

# 3. FINANCE, SERVICES AND INNOVATION CLUSTER

## 3.1 Introduction

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.



\$3.2 billion

Recurrent Expenses 2018-19



\$565 million

Capital Expenditure 2018-19

### Contribution to Premier's and State Priorities

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

- Premier's Priority to improve government services: improve customer satisfaction with key government services each year
- State Priority for better government digital services: 70 per cent of government transactions to be conducted via digital channels by 2019
- State Priority to make it easier to start a business: make New South Wales the easiest state to start a business.

### State Outcomes delivered by the Finance, Services and Innovation cluster

| State Outcome  | Description  |
|--|--|
| Competitive, fair and secure markets                                   | Managing and delivering various regulation and compliance activities, improving consumer protection, land titling and insurance schemes that support road users, workers and homeowners. |
| Efficient and effective utilisation of government assets               | Managing State assets including the leasing, utilisation, acquisition and disposal of significant property assets across government.   |
| Improved customer satisfaction with key government services every year | Delivering customer-centred services through the Service NSW model, including licensing and regulatory transactions, and digitising government services state-wide.                      |
| Fair and efficient administration of State revenues                    | Managing State revenues, taxation, fines and debt collection programs.   |
| Digital leadership and innovation in government services               | Providing whole-of-government strategies to achieve improved value in service delivery from ICT, collaboration and digital transformation.   |
| Optimal administration of government services                          | Managing corporate, procurement and delivery services delivered to or on behalf of Government.   |

## **2018-19 Budget Highlights**

In 2018-19, the Finance, Services and Innovation cluster will spend \$3.8 billion (\$3.2 billion recurrent expenses, \$564.6 million capital expenditure). Key initiatives are highlighted below.

### **Driving innovation and digital services**

In 2018-19, the Government will invest a total of \$385.7 million in driving innovation and digital services including:

- \$320 million over four years for enhancing 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
- \$20 million for improving mobile coverage and eliminating mobile black spots in New South Wales by investing in new and improved base stations
- \$20 million over four years for managing the Government's preparedness for and response to cyber security issues across all agencies
- \$9.3 million for developing and providing a first of its kind Digital Drivers Licence and Digital Photo Card to customers across New South Wales
- \$9.0 million investment for upgrading broadband infrastructure and improving internet access across regional and rural New South Wales
- \$7.4 million for completing the conversion of the motor registry network to Service NSW service centres in rural and regional locations across the State.

### **Supporting safe workplaces and boosting job creation**

In 2018-19, the Government will invest a total of \$97 million in supporting safe workplaces and boosting job creation including:

- \$87 million for the Jobs Action Plan payroll tax rebate and Small Business Employment Incentive Scheme to support job creation and make it easier to start a business
- \$55 million over four years for implementing a Mentally Healthy Workplaces Strategy to foster workplaces with an environment that supports and engages workers, reducing absenteeism, improving retention and increasing productivity.

### **Safeguarding consumer rights and advising business on fair practices**

In 2018-19, the Government will invest a total of \$123.6 million in safeguarding consumer rights and advising business on fair practices including:

- \$96 million for the new Compulsory Third Party Scheme, which gives greater support to people who are injured in motor accidents and reduces the cost of premiums for motorists
- \$19 million over two years to launch a cost of living service across the State – a tailored one-stop-shop aimed at reducing cost pressures for citizens by promoting rebates and incentives across the NSW Government
- \$4.0 million over two years for a new free “one-click energy switch” service where NSW citizens will be able to send their electricity bill to Service NSW, who advise whether a better, cheaper deal is available and provide assistance in changing energy providers. This service will help reduce the cost of living by providing regular updates on the cheapest available energy plans
- \$4.6 million for the new Home Building Compensation Scheme that provides a fit for purpose compensation system that is risk-based, sustainable, innovative and competitive.

### **Improving the efficient use of public assets**

In 2018-19, the Government will invest \$12 million for maintaining the Government's heritage stone buildings, with \$6.7 million provided by the Minister's Stonework Program.

## Overview of cluster expenses by State Outcomes

A summary of expenses by State Outcome is provided in the charts and table below.

Chart 3.1: Recurrent expenses by outcome 2018-19 (%)

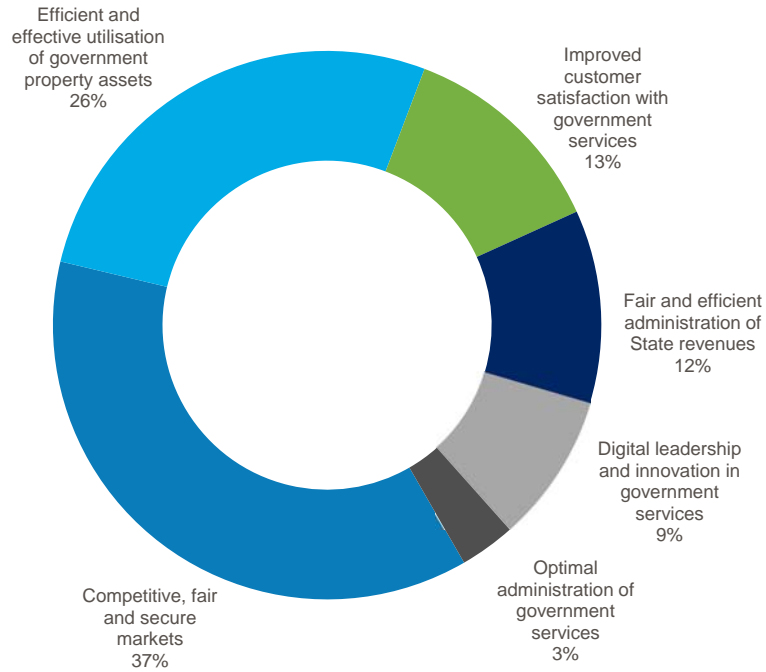


Chart 3.2: Capital expenditure by outcome 2018-19 (%)

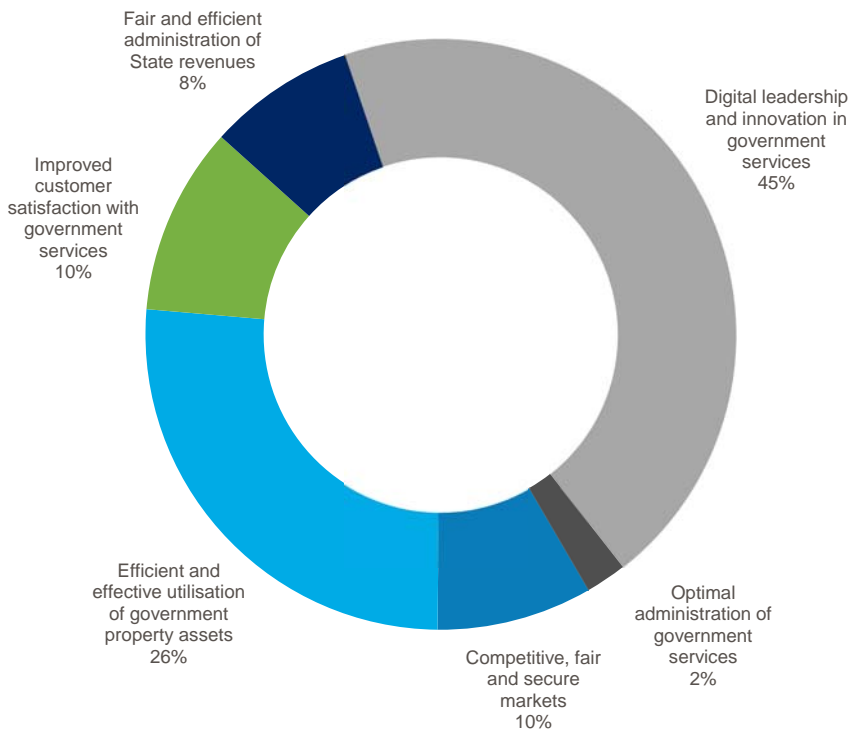


Table 3.1: Finance, Services and Innovation cluster expense summary by State Outcome (\$m)

|  | Expenses <sup>(a)</sup> |                   |              | Capital Expenditure |                   |              |
|--|-------------------------|-------------------|--------------|---------------------|-------------------|--------------|
|  | 2017-18<br>Revised      | 2018-19<br>Budget | Change       | 2017-18<br>Revised  | 2018-19<br>Budget | Change       |
|  | \$m                     | \$m               | %            | \$m                 | \$m               | %            |
| Competitive, fair and secure markets.....                                | 1,175.6                 | 1,197.8           | 1.9          | 32.9                | 52.7              | 60.2         |
| Efficient and effective utilisation of government property assets.....   | 981.4                   | 846.2             | (13.8)       | 40.9                | 146.5             | 258.6        |
| Improved customer satisfaction with government services .....            | 385.9                   | 404.8             | 4.9          | 47.1                | 57.6              | 22.4         |
| Fair and efficient administration of State revenues <sup>(b)</sup> ..... | 452.3                   | 367.6             | (18.7)       | 17.0                | 45.5              | 166.8        |
| Digital leadership and innovation in government services .....           | 283.9                   | 285.0             | 0.4          | 76.8                | 249.8             | 225.1        |
| Optimal administration of government services <sup>(c)</sup> .....       | 180.0                   | 105.6             | (41.4)       | 47.4                | 12.5              | (73.6)       |
| <b>Total</b>   | <b>3,459.1</b>          | <b>3,207.1</b>    | <b>(7.3)</b> | <b>262.0</b>        | <b>564.6</b>      | <b>115.5</b> |

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

(b) The reduction in expenses is due to lower expected payouts under the Payroll Tax Rebate Scheme.

(c) Reduction in 2018-19 Budget primarily reflects the winding down of the StateFleet Business.

## Machinery of government

The Finance, Services and Innovation (FSI) cluster was impacted by machinery-of-government changes set out in the *Administrative Arrangements (Administrative Changes—Miscellaneous) Order 2017*.

The Long Service Corporation was moved from the Treasury cluster to the FSI cluster.

Staff principally involved in the administration of the *Lotteries and Arts Union Act 1901* were moved from the Industry cluster to the FSI cluster.

Administration changes to the *Swimming Pools Act 1992* and *Swimming Pools Regulation 2008* resulted in the formal transfer of certain responsibilities from the Premier and Cabinet cluster to the FSI cluster.

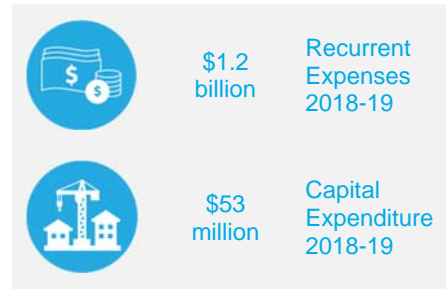
The Data Analytics Centre (DAC) was moved from the FSI cluster to the Treasury cluster. These changes took effect from 1 January 2018.

## 3.2 Cluster Outcome Highlights

### Outcome 1 – Competitive, fair and secure markets

The cluster will spend \$1.2 billion achieving this outcome (\$1.2 billion recurrent expenses and \$52.7 million capital expenditure) in 2018-19.

Under this outcome, the cluster is responsible for regulatory services, including maintenance of fair trading and safe work regulatory regimes. Activities include market engagement and education, policy development, licensing authorisations, investigations and enforcement. This outcome also encompasses regulating the NSW land titling systems within New South Wales, and the active management of various insurance schemes that support road users, workers and homeowners.



Key initiatives and activities include:

- \$157 million for SafeWork NSW, to reduce work-related fatalities, serious injuries and illness while making it easier to do business safely
- \$96 million for the new Compulsory Third Party Scheme, which gives greater support to people who are injured in motor accidents and reduces the cost of premiums for motorists
- \$55 million over four years to implement a Mentally Healthy Workplaces Strategy to foster workplaces with an environment that supports and engages workers, reducing absenteeism, improving retention and increasing productivity
- \$10 million to make it easier for businesses, particularly small businesses, to apply for and renew licences by digitising services and reducing red tape
- \$4.6 million for the new Home Building Compensation Scheme that provides a fit-for-purpose compensation system that is risk-based, sustainable, innovative and competitive
- \$1.4 million to provide a new Fair Trading website, making it easier for traders and consumers to understand their rights and obligations.

| Outcome Indicators  | Units                   | 2017-18 Baseline | 2018-19 Forecast   |
|---|-------------------------|------------------|--------------------|
| Make New South Wales the easiest state in which to start and stay in business (out of 10)         | no.                     | 5.3              | 5.4 <sup>(a)</sup> |
| Reduced number of NSW worker fatalities due to injury by 30% over 10 years to 2022 <sup>(b)</sup> | no. per 100,000 workers | 1.57             | 1.48               |
| <b>Employees</b>  | FTE                     | 2,167            | 2,372              |

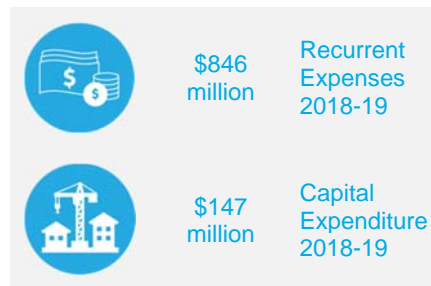
(a) Forecast to be reviewed after data collection is complete in early 2018-19.

