b>Net Result</b>	<b>35,529</b>	<b>21,967</b>	<b>102,141</b>

**Balance Sheet**

	2016-17		2017-18
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	29,808	26,340	19,835
Receivables	1,752	1,446	1,425
Inventories	401	433	456
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	...	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>31,961</b>	<b>28,219</b>	<b>21,716</b>
<b>Non Current Assets</b>			
Receivables	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, plant and equipment -			
Land and building	...	...	...
Plant and equipment	86,840	79,888	169,322
Infrastructure Systems	...	...	20,000
Investment Properties	...	...	...
Intangibles	1,947	2,010	1,222
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>88,787</b>	<b>81,898</b>	<b>190,544</b>
<b>Total Assets</b>	<b>120,748</b>	<b>110,117</b>	<b>212,260</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	9,819	13,041	13,043
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	...	...	...
Provisions	...	...	...
Other	...	...	...
Liabilities associated with assets held for sale	...	...	...
<b>Total Current Liabilities</b>	<b>9,819</b>	<b>13,041</b>	<b>13,043</b>
<b>Non Current Liabilities</b>			
Payables	...	...	...
Other financial liabilities at fair value	...	...	...
Borrowings	...	...	...
Provisions	2,851	2,742	2,742
Other	...	...	...
<b>Total Non Current Liabilities</b>	<b>2,851</b>	<b>2,742</b>	<b>2,742</b>
<b>Total Liabilities</b>	<b>12,670</b>	<b>15,783</b>	<b>15,785</b>
<b>Net Assets</b>	<b>108,078</b>	<b>94,334</b>	<b>196,475</b>
<b>Equity</b>			
Accumulated funds	108,078	94,334	196,475
Reserves	...	...	...
Capital Equity	...	...	...
<b>Total Equity</b>	<b>108,078</b>	<b>94,334</b>	<b>196,475</b>

## Rental Bond Board

### Operating Statement

	2016-17		2017-18
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	...	...
Other operating expenses	27,358	24,202	24,831
Grants and subsidies	29,473	28,429	30,270
Appropriation Expense	...	...	...
Depreciation and amortisation	...	...	...
Finance costs	...	...	...
Other expenses	...	...	...
	<b>56,831</b>	<b>52,631</b>	<b>55,101</b>
<b>Revenue</b>			
Appropriation	...	...	...
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	58,300	54,100	55,679
Retained Taxes, Fees and Fines	...	...	...
Other revenue	...	...	...
<b>Total Revenue</b>	<b>58,300</b>	<b>54,100</b>	<b>55,679</b>
Gain/(loss) on disposal of non-current assets	...	...	...
Other gains/(losses)	...	...	...
<b>Net Result</b>	<b>1,469</b>	<b>1,469</b>	<b>578</b>

**Balance Sheet**

	2016-17		2017-18
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	62,725	62,725	63,303
Receivables	11,413	5,588	5,587
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	...	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>74,138</b>	<b>68,313</b>	<b>68,890</b>
<b>Non Current Assets</b>			
Receivables	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, plant and equipment -			
Land and building	...	...	...
Plant and equipment	...	...	...
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Intangibles	...	...	...
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Total Assets</b>	<b>74,138</b>	<b>68,313</b>	<b>68,890</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	...	...	...
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	...	...	...
Provisions	...	...	...
Other	4,490	4,490	4,489
Liabilities associated with assets held for sale	...	...	...
<b>Total Current Liabilities</b>	<b>4,490</b>	<b>4,490</b>	<b>4,489</b>
<b>Non Current Liabilities</b>			
Payables	...	...	...
Other financial liabilities at fair value	...	...	...
Borrowings	...	...	...
Provisions	...	...	...
Other	...	...	...
<b>Total Non Current Liabilities</b>	<b>...</b>	<b>...</b>	<b>...</b>
<b>Total Liabilities</b>	<b>4,490</b>	<b>4,490</b>	<b>4,489</b>
<b>Net Assets</b>	<b>69,648</b>	<b>63,823</b>	<b>64,401</b>
<b>Equity</b>			
Accumulated funds	69,648	63,823	64,401
Reserves	...	...	...
Capital Equity	...	...	...
<b>Total Equity</b>	<b>69,648</b>	<b>63,823</b>	<b>64,401</b>

## State Archives and Records Authority of New South Wales

### Operating Statement

	2016-17		2017-18
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	...	...	...
Other operating expenses	24,216	25,146	25,512
Grants and subsidies	...	...	...
Appropriation Expense	...	...	...
Depreciation and amortisation	3,858	3,748	4,067
Finance costs	...	...	...
Other expenses	...	...	...
	<b>28,074</b>	<b>28,894</b>	<b>29,579</b>
<b>Revenue</b>			
Appropriation	...	...	...
Cluster Grant Revenue	8,567	5,922	5,806
Acceptance by Crown Entity of employee benefits and other liabilities	...	...	...
Transfers to the Crown Entity	...	...	...
Sales of goods and services	17,816	19,616	18,319
Grants and contributions	...	...	...
Investment Revenue	...	...	...
Retained Taxes, Fees and Fines	...	...	...
Other revenue	3,113	39,986	3,165
<b>Total Revenue</b>	<b>29,496</b>	<b>65,524</b>	<b>27,290</b>
Gain/(loss) on disposal of non-current assets	...	...	...
Other gains/(losses)	...	...	...
<b>Net Result</b>	<b>1,422</b>	<b>36,630</b>	<b>(2,289)</b>