(b) Based on a three-year rolling average.

## Outcome 2 – Efficient and effective utilisation of government property assets

The cluster will spend \$992.7 million achieving this outcome (\$846.2 million recurrent expenses and \$146.5 million capital expenditure) in 2018-19.

Under this outcome, the cluster provides ongoing management of State assets including the leasing, utilisation, acquisition and disposal of significant property assets across government. Additional services include valuation services, facilities management, place management and asset construction, and advisory services across government.



Key initiatives and activities include:

- \$676 million for Property NSW to provide centralised government office accommodation and property management services, ensure improved use of whole-of-government property assets, and drive and execute strategic asset recycling initiatives. This amount includes \$489 million in rental payments on behalf of other government agencies and grant payments to other government entities
- \$71 million to manage and deliver large-scale community infrastructure and environmental projects by Public Works Advisory, who provides expert advice and professional services in the commissioning, design and delivery of these projects
- \$52 million 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.

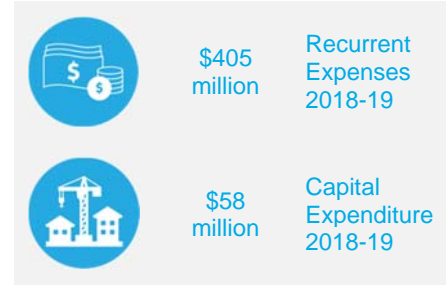
| Outcome Indicators                           | Units               | 2017-18 Baseline | 2018-19 Forecast   |
|--|---------------------|------------------|--------------------|
| Improved office space utilisation            | m <sup>2</sup> /FTE | 14.9             | 14.1               |
| Value of government property assets recycled | \$m                 | 400              | 400 <sup>(a)</sup> |
| <b>Employees</b>                             | FTE                 | 896              | 940                |

(a) 2018-19 forecasts will be determined following a comprehensive review undertaken by the Department of Finance, Services and Innovation.

### Outcome 3 – Improved customer satisfaction with government services

The cluster will spend \$462.4 million achieving this outcome (\$404.8 million recurrent expenses and \$57.6 million capital expenditure) in 2018-19.

This includes a broad array of customer services and related initiatives delivered as part of the Service NSW model. Activities include licensing and regulatory transactions, digitising government services and establishing Service NSW service centres across the State.



Key initiatives and activities include:

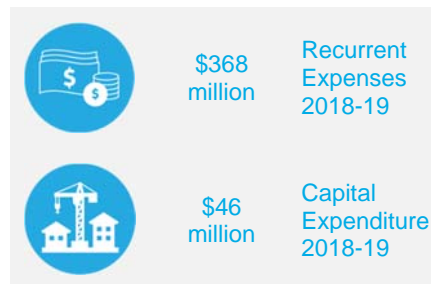
- \$19 million over two years to launch a cost of living service across the State. This service will be a tailored one-stop-shop aimed at reducing cost pressures for citizens by promoting rebates and incentives across the NSW Government
- \$9.3 million to develop and provide a first of its kind Digital Drivers Licence and Digital Photo Card to customers across New South Wales
- \$8.0 million to expand the range of transactions and services that can be undertaken digitally
- \$7.4 million to complete the conversion of the motor registry network to Service NSW service centres in rural and regional locations across the State to provide better customer service to regional New South Wales.

| Outcome Indicators   | Units | 2017-18 Baseline | 2018-19 Forecast |
|--|-------|------------------|------------------|
| Increase the proportion of government transaction that are conducted by digital channels | %     | 59.7             | 70               |
| Improve customer satisfaction with key government services from 2016 baseline:           |       |                  |                  |
| Customer   | %     | 78.7             | 79.3             |
| Business   |       | 78.4             | 81.2             |
| <b>Employees</b>   | FTE   | 2,179            | 2,187            |

## Outcome 4 – Fair and efficient administration of State revenues

The cluster will spend \$413.1 million achieving this outcome (\$367.6 million recurrent expenses and \$45.5 million capital expenditure) in 2018-19.

This includes services relating to Revenue NSW's collection of revenue on behalf of the people of New South Wales, including managing fines, tax and civil debt.



Key initiatives and activities include:

- \$258 million to provide tax revenue administration, fines management and debt management
- \$87 million for the Jobs Action Plan payroll tax rebate and Small Business Employment Incentive Scheme to support job creation and make it easier to start a business
- \$20 million to maintain and replace critical technology assets and systems
- \$4.0 million to support the whole-of-government state debt collection expansion program.

| Outcome Indicators  | Units | 2017-18 Baseline | 2018-19 Forecast   |
|---|-------|------------------|--------------------|
| Additional revenue collected through increased compliance                                 | \$m   | 365              | 365                |
| Improved customer satisfaction with Revenue NSW services (Customer effort score out of 5) | no.   | 3.6              | 4.0 <sup>(a)</sup> |
| <b>Employees</b>  | FTE   | 1,481            | 1,528              |

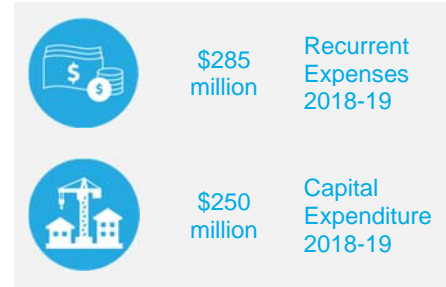
(a) The five-point rating of customer effort ranges from one to five, where a rating of five is 'extremely easy'.



## Outcome 5 – Digital leadership and innovation in government services

The cluster will spend \$534.8 million achieving this outcome (\$285 million recurrent expenses and \$249.8 million capital expenditure) in 2018-19.

Under this outcome, the cluster provides services related to whole-of-government strategies to achieve improved value in service delivery from ICT, collaboration and digital transformation in New South Wales.



This outcome also encompasses the delivery of whole-of-government ICT platforms and services, the management of ICT assurance and procurement functions, the delivery and management of the NSW Telecommunications Authority, and leading the digital government strategy, spatial services delivery and regional digital connectivity initiatives.

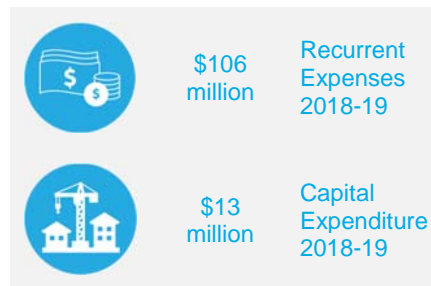
Key initiatives and activities include:

- \$207 million 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
- \$20 million over four years for managing the Government's preparedness for and response to cyber security issues across all agencies
- \$20 million to address mobile black spots in New South Wales
- \$9.0 million investing in infrastructure to improve internet access across regional and rural New South Wales.

| Outcome Indicators                       | Units | 2017-18 Baseline | 2018-19 Forecast |
|--|-------|------------------|------------------|
| Availability of Government Radio Network | %.    | > 99.95          | 99.95            |
| Digital government readiness (out of 10) | no.   | 9.2              | 9.2              |
| <b>Employees</b>                         | FTE   | 643              | 678              |

## Outcome 6 – Optimal administration of government services

The cluster will spend \$118.1 million achieving this outcome (\$105.6 million recurrent expenses and \$12.5 million capital expenditure) in 2018-19. This will support whole-of-government service delivery and procurement savings, and efficiencies across government.



Under this State Outcome the cluster strengthens government service delivery through support for other NSW Government agencies. Activities include the management of the Manly Hydraulic Laboratory, NSW Procurement functions, delivery of the Minister’s Stonework Program, ICT program delivery, and the provision of corporate and shared services across government.

Key initiatives and activities include:

- \$30 million to continue to implement the NSW Procurement reforms, including Small and Medium Enterprise policies, a Sustainable Procurement Framework, and accreditation reform. These initiatives will achieve savings and efficiencies across whole-of-government procurement
- \$12 million to maintain the Government’s heritage stone buildings, with \$6.7 million provided from the Minister’s Stoneworks Program
- \$8.2 million to provide hydraulic modelling and monitoring services to the NSW water and environmental industry and government
- \$4.2 million to improve work, health and safety at the Manly Hydraulics Laboratory and Heritage Stoneworks worksites.

| Outcome Indicator                                   | Units | 2017-18 Baseline | 2018-19 Forecast    |
|---|-------|------------------|---------------------|
| Whole-of-government procurement savings targets met | \$m   | 133.4            | n.a. <sup>(a)</sup> |
| <b>Employees</b>                                    | FTE   | 326              | 322                 |

(a) Target is to be determined after further cross-agency work.

### 3.3 Agency Expense Summary

The 2018-19 Budget for the Department of Finance, Services and Innovation (and other agencies within the cluster) is listed in the table below, broken down by State Outcome.

In 2018-19, the Department of Finance, Services and Innovation will spend \$1.9 billion (\$1.8 billion recurrent expenses and \$145.7 million capital expenditure).

| Finance, Services and Innovation cluster                               | Expenses <sup>(a)</sup> |                   |               | Capital Expenditure |                   |                |
|--|-------------------------|-------------------|---------------|---------------------|-------------------|----------------|
|  | 2017-18<br>Revised      | 2018-19<br>Budget | Change        | 2017-18<br>Revised  | 2018-19<br>Budget | Change         |
|  | \$m                     | \$m               | %             | \$m                 | \$m               | %              |
| <b>Department of Finance, Services and Innovation</b>                  |                         |                   |               |                     |                   |                |
| Fair and efficient administration of State revenues .....              | 452.3                   | 367.6             | (18.7)        | 17.0                | 45.5              | 166.8          |
| Competitive, fair and secure markets.....                              | 385.4                   | 357.5             | (7.2)         | 21.9                | 42.5              | 94.2           |
| Digital leadership and innovation in government services .....         | 181.0                   | 165.6             | (8.5)         | 18.3                | 31.2              | 70.5           |
| Efficient and effective utilisation of government property assets..... | 172.6                   | 163.4             | (5.3)         | 6.1                 | 14.0              | 129.2          |
| Optimal administration of government services                          | 180.0                   | 105.6             | (41.4)        | 47.4                | 12.5              | (73.6)         |
| Improved customer satisfaction with government services .....          | 5.9                     | 10.5              | 79.3          | ...                 | ...               | ...            |
| Cluster grants and other adjustments .....                             | 466.2                   | 639.8             | 37.2          | ...                 | ...               | ...            |
| <b>Total</b>   | <b>1,843.4</b>          | <b>1,810.1</b>    | <b>(1.8)</b>  | <b>110.7</b>        | <b>145.7</b>      | <b>31.6</b>    |
| <b>Service NSW</b>   |                         |                   |               |                     |                   |                |
| Improved customer satisfaction with government services .....          | 380.1                   | 394.3             | 3.8           | 47.1                | 57.6              | 22.4           |
| <b>Total</b>   | <b>380.1</b>            | <b>394.3</b>      | <b>3.8</b>    | <b>47.1</b>         | <b>57.6</b>       | <b>22.4</b>    |
| <b>Long Service Corporation</b>  |                         |                   |               |                     |                   |                |
| Competitive, fair and secure markets.....                              | 198.4                   | 200.3             | 1.0           | 0.4                 | 4.6               | 1,059.3        |
| <b>Total</b>   | <b>198.4</b>            | <b>200.3</b>      | <b>1.0</b>    | <b>0.4</b>          | <b>4.6</b>        | <b>1,059.3</b> |
| <b>Luna Park Reserve Trust</b>   |                         |                   |               |                     |                   |                |
| Efficient and effective utilisation of government property assets..... | 3.6                     | 2.0               | (43.8)        | ...                 | ...               | ...            |
| <b>Total</b>   | <b>3.6</b>              | <b>2.0</b>        | <b>(43.8)</b> | <b>...</b>          | <b>...</b>        | <b>...</b>     |
| <b>New South Wales Government Telecommunications Authority</b>         |                         |                   |               |                     |                   |                |
| Digital leadership and innovation in government services .....         | 69.4                    | 88.3              | 27.1          | 53.6                | 212.0             | 295.4          |
| <b>Total</b>   | <b>69.4</b>             | <b>88.3</b>       | <b>27.1</b>   | <b>53.6</b>         | <b>212.0</b>      | <b>295.4</b>   |
| <b>Property NSW</b>  |                         |                   |               |                     |                   |                |
| Efficient and effective utilisation of government property assets..... | 805.1                   | 680.8             | (15.4)        | 34.7                | 132.5             | 281.3          |
| <b>Total</b>   | <b>805.1</b>            | <b>680.8</b>      | <b>(15.4)</b> | <b>34.7</b>         | <b>132.5</b>      | <b>281.3</b>   |

| Finance, Services and Innovation cluster                       | Expenses <sup>(a)</sup> |              |              | Capital Expenditure |            |               |
|--|-------------------------|--------------|--------------|---------------------|------------|---------------|
|  | 2017-18                 | 2018-19      | Change       | 2017-18             | 2018-19    | Change        |
|  | Revised                 | Budget       |              | Revised             | Budget     |               |
| \$m  | \$m                     | %            | \$m          | \$m                 | %          |               |
| <b>Rental Bond Board</b>                                       |                         |              |              |                     |            |               |
| Competitive, fair and secure markets.....                      | 56.3                    | 57.0         | 1.2          | ...                 | ...        | ...           |
| <b>Total</b>   | <b>56.3</b>             | <b>57.0</b>  | <b>1.2</b>   | <b>...</b>          | <b>...</b> | <b>...</b>    |
| <b>State Archives and Records Authority of New South Wales</b> |                         |              |              |                     |            |               |
| Digital leadership and innovation in government services.....  | 33.4                    | 31.1         | (7.0)        | 4.9                 | 6.6        | 34.1          |
| <b>Total</b>   | <b>33.4</b>             | <b>31.1</b>  | <b>(7.0)</b> | <b>4.9</b>          | <b>6.6</b> | <b>34.1</b>   |
| <b>State Insurance Regulatory Authority</b>                    |                         |              |              |                     |            |               |
| Competitive, fair and secure markets                           | 535.5                   | 583.0        | 8.9          | 10.6                | 5.6        | (47.5)        |
| <b>Total</b>   | <b>535.5</b>            | <b>583.0</b> | <b>8.9</b>   | <b>10.6</b>         | <b>5.6</b> | <b>(47.5)</b> |

(a) Agency expenses are uneliminated

## 3.4 Financial Statements

### Department of Finance, Services and Innovation

#### Operating Statement

|   | 2017-18          |                  | 2018-19          |
|---|------------------|------------------|------------------|
|   | Budget<br>\$000  | Revised<br>\$000 | Budget<br>\$000  |
| <b>Expenses Excluding Losses</b>                                      |                  |                  |                  |
| Operating expenses -  |                  |                  |                  |
| Employee related  | 745,156          | 668,111          | 745,864          |
| Other operating expenses  | 314,759          | 433,079          | 347,352          |
| Grants and subsidies  | 699,504          | 574,292          | 614,110          |
| Appropriation expense   | ...              | ...              | ...              |
| Depreciation and amortisation   | 139,905          | 149,932          | 95,077           |
| Finance costs   | 21,569           | 18,184           | 7,672            |
| Other expenses  | 5,020            | 7                | ...              |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>1,925,913</b> | <b>1,843,605</b> | <b>1,810,074</b> |
| <b>Revenue</b>  |                  |                  |                  |
| Appropriation   | 1,119,502        | 1,046,914        | 1,116,500        |
| Cluster grant revenue   | ...              | ...              | ...              |
| Acceptance by Crown Entity of employee benefits and other liabilities | 14,298           | 12,712           | 14,381           |
| Transfers to the Crown Entity   | ...              | ...              | ...              |
| Sales of goods and services   | 547,574          | 529,063          | 504,859          |
| Grants and contributions  | 3,773            | 37,628           | 32,301           |
| Investment revenue  | 5,541            | 718              | 805              |
| Retained taxes, fees and fines  | 131,425          | ...              | ...              |
| Other revenue   | 155,285          | 313,339          | 313,913          |
| <b>Total Revenue</b>  | <b>1,977,398</b> | <b>1,940,373</b> | <b>1,982,760</b> |
| Gain/(loss) on disposal of non current assets                         | 3,354            | 10,648           | 1,484            |
| Other gains/(losses)  | (1,238)          | (1,147)          | (1,263)          |
| <b>Net Result</b>   | <b>53,601</b>    | <b>106,269</b>   | <b>172,907</b>   |

**Balance Sheet**

|  | 2017-18            |                    | 2018-19            |
|--|--------------------|--------------------|--------------------|
|  | Budget             | Revised            | Budget             |
|  | \$000              | \$000              | \$000              |
| <b>Assets</b>                                    |                    |                    |                    |
| <b>Current Assets</b>                            |                    |                    |                    |
| Cash assets                                      | 340,251            | 453,699            | 416,270            |
| Receivables                                      | 214,192            | 242,456            | 252,318            |
| Inventories                                      | 3,849              | 53                 | 53                 |
| Financial Assets at Fair Value                   | ...                | ...                | ...                |
| Other Financial Assets                           | ...                | ...                | ...                |
| Other  | 52,975             | 51,161             | 51,161             |
| Assets Held For Sale                             | ...                | ...                | ...                |
| <b>Total Current Assets</b>                      | <b>611,267</b>     | <b>747,369</b>     | <b>719,803</b>     |
| <b>Non Current Assets</b>                        |                    |                    |                    |
| Receivables                                      | 637                | 12,575             | 26,529             |
| Inventories                                      | 1,840              | 5,464              | 5,464              |
| Financial Assets at Fair Value                   | ...                | ...                | ...                |
| Equity Investments                               | 9,633              | 40,922             | 40,922             |
| Property, plant and equipment -                  |                    |                    |                    |
| Land and building                                | 44,783             | 44,034             | 43,159             |
| Plant and equipment                              | 267,433            | 256,077            | 214,234            |
| Infrastructure Systems                           | ...                | ...                | ...                |
| Investment Properties                            | ...                | ...                | ...                |
| Intangibles                                      | 193,788            | 178,138            | 188,398            |
| Other Assets                                     | ...                | 4,241              | 4,241              |
| <b>Total Non Current Assets</b>                  | <b>518,115</b>     | <b>541,450</b>     | <b>522,946</b>     |
| <b>Total Assets</b>                              | <b>1,129,382</b>   | <b>1,288,819</b>   | <b>1,242,748</b>   |
| <b>Liabilities</b>                               |                    |                    |                    |
| <b>Current Liabilities</b>                       |                    |                    |                    |
| Payables   | 192,396            | 270,924            | 224,469            |
| Other Financial Liabilities at Fair Value        | ...                | ...                | ...                |
| Borrowings                                       | 51,993             | 120,114            | 56,416             |
| Provisions                                       | 329,738            | 167,479            | 174,337            |
| Other  | 81,369             | 136,511            | 137,221            |
| Liabilities associated with assets held for sale | ...                | ...                | ...                |
| <b>Total Current Liabilities</b>                 | <b>655,496</b>     | <b>695,028</b>     | <b>592,443</b>     |
| <b>Non Current Liabilities</b>                   |                    |                    |                    |
| Payables   | ...                | ...                | ...                |
| Other financial liabilities at fair value        | ...                | ...                | ...                |
| Borrowings                                       | 134,109            | 72,812             | 16,396             |
| Provisions                                       | 6,870              | 25,497             | 36,786             |
| Other  | 2,475,610          | 2,569,301          | 2,494,571          |
| <b>Total Non Current Liabilities</b>             | <b>2,616,589</b>   | <b>2,667,611</b>   | <b>2,547,753</b>   |
| <b>Total Liabilities</b>                         | <b>3,272,085</b>   | <b>3,362,639</b>   | <b>3,140,196</b>   |
| <b>Net Assets</b>                                | <b>(2,142,703)</b> | <b>(2,073,820)</b> | <b>(1,897,447)</b> |
| <b>Equity</b>                                    |                    |                    |                    |
| Accumulated funds                                | (2,146,600)        | (2,109,006)        | (1,932,633)        |
| Reserves   | 3,897              | 35,186             | 35,186             |
| Capital Equity                                   | ...                | ...                | ...                |
| <b>Total Equity</b>                              | <b>(2,142,703)</b> | <b>(2,073,820)</b> | <b>(1,897,447)</b> |

## Cash Flow Statement

|   | 2017-18          |                  | 2018-19          |
|---|------------------|------------------|------------------|
|   | Budget           | Revised          | Budget           |
|   | \$000            | \$000            | \$000            |
| <b>Cash Flows From Operating Activities</b>                           |                  |                  |                  |
| <b>Payments</b>   |                  |                  |                  |
| Employee related  | 726,068          | 701,616          | 712,350          |
| Grants and subsidies  | 699,504          | 574,292          | 614,110          |
| Finance costs   | 21,569           | 18,184           | 7,672            |
| Equivalent Income Tax   | ...              | ...              | ...              |
| Other payments  | 578,285          | 403,023          | 651,533          |
| <b>Total Payments</b>   | <b>2,025,426</b> | <b>1,697,114</b> | <b>1,985,666</b> |
| <b>Receipts</b>   |                  |                  |                  |
| Appropriation   | 1,119,502        | 1,046,914        | 1,116,500        |
| Cluster Grant Revenue   | ...              | ...              | ...              |
| Liab to CF - Change in operating assets and liabilities               | ...              | ...              | ...              |
| Cash reimbursements from the Crown Entity                             | ...              | ...              | ...              |
| Transfers to the Crown Entity   | ...              | ...              | ...              |
| Cash transfers to the Crown Entity                                    | (5,127)          | (122,788)        | (9,000)          |
| Sale of goods and services  | 549,086          | 607,349          | 498,775          |
| Retained taxes, fees and fines  | 130,187          | (1,147)          | (1,263)          |
| Interest received   | 5,499            | 2,761            | 805              |
| Grants and contributions  | 3,773            | 39,996           | 32,301           |
| Other receipts  | 350,050          | 221,749          | 491,367          |
| <b>Total Receipts</b>   | <b>2,152,970</b> | <b>1,794,833</b> | <b>2,129,486</b> |
| <b>Net Cash Flows From Operating Activities</b>                       | <b>127,544</b>   | <b>97,718</b>    | <b>143,820</b>   |
| <b>Cash Flows From Investing Activities</b>                           |                  |                  |                  |
| Proceeds from sale of property, plant and equipment                   | 64,072           | 93,519           | 84,567           |
| Purchases of property, plant and equipment                            | (29,026)         | (27,783)         | (88,095)         |
| Proceeds from sale of investments                                     | ...              | ...              | ...              |
| Purchases of investments  | ...              | ...              | ...              |
| Advances repayments received  | ...              | ...              | ...              |
| Advances made   | ...              | ...              | ...              |
| Other Investing   | (70,299)         | (84,472)         | (57,607)         |
| <b>Net Cash Flows From Investing Activities</b>                       | <b>(35,253)</b>  | <b>(18,736)</b>  | <b>(61,135)</b>  |
| <b>Cash Flows From Financing Activities</b>                           |                  |                  |                  |
| Proceeds from borrowings and advances                                 | ...              | ...              | ...              |
| Repayment of borrowings and advances                                  | (168,533)        | (166,311)        | (120,114)        |
| Dividends paid  | ...              | ...              | ...              |
| Other Financing   | ...              | ...              | ...              |
| Capital appropriation - equity appropriation                          | ...              | ...              | ...              |
| Cash equity injection to for-profit entities                          | ...              | ...              | ...              |
| <b>Net Cash Flows From Financing Activities</b>                       | <b>(168,533)</b> | <b>(166,311)</b> | <b>(120,114)</b> |
| <b>Net Increase/(Decrease) in Cash</b>                                | <b>(76,243)</b>  | <b>(87,329)</b>  | <b>(37,429)</b>  |
| Opening Cash and Cash Equivalents                                     | 416,494          | 541,028          | 453,699          |
| Reclassification of Cash Equivalents                                  | ...              | ...              | ...              |
| Cash transferred in (out) as a result of administrative restructuring | ...              | ...              | ...              |
| <b>Closing Cash and Cash Equivalents</b>                              | <b>340,251</b>   | <b>453,699</b>   | <b>416,270</b>   |