**Balance Sheet**

	2016-17		2017-18
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	9,491	11,922	4,825
Receivables	2,304	2,860	2,860
Inventories	30	18	17
Financial Assets at Fair Value	...	...	...
Other Financial Assets	...	...	...
Other	...	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>11,825</b>	<b>14,800</b>	<b>7,702</b>
<b>Non Current Assets</b>			
Receivables	...	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, plant and equipment -			
Land and building	45,869	52,337	51,986
Plant and equipment	929,334	968,892	973,413
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Intangibles	4,851	2,687	3,826
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>980,054</b>	<b>1,023,916</b>	<b>1,029,225</b>
<b>Total Assets</b>	<b>991,879</b>	<b>1,038,716</b>	<b>1,036,927</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	6,254	6,797	6,797
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	...	...	...
Provisions	...	...	...
Other	...	...	...
Liabilities associated with assets held for sale	...	...	...
<b>Total Current Liabilities</b>	<b>6,254</b>	<b>6,797</b>	<b>6,797</b>
<b>Non Current Liabilities</b>			
Payables	...	...	...
Other financial liabilities at fair value	...	...	...
Borrowings	...	...	...
Provisions	...	...	...
Other	96	96	96
<b>Total Non Current Liabilities</b>	<b>96</b>	<b>96</b>	<b>96</b>
<b>Total Liabilities</b>	<b>6,350</b>	<b>6,893</b>	<b>6,893</b>
<b>Net Assets</b>	<b>985,529</b>	<b>1,031,823</b>	<b>1,030,034</b>
<b>Equity</b>			
Accumulated funds	135,886	174,293	172,004
Reserves	849,643	857,530	858,030
Capital Equity	...	...	...
<b>Total Equity</b>	<b>985,529</b>	<b>1,031,823</b>	<b>1,030,034</b>



## State Insurance Regulatory Authority

### Operating Statement

	2016-17		2017-18
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Expenses Excluding Losses</b>			
Operating Expenses -			
Employee related	2,089	5,152	4,361
Other operating expenses	400,488	475,790	543,624
Grants and subsidies	12,300	5,138	12,300
Appropriation Expense	...	...	...
Depreciation and amortisation	2,877	1,130	2,232
Finance costs	...	...	...
Other expenses	...	...	...
	<b>417,754</b>	<b>487,210</b>	<b>562,517</b>
<b>Revenue</b>			
Appropriation	...	...	...
Cluster Grant Revenue	...	...	...
Acceptance by Crown Entity of employee benefits and other liabilities	...	...	...
Transfers to the Crown Entity	...	...	...
Sales of goods and services	33,287	18,624	7,072
Grants and contributions	365	282	2,658
Investment Revenue	6,990	6,491	7,619
Retained Taxes, Fees and Fines	375,235	475,414	544,125
Other revenue	636	4,639	111
<b>Total Revenue</b>	<b>416,513</b>	<b>505,449</b>	<b>561,586</b>
Gain/(loss) on disposal of non-current assets	...	(8)	...
Other gains/(losses)	...	(497)	(500)
<b>Net Result</b>	<b>(1,241)</b>	<b>17,734</b>	<b>(1,431)</b>

**Balance Sheet**

	2016-17		2017-18
	Budget	Revised	Budget
	\$000	\$000	\$000
<b>Assets</b>			
<b>Current Assets</b>			
Cash assets	123,153	105,024	93,549
Receivables	29,692	37,198	37,698
Inventories	...	...	...
Financial Assets at Fair Value	155,885	186,416	184,674
Other Financial Assets	...	...	...
Other	...	...	...
Assets Held For Sale	...	...	...
<b>Total Current Assets</b>	<b>308,730</b>	<b>328,638</b>	<b>315,922</b>
<b>Non Current Assets</b>			
Receivables	1	...	...
Inventories	...	...	...
Financial Assets at Fair Value	...	...	...
Equity Investments	...	...	...
Property, plant and equipment -			
Land and building	8,240	...	(0)
Plant and equipment	4,177	698	7,042
Infrastructure Systems	...	...	...
Investment Properties	...	...	...
Intangibles	1,279	3,735	5,714
Other Assets	...	...	...
<b>Total Non Current Assets</b>	<b>13,697</b>	<b>4,433</b>	<b>12,756</b>
<b>Total Assets</b>	<b>322,427</b>	<b>333,071</b>	<b>328,677</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables	31,772	14,388	14,389
Other Financial Liabilities at Fair Value	...	...	...
Borrowings	...	...	...
Provisions	36,085	37,681	36,414
Other	...	...	...
Liabilities associated with assets held for sale	...	...	...
<b>Total Current Liabilities</b>	<b>67,857</b>	<b>52,068</b>	<b>50,802</b>
<b>Non Current Liabilities</b>			
Payables	...	...	...
Other financial liabilities at fair value	...	...	...
Borrowings	...	...	...
Provisions	102,040	107,762	99,912
Other	92,842	84,043	90,198
<b>Total Non Current Liabilities</b>	<b>194,882</b>	<b>191,805</b>	<b>190,110</b>
<b>Total Liabilities</b>	<b>262,739</b>	<b>243,874</b>	<b>240,913</b>
<b>Net Assets</b>	<b>59,688</b>	<b>89,197</b>	<b>87,765</b>
<b>Equity</b>			
Accumulated funds	59,688	89,197	87,765
Reserves	...	...	...
Capital Equity	...	...	...
<b>Total Equity</b>	<b>59,688</b>	<b>89,197</b>	<b>87,765</b>