## Service NSW

### Operating Statement

|   | 2017-18        |                | 2018-19        |
|---|----------------|----------------|----------------|
|   | Budget         | Revised        | Budget         |
|   | \$000          | \$000          | \$000          |
| <b>Expenses Excluding Losses</b>                                      |                |                |                |
| Operating expenses -  |                |                |                |
| Employee related  | 202,382        | 187,225        | 160,576        |
| Other operating expenses  | 103,148        | 153,701        | 190,877        |
| Grants and subsidies  | ...            | ...            | ...            |
| Appropriation expense   | ...            | ...            | ...            |
| Depreciation and amortisation   | 40,294         | 39,144         | 42,871         |
| Finance costs   | ...            | ...            | ...            |
| Other expenses  | ...            | ...            | ...            |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>345,824</b> | <b>380,071</b> | <b>394,324</b> |
| <b>Revenue</b>  |                |                |                |
| Appropriation   | ...            | ...            | ...            |
| Cluster grant revenue   | 69,589         | 69,589         | 117,584        |
| Acceptance by Crown Entity of employee benefits and other liabilities | 4,178          | 4,178          | 4,323          |
| Transfers to the Crown Entity   | ...            | ...            | ...            |
| Sales of goods and services   | 270,299        | 306,089        | 286,268        |
| Grants and contributions  | ...            | 12,500         | 14,400         |
| Investment revenue  | 1,000          | 265            | 200            |
| Retained taxes, fees and fines  | ...            | ...            | ...            |
| Other revenue   | 68             | 1,356          | 206            |
| <b>Total Revenue</b>  | <b>345,135</b> | <b>393,977</b> | <b>422,981</b> |
| Gain/(loss) on disposal of non current assets                         | ...            | ...            | ...            |
| Other gains/(losses)  | ...            | ...            | ...            |
| <b>Net Result</b>   | <b>(689)</b>   | <b>13,906</b>  | <b>28,657</b>  |



## Balance Sheet

|  | 2017-18        |                | 2018-19        |
|--|----------------|----------------|----------------|
|  | Budget         | Revised        | Budget         |
|  | \$000          | \$000          | \$000          |
| <b>Assets</b>                                    |                |                |                |
| <b>Current Assets</b>                            |                |                |                |
| Cash assets                                      | 28,868         | 13,925         | 8,440          |
| Receivables                                      | 17,247         | 36,781         | 42,869         |
| Inventories                                      | ...            | ...            | ...            |
| Financial Assets at Fair Value                   | ...            | ...            | ...            |
| Other Financial Assets                           | ...            | ...            | ...            |
| Other  | ...            | ...            | ...            |
| Assets Held For Sale                             | ...            | ...            | ...            |
| <b>Total Current Assets</b>                      | <b>46,115</b>  | <b>50,707</b>  | <b>51,309</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                              | 87,023         | 81,223         | 81,820         |
| Infrastructure Systems                           | ...            | ...            | ...            |
| Investment Properties                            | ...            | ...            | ...            |
| Intangibles                                      | 181,050        | 197,807        | 211,937        |
| Other Assets                                     | ...            | ...            | ...            |
| <b>Total Non Current Assets</b>                  | <b>268,073</b> | <b>279,030</b> | <b>293,757</b> |
| <b>Total Assets</b>                              | <b>314,188</b> | <b>329,736</b> | <b>345,066</b> |
| <b>Liabilities</b>                               |                |                |                |
| <b>Current Liabilities</b>                       |                |                |                |
| Payables   | 55,265         | 50,169         | 38,365         |
| Other Financial Liabilities at Fair Value        | ...            | ...            | ...            |
| Borrowings                                       | ...            | ...            | ...            |
| Provisions                                       | 15,149         | 15,149         | 16,509         |
| Other  | ...            | ...            | ...            |
| Liabilities associated with assets held for sale | ...            | ...            | ...            |
| <b>Total Current Liabilities</b>                 | <b>70,414</b>  | <b>65,318</b>  | <b>54,874</b>  |
| <b>Non Current Liabilities</b>                   |                |                |                |
| Payables   | ...            | ...            | ...            |
| Other financial liabilities at fair value        | ...            | ...            | ...            |
| Borrowings                                       | ...            | ...            | ...            |
| Provisions                                       | 4,335          | 9,431          | 6,547          |
| Other  | ...            | ...            | ...            |
| <b>Total Non Current Liabilities</b>             | <b>4,335</b>   | <b>9,431</b>   | <b>6,547</b>   |
| <b>Total Liabilities</b>                         | <b>74,749</b>  | <b>74,749</b>  | <b>61,421</b>  |
| <b>Net Assets</b>                                | <b>239,439</b> | <b>254,987</b> | <b>283,645</b> |
| <b>Equity</b>                                    |                |                |                |
| Accumulated funds                                | 239,439        | 254,987        | 283,645        |
| Reserves   | ...            | ...            | ...            |
| Capital Equity                                   | ...            | ...            | ...            |
| <b>Total Equity</b>                              | <b>239,439</b> | <b>254,987</b> | <b>283,645</b> |

## Cash Flow Statement

|   | 2017-18         |                 | 2018-19         |
|---|-----------------|-----------------|-----------------|
|   | Budget          | Revised         | Budget          |
|   | \$000           | \$000           | \$000           |
| <b>Cash Flows From Operating Activities</b>                           |                 |                 |                 |
| <b>Payments</b>   |                 |                 |                 |
| Employee related  | 199,828         | 182,333         | 160,105         |
| Grants and subsidies  | ...             | ...             | ...             |
| Finance costs   | ...             | ...             | ...             |
| Equivalent Income Tax   | ...             | ...             | ...             |
| Other payments  | 141,438         | 143,223         | 224,678         |
| <b>Total Payments</b>   | <b>341,266</b>  | <b>325,555</b>  | <b>384,783</b>  |
| <b>Receipts</b>   |                 |                 |                 |
| Appropriation   | ...             | ...             | ...             |
| Cluster Grant Revenue   | 69,589          | 69,589          | 117,584         |
| Liab to CF - Change in operating assets and liabilities               | ...             | ...             | ...             |
| Cash reimbursements from the Crown Entity                             | ...             | ...             | ...             |
| Transfers to the Crown Entity   | ...             | ...             | ...             |
| Cash transfers to the Crown Entity                                    | ...             | ...             | ...             |
| Sale of goods and services  | 263,952         | 287,137         | 280,180         |
| Retained taxes, fees and fines  | ...             | ...             | ...             |
| Interest received   | 1,000           | 265             | 200             |
| Grants and contributions  | ...             | 12,500          | 14,400          |
| Other receipts  | 25,703          | 2,147           | 24,531          |
| <b>Total Receipts</b>   | <b>360,244</b>  | <b>371,638</b>  | <b>436,896</b>  |
| <b>Net Cash Flows From Operating Activities</b>                       | <b>18,978</b>   | <b>46,082</b>   | <b>52,113</b>   |
| <b>Cash Flows From Investing Activities</b>                           |                 |                 |                 |
| Proceeds from sale of property, plant and equipment                   | ...             | ...             | ...             |
| Purchases of property, plant and equipment                            | (25,000)        | (10,700)        | (22,400)        |
| Proceeds from sale of investments                                     | ...             | ...             | ...             |
| Purchases of investments  | ...             | ...             | ...             |
| Advances repayments received  | ...             | ...             | ...             |
| Advances made   | ...             | ...             | ...             |
| Other Investing   | (11,348)        | (36,360)        | (35,198)        |
| <b>Net Cash Flows From Investing Activities</b>                       | <b>(36,348)</b> | <b>(47,060)</b> | <b>(57,598)</b> |
| <b>Cash Flows From Financing Activities</b>                           |                 |                 |                 |
| Proceeds from borrowings and advances                                 | ...             | ...             | ...             |
| Repayment of borrowings and advances                                  | ...             | ...             | ...             |
| Dividends paid  | ...             | ...             | ...             |
| Other Financing   | ...             | ...             | ...             |
| Capital appropriation - equity appropriation                          | ...             | ...             | ...             |
| Cash equity injection to for-profit entities                          | ...             | ...             | ...             |
| <b>Net Cash Flows From Financing Activities</b>                       | <b>...</b>      | <b>...</b>      | <b>...</b>      |
| <b>Net Increase/(Decrease) in Cash</b>                                | <b>(17,370)</b> | <b>(978)</b>    | <b>(5,485)</b>  |
| Opening Cash and Cash Equivalents                                     | 46,238          | 14,903          | 13,925          |
| Reclassification of Cash Equivalents                                  | ...             | ...             | ...             |
| Cash transferred in (out) as a result of administrative restructuring | ...             | ...             | ...             |
| <b>Closing Cash and Cash Equivalents</b>                              | <b>28,868</b>   | <b>13,925</b>   | <b>8,440</b>    |

## Long Service Corporation

### Operating Statement

|   | 2017-18        |                | 2018-19        |
|---|----------------|----------------|----------------|
|   | Budget         | Revised        | Budget         |
|   | \$000          | \$000          | \$000          |
| <b>Expenses Excluding Losses</b>                                      |                |                |                |
| Operating expenses -  |                |                |                |
| Employee related  | 120            | 181            | 375            |
| Other operating expenses  | 15,123         | 15,065         | 15,722         |
| Grants and subsidies  | 116,839        | 123,037        | 117,686        |
| Appropriation expense   | ...            | ...            | ...            |
| Depreciation and amortisation   | 225            | 214            | 427            |
| Finance costs   | 61,167         | 59,931         | 66,138         |
| Other expenses  | ...            | ...            | ...            |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>193,474</b> | <b>198,428</b> | <b>200,347</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  | 76,084         | 87,640         | 92,600         |
| Retained taxes, fees and fines  | 149,346        | 189,582        | 157,000        |
| Other revenue   | 132            | 190            | 134            |
| <b>Total Revenue</b>  | <b>225,561</b> | <b>277,412</b> | <b>249,734</b> |
| Gain/(loss) on disposal of non current assets                         | ...            | ...            | ...            |
| Other gains/(losses)  | ...            | ...            | ...            |
| <b>Net Result</b>   | <b>32,087</b>  | <b>78,984</b>  | <b>49,387</b>  |

**Balance Sheet**

|  | 2017-18          |                  | 2018-19          |
|--|------------------|------------------|------------------|
|  | Budget           | Revised          | Budget           |
|  | \$000            | \$000            | \$000            |
| <b>Assets</b>                                    |                  |                  |                  |
| <b>Current Assets</b>                            |                  |                  |                  |
| Cash assets                                      | 50,789           | 105,177          | 111,806          |
| Receivables                                      | 9,382            | 9,099            | 9,247            |
| Inventories                                      | ...              | ...              | ...              |
| Financial Assets at Fair Value                   | ...              | (2,785)          | ...              |
| Other Financial Assets                           | ...              | ...              | ...              |
| Other  | ...              | ...              | ...              |
| Assets Held For Sale                             | ...              | ...              | ...              |
| <b>Total Current Assets</b>                      | <b>60,171</b>    | <b>111,491</b>   | <b>121,053</b>   |
| <b>Non Current Assets</b>                        |                  |                  |                  |
| Receivables                                      | ...              | ...              | ...              |
| Inventories                                      | ...              | ...              | ...              |
| Financial Assets at Fair Value                   | 1,442,415        | 1,448,000        | 1,604,801        |
| Equity Investments                               | ...              | ...              | ...              |
| Property, plant and equipment -                  |                  |                  |                  |
| Land and building                                | ...              | ...              | ...              |
| Plant and equipment                              | 361              | 96               | 1,965            |
| Infrastructure Systems                           | ...              | ...              | ...              |
| Investment Properties                            | ...              | ...              | ...              |
| Intangibles                                      | 2,331            | 725              | 3,020            |
| Other Assets                                     | ...              | ...              | ...              |
| <b>Total Non Current Assets</b>                  | <b>1,445,107</b> | <b>1,448,821</b> | <b>1,609,786</b> |
| <b>Total Assets</b>                              | <b>1,505,278</b> | <b>1,560,312</b> | <b>1,730,839</b> |
| <b>Liabilities</b>                               |                  |                  |                  |
| <b>Current Liabilities</b>                       |                  |                  |                  |
| Payables   | 2,688            | 2,613            | 2,636            |
| Other Financial Liabilities at Fair Value        | ...              | ...              | ...              |
| Borrowings                                       | ...              | ...              | ...              |
| Provisions                                       | 942,062          | 947,118          | 1,056,629        |
| Other  | ...              | ...              | ...              |
| Liabilities associated with assets held for sale | ...              | ...              | ...              |
| <b>Total Current Liabilities</b>                 | <b>944,750</b>   | <b>949,731</b>   | <b>1,059,264</b> |
| <b>Non Current Liabilities</b>                   |                  |                  |                  |
| Payables   | ...              | ...              | ...              |
| Other financial liabilities at fair value        | ...              | ...              | ...              |
| Borrowings                                       | ...              | ...              | ...              |
| Provisions                                       | 187,562          | 165,261          | 176,868          |
| Other  | ...              | ...              | ...              |
| <b>Total Non Current Liabilities</b>             | <b>187,562</b>   | <b>165,261</b>   | <b>176,868</b>   |
| <b>Total Liabilities</b>                         | <b>1,132,312</b> | <b>1,114,992</b> | <b>1,236,132</b> |
| <b>Net Assets</b>                                | <b>372,966</b>   | <b>445,320</b>   | <b>494,707</b>   |
| <b>Equity</b>                                    |                  |                  |                  |
| Accumulated funds                                | 372,966          | 445,320          | 494,707          |
| Reserves   | ...              | ...              | ...              |
| Capital Equity                                   | ...              | ...              | ...              |
| <b>Total Equity</b>                              | <b>372,966</b>   | <b>445,320</b>   | <b>494,707</b>   |

## Cash Flow Statement

|   | 2017-18         |                 | 2018-19         |
|---|-----------------|-----------------|-----------------|
|   | Budget          | Revised         | Budget          |
|   | \$000           | \$000           | \$000           |
| <b>Cash Flows From Operating Activities</b>                           |                 |                 |                 |
| <b>Payments</b>   |                 |                 |                 |
| Employee related  | 120             | 181             | 375             |
| Grants and subsidies  | 116,839         | 123,037         | 117,686         |
| Finance costs   | ...             | ...             | ...             |
| Equivalent Income Tax   | ...             | ...             | ...             |
| Other payments  | (19,576)        | (26,623)        | (37,575)        |
| <b>Total Payments</b>   | <b>97,383</b>   | <b>96,595</b>   | <b>80,486</b>   |
| <b>Receipts</b>   |                 |                 |                 |
| Appropriation   | ...             | ...             | ...             |
| Cluster Grant Revenue   | ...             | ...             | ...             |
| Liab to CF - Change in operating assets and liabilities               | ...             | ...             | ...             |
| Cash reimbursements from the Crown Entity                             | ...             | ...             | ...             |
| Transfers to the Crown Entity   | ...             | ...             | ...             |
| Cash transfers to the Crown Entity                                    | ...             | ...             | ...             |
| Sale of goods and services  | ...             | ...             | ...             |
| Retained taxes, fees and fines  | 149,467         | 188,601         | 157,172         |
| Interest received   | 8,999           | 7,986           | 2,101           |
| Grants and contributions  | ...             | ...             | ...             |
| Other receipts  | 2,044           | 1,836           | 1,819           |
| <b>Total Receipts</b>   | <b>160,509</b>  | <b>198,423</b>  | <b>161,092</b>  |
| <b>Net Cash Flows From Operating Activities</b>                       | <b>63,126</b>   | <b>101,828</b>  | <b>80,606</b>   |
| <b>Cash Flows From Investing Activities</b>                           |                 |                 |                 |
| Proceeds from sale of property, plant and equipment                   | 7               | 7               | ...             |
| Purchases of property, plant and equipment                            | (303)           | ...             | (1,981)         |
| Proceeds from sale of investments                                     | ...             | ...             | ...             |
| Purchases of investments  | (60,492)        | (60,493)        | (69,387)        |
| Advances repayments received  | ...             | ...             | ...             |
| Advances made   | ...             | ...             | ...             |
| Other Investing   | (1,894)         | (396)           | (2,610)         |
| <b>Net Cash Flows From Investing Activities</b>                       | <b>(62,682)</b> | <b>(60,882)</b> | <b>(73,978)</b> |
| <b>Cash Flows From Financing Activities</b>                           |                 |                 |                 |
| Proceeds from borrowings and advances                                 | ...             | ...             | ...             |
| Repayment of borrowings and advances                                  | ...             | ...             | ...             |
| Dividends paid  | ...             | ...             | ...             |
| Other Financing   | ...             | ...             | ...             |
| Capital appropriation - equity appropriation                          | ...             | ...             | ...             |
| Cash equity injection to for-profit entities                          | ...             | ...             | ...             |
| <b>Net Cash Flows From Financing Activities</b>                       | <b>...</b>      | <b>...</b>      | <b>...</b>      |
| <b>Net Increase/(Decrease) in Cash</b>                                | <b>444</b>      | <b>40,946</b>   | <b>6,628</b>    |
| Opening Cash and Cash Equivalents                                     | 50,347          | 64,229          | 105,177         |
| Reclassification of Cash Equivalents                                  | ...             | ...             | ...             |
| Cash transferred in (out) as a result of administrative restructuring | ...             | ...             | ...             |
| <b>Closing Cash and Cash Equivalents</b>                              | <b>50,791</b>   | <b>105,175</b>  | <b>111,805</b>  |

## Luna Park Reserve Trust

### Operating Statement

|   | 2017-18      |                | 2018-19      |
|---|--------------|----------------|--------------|
|   | Budget       | Revised        | Budget       |
|   | \$000        | \$000          | \$000        |
| <b>Expenses Excluding Losses</b>                                      |              |                |              |
| Operating expenses -  |              |                |              |
| Employee related  | ...          | ...            | ...          |
| Other operating expenses  | 1,127        | 2,774          | 1,179        |
| Grants and subsidies  | ...          | ...            | ...          |
| Appropriation expense   | ...          | ...            | ...          |
| Depreciation and amortisation   | 837          | 855            | 858          |
| Finance costs   | ...          | ...            | ...          |
| Other expenses  | ...          | ...            | ...          |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>1,964</b> | <b>3,628</b>   | <b>2,037</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   | 1,866        | 2,238          | 1,944        |
| Grants and contributions  | ...          | ...            | ...          |
| Investment revenue  | 103          | ...            | 104          |
| Retained taxes, fees and fines  | ...          | ...            | ...          |
| Other revenue   | ...          | 31             | ...          |
| <b>Total Revenue</b>  | <b>1,969</b> | <b>2,268</b>   | <b>2,049</b> |
| Gain/(loss) on disposal of non current assets                         | ...          | ...            | ...          |
| Other gains/(losses)  | ...          | ...            | ...          |
| <b>Net Result</b>   | <b>5</b>     | <b>(1,360)</b> | <b>11</b>    |

## Balance Sheet

|  | 2017-18       |               | 2018-19       |
|--|---------------|---------------|---------------|
|  | Budget        | Revised       | Budget        |
|  | \$000         | \$000         | \$000         |
| <b>Assets</b>                                    |               |               |               |
| <b>Current Assets</b>                            |               |               |               |
| Cash assets                                      | 3,575         | 2,364         | 3,231         |
| Receivables                                      | 221           | 215           | 216           |
| Inventories                                      | ...           | ...           | ...           |
| Financial Assets at Fair Value                   | ...           | ...           | ...           |
| Other Financial Assets                           | ...           | ...           | ...           |
| Other  | ...           | ...           | ...           |
| Assets Held For Sale                             | ...           | ...           | ...           |
| <b>Total Current Assets</b>                      | <b>3,796</b>  | <b>2,579</b>  | <b>3,447</b>  |
| <b>Non Current Assets</b>                        |               |               |               |
| Receivables                                      | ...           | ...           | ...           |
| Inventories                                      | ...           | ...           | ...           |
| Financial Assets at Fair Value                   | ...           | ...           | ...           |
| Equity Investments                               | ...           | ...           | ...           |
| Property, plant and equipment -                  |               |               |               |
| Land and building                                | 32,956        | 33,853        | 33,749        |
| Plant and equipment                              | ...           | ...           | ...           |
| Infrastructure Systems                           | 7,359         | 7,503         | 7,181         |
| Investment Properties                            | ...           | ...           | ...           |
| Intangibles                                      | ...           | ...           | ...           |
| Other Assets                                     | ...           | ...           | ...           |
| <b>Total Non Current Assets</b>                  | <b>40,315</b> | <b>41,356</b> | <b>40,930</b> |
| <b>Total Assets</b>                              | <b>44,111</b> | <b>43,935</b> | <b>44,377</b> |
| <b>Liabilities</b>                               |               |               |               |
| <b>Current Liabilities</b>                       |               |               |               |
| Payables   | 164           | 541           | 541           |
| 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>541</b>    | <b>541</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>541</b>    | <b>541</b>    |
| <b>Net Assets</b>                                | <b>43,947</b> | <b>43,394</b> | <b>43,836</b> |
| <b>Equity</b>                                    |               |               |               |
| Accumulated funds                                | 9,967         | 8,350         | 8,360         |
| Reserves   | 33,980        | 35,044        | 35,476        |
| Capital Equity                                   | ...           | ...           | ...           |
| <b>Total Equity</b>                              | <b>43,947</b> | <b>43,394</b> | <b>43,836</b> |

## Cash Flow Statement

|   | 2017-18      |              | 2018-19      |
|---|--------------|--------------|--------------|
|   | Budget       | Revised      | Budget       |
|   | \$000        | \$000        | \$000        |
| <b>Cash Flows From Operating Activities</b>                           |              |              |              |
| <b>Payments</b>   |              |              |              |
| Employee related  | ...          | ...          | ...          |
| Grants and subsidies  | ...          | ...          | ...          |
| Finance costs   | ...          | ...          | ...          |
| Equivalent Income Tax   | ...          | ...          | ...          |
| Other payments  | 1,296        | 3,310        | 1,348        |
| <b>Total Payments</b>   | <b>1,296</b> | <b>3,310</b> | <b>1,348</b> |
| <b>Receipts</b>   |              |              |              |
| Appropriation   | ...          | ...          | ...          |
| Cluster Grant Revenue   | ...          | ...          | ...          |
| Liab to CF - Change in operating assets and liabilities               | ...          | ...          | ...          |
| Cash reimbursements from the Crown Entity                             | ...          | ...          | ...          |
| Transfers to the Crown Entity   | ...          | ...          | ...          |
| Cash transfers to the Crown Entity                                    | ...          | ...          | ...          |
| Sale of goods and services  | 1,866        | 2,238        | 1,944        |
| Retained taxes, fees and fines  | ...          | ...          | ...          |
| Interest received   | 103          | ...          | 104          |
| Grants and contributions  | ...          | ...          | ...          |
| Other receipts  | 168          | 208          | 167          |
| <b>Total Receipts</b>   | <b>2,137</b> | <b>2,445</b> | <b>2,216</b> |
| <b>Net Cash Flows From Operating Activities</b>                       | <b>841</b>   | <b>(864)</b> | <b>867</b>   |
| <b>Cash Flows From Investing Activities</b>                           |              |              |              |
| Proceeds from sale of property, plant and equipment                   | ...          | ...          | ...          |
| Purchases of property, plant and equipment                            | ...          | ...          | ...          |
| Proceeds from sale of investments                                     | ...          | ...          | ...          |
| Purchases of investments  | ...          | ...          | ...          |
| Advances repayments received  | ...          | ...          | ...          |
| Advances made   | ...          | ...          | ...          |
| Other Investing   | ...          | ...          | ...          |
| <b>Net Cash Flows From Investing Activities</b>                       | <b>...</b>   | <b>...</b>   | <b>...</b>   |
| <b>Cash Flows From Financing Activities</b>                           |              |              |              |
| Proceeds from borrowings and advances                                 | ...          | ...          | ...          |
| Repayment of borrowings and advances                                  | ...          | ...          | ...          |
| Dividends paid  | ...          | ...          | ...          |
| Other Financing   | ...          | ...          | ...          |
| Capital appropriation - equity appropriation                          | ...          | ...          | ...          |
| Cash equity injection to for-profit entities                          | ...          | ...          | ...          |
| <b>Net Cash Flows From Financing Activities</b>                       | <b>...</b>   | <b>...</b>   | <b>...</b>   |
| <b>Net Increase/(Decrease) in Cash</b>                                | <b>841</b>   | <b>(864)</b> | <b>867</b>   |
| Opening Cash and Cash Equivalents                                     | 2,734        | 3,228        | 2,364        |
| Reclassification of Cash Equivalents                                  | ...          | ...          | ...          |
| Cash transferred in (out) as a result of administrative restructuring | ...          | ...          | ...          |
| <b>Closing Cash and Cash Equivalents</b>                              | <b>3,575</b> | <b>2,364</b> | <b>3,231</b> |



## New South Wales Government Telecommunications Authority

### Operating Statement

|   | 2017-18        |                | 2018-19        |
|---|----------------|----------------|----------------|
|   | Budget         | Revised        | Budget         |
|   | \$000          | \$000          | \$000          |
| <b>Expenses Excluding Losses</b>                                      |                |                |                |
| Operating expenses -  |                |                |                |
| Employee related  | ...            | ...            | 3,544          |
| Other operating expenses  | 65,953         | 56,924         | 71,814         |
| Grants and subsidies  | ...            | 3,621          | ...            |
| Appropriation expense   | ...            | ...            | ...            |
| Depreciation and amortisation   | 8,896          | 8,896          | 12,894         |
| Finance costs   | ...            | ...            | ...            |
| Other expenses  | ...            | ...            | ...            |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>74,849</b>  | <b>69,441</b>  | <b>88,252</b>  |
| <b>Revenue</b>  |                |                |                |
| Appropriation   | ...            | ...            | ...            |
| Cluster grant revenue   | 35,035         | 22,584         | 165,772        |
| Acceptance by Crown Entity of employee benefits and other liabilities | ...            | ...            | ...            |
| Transfers to the Crown Entity   | ...            | ...            | ...            |
| Sales of goods and services   | 50,816         | 52,311         | 56,574         |
| Grants and contributions  | 90,300         | 34,773         | 63,193         |
| Investment revenue  | 839            | 762            | 826            |
| Retained taxes, fees and fines  | ...            | ...            | ...            |
| Other revenue   | ...            | 497            | ...            |
| <b>Total Revenue</b>  | <b>176,990</b> | <b>110,927</b> | <b>286,365</b> |
| Gain/(loss) on disposal of non current assets                         | ...            | ...            | ...            |
| Other gains/(losses)  | ...            | 38             | ...            |
| <b>Net Result</b>   | <b>102,141</b> | <b>41,524</b>  | <b>198,113</b> |

**Balance Sheet**

|  | 2017-18        |                | 2018-19        |
|--|----------------|----------------|----------------|
|  | Budget         | Revised        | Budget         |
|  | \$000          | \$000          | \$000          |
| <b>Assets</b>                                    |                |                |                |
| <b>Current Assets</b>                            |                |                |                |
| Cash assets                                      | 19,835         | 28,320         | 27,290         |
| Receivables                                      | 1,425          | 2,070          | 1,979          |
| Inventories                                      | 456            | 556            | 580            |
| Financial Assets at Fair Value                   | ...            | ...            | ...            |
| Other Financial Assets                           | ...            | ...            | ...            |
| Other  | ...            | ...            | ...            |
| Assets Held For Sale                             | ...            | ...            | ...            |
| <b>Total Current Assets</b>                      | <b>21,716</b>  | <b>30,946</b>  | <b>29,849</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                              | 169,322        | 121,558        | 321,328        |
| Infrastructure Systems                           | 20,000         | ...            | ...            |
| Investment Properties                            | ...            | ...            | ...            |
| Intangibles                                      | 1,222          | 1,222          | 595            |
| Other Assets                                     | ...            | ...            | ...            |
| <b>Total Non Current Assets</b>                  | <b>190,544</b> | <b>122,780</b> | <b>321,923</b> |
| <b>Total Assets</b>                              | <b>212,260</b> | <b>153,726</b> | <b>351,772</b> |
| <b>Liabilities</b>                               |                |                |                |
| <b>Current Liabilities</b>                       |                |                |                |
| Payables   | 13,043         | 12,523         | 12,456         |
| Other Financial Liabilities at Fair Value        | ...            | ...            | ...            |
| Borrowings                                       | ...            | ...            | ...            |
| Provisions                                       | ...            | ...            | ...            |
| Other  | ...            | ...            | ...            |
| Liabilities associated with assets held for sale | ...            | ...            | ...            |
| <b>Total Current Liabilities</b>                 | <b>13,043</b>  | <b>12,523</b>  | <b>12,456</b>  |
| <b>Non Current Liabilities</b>                   |                |                |                |
| Payables   | ...            | ...            | ...            |
| Other financial liabilities at fair value        | ...            | ...            | ...            |
| Borrowings                                       | ...            | ...            | ...            |
| Provisions                                       | 2,742          | 3,422          | 3,422          |
| Other  | ...            | ...            | ...            |
| <b>Total Non Current Liabilities</b>             | <b>2,742</b>   | <b>3,422</b>   | <b>3,422</b>   |
| <b>Total Liabilities</b>                         | <b>15,785</b>  | <b>15,945</b>  | <b>15,878</b>  |
| <b>Net Assets</b>                                | <b>196,475</b> | <b>137,781</b> | <b>335,894</b> |
| <b>Equity</b>                                    |                |                |                |
| Accumulated funds                                | 196,475        | 137,781        | 335,894        |
| Reserves   | ...            | ...            | ...            |
| Capital Equity                                   | ...            | ...            | ...            |
| <b>Total Equity</b>                              | <b>196,475</b> | <b>137,781</b> | <b>335,894</b> |

## Cash Flow Statement

|   | 2017-18          |                 | 2018-19          |
|---|------------------|-----------------|------------------|
|   | Budget           | Revised         | Budget           |
|   | \$000            | \$000           | \$000            |
| <b>Cash Flows From Operating Activities</b>                           |                  |                 |                  |
| <b>Payments</b>   |                  |                 |                  |
| Employee related  | ...              | ...             | 3,544            |
| Grants and subsidies  | ...              | 3,621           | ...              |
| Finance costs   | ...              | ...             | ...              |
| Equivalent Income Tax   | ...              | ...             | ...              |
| Other payments  | 66,001           | 67,646          | 71,933           |
| <b>Total Payments</b>   | <b>66,001</b>    | <b>71,267</b>   | <b>75,477</b>    |
| <b>Receipts</b>   |                  |                 |                  |
| Appropriation   | ...              | ...             | ...              |
| Cluster Grant Revenue   | 35,035           | 22,584          | 165,772          |
| Liab to CF - Change in operating assets and liabilities               | ...              | ...             | ...              |
| Cash reimbursements from the Crown Entity                             | ...              | ...             | ...              |
| Transfers to the Crown Entity   | ...              | ...             | ...              |
| Cash transfers to the Crown Entity                                    | ...              | ...             | ...              |
| Sale of goods and services  | 50,847           | 58,722          | 56,693           |
| Retained taxes, fees and fines  | ...              | ...             | ...              |
| Interest received   | 839              | 762             | 826              |
| Grants and contributions  | 90,300           | 34,773          | 63,193           |
| Other receipts  | 17               | 542             | ...              |
| <b>Total Receipts</b>   | <b>177,038</b>   | <b>117,383</b>  | <b>286,484</b>   |
| <b>Net Cash Flows From Operating Activities</b>                       | <b>111,037</b>   | <b>46,116</b>   | <b>211,007</b>   |
| <b>Cash Flows From Investing Activities</b>                           |                  |                 |                  |
| Proceeds from sale of property, plant and equipment                   | ...              | ...             | ...              |
| Purchases of property, plant and equipment                            | (117,542)        | (52,405)        | (212,037)        |
| Proceeds from sale of investments                                     | ...              | ...             | ...              |
| Purchases of investments  | ...              | ...             | ...              |
| Advances repayments received  | ...              | ...             | ...              |
| Advances made   | ...              | ...             | ...              |
| Other Investing   | ...              | (1,226)         | ...              |
| <b>Net Cash Flows From Investing Activities</b>                       | <b>(117,542)</b> | <b>(53,631)</b> | <b>(212,037)</b> |
| <b>Cash Flows From Financing Activities</b>                           |                  |                 |                  |
| Proceeds from borrowings and advances                                 | ...              | ...             | ...              |
| Repayment of borrowings and advances                                  | ...              | ...             | ...              |
| Dividends paid  | ...              | ...             | ...              |
| Other Financing   | ...              | ...             | ...              |
| Capital appropriation - equity appropriation                          | ...              | ...             | ...              |
| Cash equity injection to for-profit entities                          | ...              | ...             | ...              |
| <b>Net Cash Flows From Financing Activities</b>                       | <b>...</b>       | <b>...</b>      | <b>...</b>       |
| <b>Net Increase/(Decrease) in Cash</b>                                | <b>(6,505)</b>   | <b>(7,515)</b>  | <b>(1,030)</b>   |
| Opening Cash and Cash Equivalents                                     | 26,340           | 35,835          | 28,320           |
| Reclassification of Cash Equivalents                                  | ...              | ...             | ...              |
| Cash transferred in (out) as a result of administrative restructuring | ...              | ...             | ...              |
| <b>Closing Cash and Cash Equivalents</b>                              | <b>19,835</b>    | <b>28,320</b>   | <b>27,290</b>    |

## Property NSW

### Operating Statement

|   | 2017-18         |                 | 2018-19        |
|---|-----------------|-----------------|----------------|
|   | Budget          | Revised         | Budget         |
|   | \$000           | \$000           | \$000          |
| <b>Expenses Excluding Losses</b>                                      |                 |                 |                |
| Operating expenses -  |                 |                 |                |
| Employee related  | ...             | ...             | ...            |
| Other operating expenses  | 542,111         | 599,503         | 630,043        |
| Grants and subsidies  | 173,555         | 178,053         | 20,275         |
| Appropriation expense   | ...             | ...             | ...            |
| Depreciation and amortisation   | 16,399          | 21,931          | 25,634         |
| Finance costs   | 5,641           | 5,641           | 4,808          |
| Other expenses  | ...             | ...             | ...            |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>737,706</b>  | <b>805,128</b>  | <b>680,760</b> |
| <b>Revenue</b>  |                 |                 |                |
| Appropriation   | ...             | ...             | ...            |
| Cluster grant revenue   | 97,414          | 97,414          | 60,959         |
| Acceptance by Crown Entity of employee benefits and other liabilities | ...             | ...             | ...            |
| Transfers to the Crown Entity   | ...             | ...             | ...            |
| Sales of goods and services   | 548,413         | 597,463         | 625,113        |
| Grants and contributions  | ...             | ...             | ...            |
| Investment revenue  | 5,745           | 5,975           | 5,880          |
| Retained taxes, fees and fines  | ...             | ...             | ...            |
| Other revenue   | 600             | 600             | 650            |
| <b>Total Revenue</b>  | <b>652,172</b>  | <b>701,453</b>  | <b>692,602</b> |
| Gain/(loss) on disposal of non current assets                         | 4,011           | 12,676          | 14,122         |
| Other gains/(losses)  | (300)           | (332)           | (300)          |
| <b>Net Result</b>   | <b>(81,823)</b> | <b>(91,331)</b> | <b>25,663</b>  |

## Balance Sheet

|  | 2017-18          |                  | 2018-19          |
|--|------------------|------------------|------------------|
|  | Budget           | Revised          | Budget           |
|  | \$000            | \$000            | \$000            |
| <b>Assets</b>                                    |                  |                  |                  |
| <b>Current Assets</b>                            |                  |                  |                  |
| Cash assets                                      | 44,225           | 115,434          | 30,888           |
| Receivables                                      | 44,219           | 65,252           | 63,786           |
| Inventories                                      | ...              | ...              | ...              |
| Financial Assets at Fair Value                   | ...              | ...              | ...              |
| Other Financial Assets                           | 4,035            | 4,035            | 4,035            |
| Other  | 197,121          | 40,450           | 41,360           |
| Assets Held For Sale                             | 30,400           | 27,654           | ...              |
| <b>Total Current Assets</b>                      | <b>320,001</b>   | <b>252,825</b>   | <b>140,070</b>   |
| <b>Non Current Assets</b>                        |                  |                  |                  |
| Receivables                                      | 10,694           | 10,694           | 11,307           |
| Inventories                                      | ...              | ...              | ...              |
| Financial Assets at Fair Value                   | ...              | ...              | ...              |
| Equity Investments                               | ...              | ...              | ...              |
| Property, plant and equipment -                  |                  |                  |                  |
| Land and building                                | 956,636          | 1,138,025        | 1,249,409        |
| Plant and equipment                              | 11,368           | 3,831            | 1,517            |
| Infrastructure Systems                           | ...              | ...              | ...              |
| Investment Properties                            | ...              | ...              | ...              |
| Intangibles                                      | 4,809            | 5,652            | 2,810            |
| Other Assets                                     | 71,616           | 245,791          | 242,952          |
| <b>Total Non Current Assets</b>                  | <b>1,055,123</b> | <b>1,403,993</b> | <b>1,507,994</b> |
| <b>Total Assets</b>                              | <b>1,375,124</b> | <b>1,656,818</b> | <b>1,648,063</b> |
| <b>Liabilities</b>                               |                  |                  |                  |
| <b>Current Liabilities</b>                       |                  |                  |                  |
| Payables   | 22,595           | 39,800           | 39,800           |
| Other Financial Liabilities at Fair Value        | ...              | ...              | ...              |
| Borrowings                                       | 0                | 0                | 0                |
| Provisions                                       | 35,197           | 40,665           | 41,579           |
| Other  | 9,847            | 12,168           | 10,702           |
| Liabilities associated with assets held for sale | ...              | ...              | ...              |
| <b>Total Current Liabilities</b>                 | <b>67,639</b>    | <b>92,632</b>    | <b>92,082</b>    |
| <b>Non Current Liabilities</b>                   |                  |                  |                  |
| Payables   | ...              | ...              | ...              |
| Other financial liabilities at fair value        | ...              | ...              | ...              |
| Borrowings                                       | 34,398           | 34,398           | 34,398           |
| Provisions                                       | 120,554          | 121,321          | 124,051          |
| Other  | 67,380           | 182,885          | 151,818          |
| <b>Total Non Current Liabilities</b>             | <b>222,332</b>   | <b>338,605</b>   | <b>310,267</b>   |
| <b>Total Liabilities</b>                         | <b>289,972</b>   | <b>431,237</b>   | <b>402,349</b>   |
| <b>Net Assets</b>                                | <b>1,085,152</b> | <b>1,225,581</b> | <b>1,245,715</b> |
| <b>Equity</b>                                    |                  |                  |                  |
| Accumulated funds                                | 738,924          | 925,543          | 945,676          |
| Reserves   | 346,228          | 300,039          | 300,039          |
| Capital Equity                                   | ...              | ...              | ...              |
| <b>Total Equity</b>                              | <b>1,085,152</b> | <b>1,225,581</b> | <b>1,245,715</b> |

## Cash Flow Statement

|   | 2017-18          |                 | 2018-19         |
|---|------------------|-----------------|-----------------|
|   | Budget           | Revised         | Budget          |
|   | \$000            | \$000           | \$000           |
| <b>Cash Flows From Operating Activities</b>                           |                  |                 |                 |
| <b>Payments</b>   |                  |                 |                 |
| Employee related  | ...              | ...             | ...             |
| Grants and subsidies  | 173,555          | 178,053         | 19,515          |
| Finance costs   | 4,808            | 4,808           | 4,808           |
| Equivalent Income Tax   | ...              | ...             | ...             |
| Other payments  | 594,610          | 574,010         | 643,079         |
| <b>Total Payments</b>   | <b>772,973</b>   | <b>756,871</b>  | <b>667,402</b>  |
| <b>Receipts</b>   |                  |                 |                 |
| Appropriation   | ...              | ...             | ...             |
| Cluster Grant Revenue   | 97,414           | 97,414          | 60,959          |
| Liab to CF - Change in operating assets and liabilities               | ...              | ...             | ...             |
| Cash reimbursements from the Crown Entity                             | ...              | ...             | ...             |
| Transfers to the Crown Entity   | ...              | ...             | ...             |
| Cash transfers to the Crown Entity                                    | (13,850)         | (21,990)        | (5,530)         |
| Sale of goods and services  | 548,113          | 597,163         | 627,830         |
| Retained taxes, fees and fines  | ...              | ...             | ...             |
| Interest received   | 5,745            | 5,975           | 5,880           |
| Grants and contributions  | ...              | ...             | ...             |
| Other receipts  | (1,214)          | 44,876          | (15,556)        |
| <b>Total Receipts</b>   | <b>636,208</b>   | <b>723,438</b>  | <b>673,583</b>  |
| <b>Net Cash Flows From Operating Activities</b>                       | <b>(136,765)</b> | <b>(33,433)</b> | <b>6,180</b>    |
| <b>Cash Flows From Investing Activities</b>                           |                  |                 |                 |
| Proceeds from sale of property, plant and equipment                   | 175,288          | 101,863         | 41,776          |
| Purchases of property, plant and equipment                            | (74,389)         | (36,465)        | (131,917)       |
| Proceeds from sale of investments                                     | ...              | ...             | ...             |
| Purchases of investments  | ...              | ...             | ...             |
| Advances repayments received  | ...              | ...             | ...             |
| Advances made   | (873)            | ...             | ...             |
| Other Investing   | (2,301)          | ...             | (585)           |
| <b>Net Cash Flows From Investing Activities</b>                       | <b>97,725</b>    | <b>65,398</b>   | <b>(90,726)</b> |
| <b>Cash Flows From Financing Activities</b>                           |                  |                 |                 |
| Proceeds from borrowings and advances                                 | ...              | ...             | ...             |
| Repayment of borrowings and advances                                  | ...              | (0)             | 0               |
| Dividends paid  | ...              | ...             | ...             |
| Other Financing   | ...              | ...             | ...             |
| Capital appropriation - equity appropriation                          | ...              | ...             | ...             |
| Cash equity injection to for-profit entities                          | ...              | ...             | ...             |
| <b>Net Cash Flows From Financing Activities</b>                       | <b>...</b>       | <b>(0)</b>      | <b>0</b>        |
| <b>Net Increase/(Decrease) in Cash</b>                                | <b>(39,040)</b>  | <b>31,965</b>   | <b>(84,546)</b> |
| Opening Cash and Cash Equivalents                                     | 83,266           | 83,469          | 115,434         |
| Reclassification of Cash Equivalents                                  | ...              | ...             | ...             |
| Cash transferred in (out) as a result of administrative restructuring | ...              | ...             | ...             |
| <b>Closing Cash and Cash Equivalents</b>                              | <b>44,225</b>    | <b>115,434</b>  | <b>30,888</b>   |

## Rental Bond Board

### Operating Statement

|   | 2017-18       |               | 2018-19       |
|---|---------------|---------------|---------------|
|   | Budget        | Revised       | Budget        |
|   | \$000         | \$000         | \$000         |
| <b>Expenses Excluding Losses</b>                                      |               |               |               |
| Operating expenses -  |               |               |               |
| Employee related  | ...           | ...           | ...           |
| Other operating expenses  | 24,831        | 28,694        | 30,625        |
| Grants and subsidies  | 30,270        | 27,608        | 26,330        |
| Appropriation expense   | ...           | ...           | ...           |
| Depreciation and amortisation   | ...           | ...           | ...           |
| Finance costs   | ...           | ...           | ...           |
| Other expenses  | ...           | ...           | ...           |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>55,101</b> | <b>56,302</b> | <b>56,955</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  | 55,679        | 58,086        | 57,602        |
| Retained taxes, fees and fines  | ...           | ...           | ...           |
| Other revenue   | ...           | ...           | ...           |
| <b>Total Revenue</b>  | <b>55,679</b> | <b>58,086</b> | <b>57,602</b> |
| Gain/(loss) on disposal of non current assets                         | ...           | ...           | ...           |
| Other gains/(losses)  | ...           | ...           | (26)          |
| <b>Net Result</b>   | <b>578</b>    | <b>1,784</b>  | <b>622</b>    |

**Balance Sheet**

|  | 2017-18       |               | 2018-19       |
|--|---------------|---------------|---------------|
|  | Budget        | Revised       | Budget        |
|  | \$000         | \$000         | \$000         |
| <b>Assets</b>                                    |               |               |               |
| <b>Current Assets</b>                            |               |               |               |
| Cash assets                                      | 63,303        | 61,536        | 62,158        |
| Receivables                                      | 5,587         | 4,508         | 4,508         |
| Inventories                                      | ...           | ...           | ...           |
| Financial Assets at Fair Value                   | ...           | ...           | ...           |
| Other Financial Assets                           | ...           | ...           | ...           |
| Other  | ...           | ...           | ...           |
| Assets Held For Sale                             | ...           | ...           | ...           |
| <b>Total Current Assets</b>                      | <b>68,890</b> | <b>66,044</b> | <b>66,666</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>68,890</b> | <b>66,044</b> | <b>66,666</b> |
| <b>Liabilities</b>                               |               |               |               |
| <b>Current Liabilities</b>                       |               |               |               |
| Payables   | ...           | ...           | ...           |
| Other Financial Liabilities at Fair Value        | ...           | ...           | ...           |
| Borrowings                                       | ...           | ...           | ...           |
| Provisions                                       | ...           | ...           | ...           |
| Other  | 4,489         | 2,781         | 2,781         |
| Liabilities associated with assets held for sale | ...           | ...           | ...           |
| <b>Total Current Liabilities</b>                 | <b>4,489</b>  | <b>2,781</b>  | <b>2,781</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>4,489</b>  | <b>2,781</b>  | <b>2,781</b>  |
| <b>Net Assets</b>                                | <b>64,401</b> | <b>63,263</b> | <b>63,885</b> |
| <b>Equity</b>                                    |               |               |               |
| Accumulated funds                                | 64,401        | 63,263        | 63,885        |
| Reserves   | ...           | ...           | ...           |
| Capital Equity                                   | ...           | ...           | ...           |
| <b>Total Equity</b>                              | <b>64,401</b> | <b>63,263</b> | <b>63,885</b> |



## Cash Flow Statement

|   | 2017-18       |               | 2018-19       |
|---|---------------|---------------|---------------|
|   | Budget        | Revised       | Budget        |
|   | \$000         | \$000         | \$000         |
| <b>Cash Flows From Operating Activities</b>                           |               |               |               |
| <b>Payments</b>   |               |               |               |
| Employee related  | ...           | ...           | ...           |
| Grants and subsidies  | 30,270        | 27,608        | 26,330        |
| Finance costs   | ...           | ...           | ...           |
| Equivalent Income Tax   | ...           | ...           | ...           |
| Other payments  | 24,832        | 26,935        | 30,625        |
| <b>Total Payments</b>   | <b>55,102</b> | <b>54,543</b> | <b>56,955</b> |
| <b>Receipts</b>   |               |               |               |
| Appropriation   | ...           | ...           | ...           |
| Cluster Grant Revenue   | ...           | ...           | ...           |
| Liab to CF - Change in operating assets and liabilities               | ...           | ...           | ...           |
| Cash reimbursements from the Crown Entity                             | ...           | ...           | ...           |
| Transfers to the Crown Entity   | ...           | ...           | ...           |
| Cash transfers to the Crown Entity                                    | ...           | ...           | ...           |
| Sale of goods and services  | ...           | ...           | ...           |
| Retained taxes, fees and fines  | ...           | ...           | ...           |
| Interest received   | 55,680        | 63,865        | 57,602        |
| Grants and contributions  | ...           | ...           | ...           |
| Other receipts  | ...           | 16            | (26)          |
| <b>Total Receipts</b>   | <b>55,680</b> | <b>63,881</b> | <b>57,576</b> |
| <b>Net Cash Flows From Operating Activities</b>                       | <b>578</b>    | <b>9,338</b>  | <b>622</b>    |
| <b>Cash Flows From Investing Activities</b>                           |               |               |               |
| Proceeds from sale of property, plant and equipment                   | ...           | ...           | ...           |
| Purchases of property, plant and equipment                            | ...           | ...           | ...           |
| Proceeds from sale of investments                                     | ...           | ...           | ...           |
| Purchases of investments  | ...           | ...           | ...           |
| Advances repayments received  | ...           | ...           | ...           |
| Advances made   | ...           | ...           | ...           |
| Other Investing   | ...           | ...           | ...           |
| <b>Net Cash Flows From Investing Activities</b>                       | <b>...</b>    | <b>...</b>    | <b>...</b>    |
| <b>Cash Flows From Financing Activities</b>                           |               |               |               |
| Proceeds from borrowings and advances                                 | ...           | ...           | ...           |
| Repayment of borrowings and advances                                  | ...           | ...           | ...           |
| Dividends paid  | ...           | ...           | ...           |
| Other Financing   | ...           | ...           | ...           |
| Capital appropriation - equity appropriation                          | ...           | ...           | ...           |
| Cash equity injection to for-profit entities                          | ...           | ...           | ...           |
| <b>Net Cash Flows From Financing Activities</b>                       | <b>...</b>    | <b>...</b>    | <b>...</b>    |
| <b>Net Increase/(Decrease) in Cash</b>                                | <b>578</b>    | <b>9,338</b>  | <b>622</b>    |
| Opening Cash and Cash Equivalents                                     | 62,725        | 52,198        | 61,536        |
| Reclassification of Cash Equivalents                                  | ...           | ...           | ...           |
| Cash transferred in (out) as a result of administrative restructuring | ...           | ...           | ...           |
| <b>Closing Cash and Cash Equivalents</b>                              | <b>63,303</b> | <b>61,536</b> | <b>62,158</b> |

## State Archives and Records Authority of New South Wales

### Operating Statement

|   | 2017-18        |               | 2018-19       |
|---|----------------|---------------|---------------|
|   | Budget         | Revised       | Budget        |
|   | \$000          | \$000         | \$000         |
| <b>Expenses Excluding Losses</b>                                      |                |               |               |
| Operating expenses -  |                |               |               |
| Employee related  | ...            | ...           | ...           |
| Other operating expenses  | 25,512         | 27,156        | 26,852        |
| Grants and subsidies  | ...            | ...           | ...           |
| Appropriation expense   | ...            | ...           | ...           |
| Depreciation and amortisation   | 4,067          | 4,067         | 4,239         |
| Finance costs   | ...            | ...           | ...           |
| Other expenses  | ...            | 2,225         | ...           |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>29,579</b>  | <b>33,448</b> | <b>31,091</b> |
| <b>Revenue</b>  |                |               |               |
| Appropriation   | ...            | ...           | ...           |
| Cluster grant revenue   | 5,806          | 4,991         | 9,282         |
| Acceptance by Crown Entity of employee benefits and other liabilities | ...            | ...           | ...           |
| Transfers to the Crown Entity   | ...            | ...           | ...           |
| Sales of goods and services   | 18,319         | 21,254        | 22,009        |
| Grants and contributions  | ...            | ...           | ...           |
| Investment revenue  | ...            | ...           | ...           |
| Retained taxes, fees and fines  | ...            | ...           | ...           |
| Other revenue   | 3,165          | 68,000        | 5,989         |
| <b>Total Revenue</b>  | <b>27,290</b>  | <b>94,245</b> | <b>37,280</b> |
| Gain/(loss) on disposal of non current assets                         | ...            | ...           | ...           |
| Other gains/(losses)  | ...            | ...           | ...           |
| <b>Net Result</b>   | <b>(2,289)</b> | <b>60,797</b> | <b>6,189</b>  |

**Balance Sheet**

|  | 2017-18          |                  | 2018-19          |
|--|------------------|------------------|------------------|
|  | Budget           | Revised          | Budget           |
|  | \$000            | \$000            | \$000            |
| <b>Assets</b>                                    |                  |                  |                  |
| <b>Current Assets</b>                            |                  |                  |                  |
| Cash assets                                      | 4,825            | 3,296            | 651              |
| Receivables                                      | 2,860            | 2,842            | 3,361            |
| Inventories                                      | 17               | 17               | 16               |
| Financial Assets at Fair Value                   | ...              | ...              | ...              |
| Other Financial Assets                           | ...              | ...              | ...              |
| Other  | ...              | ...              | ...              |
| Assets Held For Sale                             | ...              | ...              | ...              |
| <b>Total Current Assets</b>                      | <b>7,702</b>     | <b>6,155</b>     | <b>4,028</b>     |
| <b>Non Current Assets</b>                        |                  |                  |                  |
| Receivables                                      | ...              | ...              | ...              |
| Inventories                                      | ...              | ...              | ...              |
| Financial Assets at Fair Value                   | ...              | ...              | ...              |
| Equity Investments                               | ...              | ...              | ...              |
| Property, plant and equipment -                  |                  |                  |                  |
| Land and building                                | 51,986           | 52,456           | 54,630           |
| Plant and equipment                              | 973,413          | 953,914          | 959,645          |
| Infrastructure Systems                           | ...              | ...              | ...              |
| Investment Properties                            | ...              | ...              | ...              |
| Intangibles                                      | 3,826            | 2,890            | 3,301            |
| Other Assets                                     | ...              | ...              | ...              |
| <b>Total Non Current Assets</b>                  | <b>1,029,225</b> | <b>1,009,260</b> | <b>1,017,576</b> |
| <b>Total Assets</b>                              | <b>1,036,927</b> | <b>1,015,415</b> | <b>1,021,604</b> |
| <b>Liabilities</b>                               |                  |                  |                  |
| <b>Current Liabilities</b>                       |                  |                  |                  |
| Payables   | 6,797            | 4,732            | 4,732            |
| Other Financial Liabilities at Fair Value        | ...              | ...              | ...              |
| Borrowings                                       | ...              | ...              | ...              |
| Provisions                                       | ...              | ...              | ...              |
| Other  | ...              | ...              | ...              |
| Liabilities associated with assets held for sale | ...              | ...              | ...              |
| <b>Total Current Liabilities</b>                 | <b>6,797</b>     | <b>4,732</b>     | <b>4,732</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>6,893</b>     | <b>4,828</b>     | <b>4,828</b>     |
| <b>Net Assets</b>                                | <b>1,030,034</b> | <b>1,010,586</b> | <b>1,016,775</b> |
| <b>Equity</b>                                    |                  |                  |                  |
| Accumulated funds                                | 172,004          | 243,798          | 249,987          |
| Reserves   | 858,030          | 766,788          | 766,788          |
| Capital Equity                                   | ...              | ...              | ...              |
| <b>Total Equity</b>                              | <b>1,030,034</b> | <b>1,010,586</b> | <b>1,016,775</b> |

## Cash Flow Statement

|   | 2017-18        |                | 2018-19        |
|---|----------------|----------------|----------------|
|   | Budget         | Revised        | Budget         |
|   | \$000          | \$000          | \$000          |
| <b>Cash Flows From Operating Activities</b>                           |                |                |                |
| <b>Payments</b>   |                |                |                |
| Employee related  | ...            | ...            | ...            |
| Grants and subsidies  | ...            | ...            | ...            |
| Finance costs   | ...            | ...            | ...            |
| Equivalent Income Tax   | ...            | ...            | ...            |
| Other payments  | 25,894         | 31,574         | 27,234         |
| <b>Total Payments</b>   | <b>25,894</b>  | <b>31,574</b>  | <b>27,234</b>  |
| <b>Receipts</b>   |                |                |                |
| Appropriation   | ...            | ...            | ...            |
| Cluster Grant Revenue   | 5,806          | 4,991          | 9,282          |
| Liab to CF - Change in operating assets and liabilities               | ...            | ...            | ...            |
| Cash reimbursements from the Crown Entity                             | ...            | ...            | ...            |
| Transfers to the Crown Entity   | ...            | ...            | ...            |
| Cash transfers to the Crown Entity                                    | ...            | ...            | ...            |
| Sale of goods and services  | 18,319         | 21,599         | 21,490         |
| Retained taxes, fees and fines  | ...            | ...            | ...            |
| Interest received   | ...            | ...            | ...            |
| Grants and contributions  | ...            | ...            | ...            |
| Other receipts  | 383            | 1,504          | 383            |
| <b>Total Receipts</b>   | <b>24,508</b>  | <b>28,094</b>  | <b>31,155</b>  |
| <b>Net Cash Flows From Operating Activities</b>                       | <b>(1,386)</b> | <b>(3,480)</b> | <b>3,921</b>   |
| <b>Cash Flows From Investing Activities</b>                           |                |                |                |
| Proceeds from sale of property, plant and equipment                   | ...            | ...            | ...            |
| Purchases of property, plant and equipment                            | (4,143)        | (4,168)        | (5,726)        |
| Proceeds from sale of investments                                     | ...            | ...            | ...            |
| Purchases of investments  | ...            | ...            | ...            |
| Advances repayments received  | ...            | ...            | ...            |
| Advances made   | ...            | ...            | ...            |
| Other Investing   | (1,568)        | (728)          | (840)          |
| <b>Net Cash Flows From Investing Activities</b>                       | <b>(5,711)</b> | <b>(4,896)</b> | <b>(6,566)</b> |
| <b>Cash Flows From Financing Activities</b>                           |                |                |                |
| Proceeds from borrowings and advances                                 | ...            | ...            | ...            |
| Repayment of borrowings and advances                                  | ...            | ...            | ...            |
| Dividends paid  | ...            | ...            | ...            |
| Other Financing   | ...            | ...            | ...            |
| Capital appropriation - equity appropriation                          | ...            | ...            | ...            |
| Cash equity injection to for-profit entities                          | ...            | ...            | ...            |
| <b>Net Cash Flows From Financing Activities</b>                       | <b>...</b>     | <b>...</b>     | <b>...</b>     |
| <b>Net Increase/(Decrease) in Cash</b>                                | <b>(7,097)</b> | <b>(8,376)</b> | <b>(2,645)</b> |
| Opening Cash and Cash Equivalents                                     | 11,922         | 11,672         | 3,296          |
| Reclassification of Cash Equivalents                                  | ...            | ...            | ...            |
| Cash transferred in (out) as a result of administrative restructuring | ...            | ...            | ...            |
| <b>Closing Cash and Cash Equivalents</b>                              | <b>4,825</b>   | <b>3,296</b>   | <b>651</b>     |

## State Insurance Regulatory Authority

### Operating Statement

|   | 2017-18        |                | 2018-19        |
|---|----------------|----------------|----------------|
|   | Budget         | Revised        | Budget         |
|   | \$000          | \$000          | \$000          |
| <b>Expenses Excluding Losses</b>                                      |                |                |                |
| Operating expenses -  |                |                |                |
| Employee related  | 4,361          | 10,172         | 5,816          |
| Other operating expenses  | 543,624        | 518,354        | 561,831        |
| Grants and subsidies  | 12,300         | 5,704          | 12,687         |
| Appropriation expense   | ...            | ...            | ...            |
| Depreciation and amortisation   | 2,232          | 1,221          | 2,648          |
| Finance costs   | ...            | ...            | ...            |
| Other expenses  | ...            | ...            | ...            |
| <b>TOTAL EXPENSES EXCLUDING LOSSES</b>                                | <b>562,517</b> | <b>535,451</b> | <b>582,982</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   | 7,072          | 8,560          | 7,179          |
| Grants and contributions  | 2,658          | 5,358          | 4,578          |
| Investment revenue  | 7,619          | 9,934          | 7,939          |
| Retained taxes, fees and fines  | 544,125        | 522,417        | 561,004        |
| Other revenue   | 111            | 4,518          | 632            |
| <b>Total Revenue</b>  | <b>561,586</b> | <b>550,787</b> | <b>581,331</b> |
| Gain/(loss) on disposal of non current assets                         | ...            | (21)           | ...            |
| Other gains/(losses)  | (500)          | 1,014          | 1,362          |
| <b>Net Result</b>   | <b>(1,431)</b> | <b>16,329</b>  | <b>(289)</b>   |

**Balance Sheet**

|  | 2017-18        |                | 2018-19        |
|--|----------------|----------------|----------------|
|  | Budget         | Revised        | Budget         |
|  | \$000          | \$000          | \$000          |
| <b>Assets</b>                                    |                |                |                |
| <b>Current Assets</b>                            |                |                |                |
| Cash assets                                      | 93,549         | 143,288        | 140,713        |
| Receivables                                      | 37,698         | 67,522         | 67,012         |
| Inventories                                      | ...            | ...            | ...            |
| Financial Assets at Fair Value                   | 184,674        | 183,093        | 177,823        |
| Other Financial Assets                           | ...            | ...            | ...            |
| Other  | ...            | ...            | ...            |
| Assets Held For Sale                             | ...            | ...            | ...            |
| <b>Total Current Assets</b>                      | <b>315,922</b> | <b>393,903</b> | <b>385,548</b> |
| <b>Non Current Assets</b>                        |                |                |                |
| Receivables                                      | ...            | ...            | ...            |
| Inventories                                      | ...            | ...            | ...            |
| Financial Assets at Fair Value                   | ...            | ...            | ...            |
| Equity Investments                               | ...            | ...            | ...            |
| Property, plant and equipment -                  |                |                |                |
| Land and building                                | (0)            | ...            | ...            |
| Plant and equipment                              | 7,042          | 9,495          | 12,546         |
| Infrastructure Systems                           | ...            | ...            | ...            |
| Investment Properties                            | ...            | ...            | ...            |
| Intangibles                                      | 5,714          | 6,610          | 6,468          |
| Other Assets                                     | ...            | ...            | ...            |
| <b>Total Non Current Assets</b>                  | <b>12,756</b>  | <b>16,106</b>  | <b>19,014</b>  |
| <b>Total Assets</b>                              | <b>328,677</b> | <b>410,009</b> | <b>404,562</b> |
| <b>Liabilities</b>                               |                |                |                |
| <b>Current Liabilities</b>                       |                |                |                |
| Payables   | 14,389         | 46,569         | 46,569         |
| Other Financial Liabilities at Fair Value        | ...            | ...            | ...            |
| Borrowings                                       | ...            | ...            | ...            |
| Provisions                                       | 36,414         | 23,085         | 23,688         |
| Other  | ...            | ...            | ...            |
| Liabilities associated with assets held for sale | ...            | ...            | ...            |
| <b>Total Current Liabilities</b>                 | <b>50,802</b>  | <b>69,653</b>  | <b>70,256</b>  |
| <b>Non Current Liabilities</b>                   |                |                |                |
| Payables   | ...            | 107,634        | 107,101        |
| Other financial liabilities at fair value        | ...            | ...            | ...            |
| Borrowings                                       | ...            | ...            | ...            |
| Provisions                                       | 99,912         | 101,366        | 96,138         |
| Other  | 90,198         | ...            | ...            |
| <b>Total Non Current Liabilities</b>             | <b>190,110</b> | <b>209,001</b> | <b>203,239</b> |
| <b>Total Liabilities</b>                         | <b>240,913</b> | <b>278,654</b> | <b>273,495</b> |
| <b>Net Assets</b>                                | <b>87,765</b>  | <b>131,355</b> | <b>131,066</b> |
| <b>Equity</b>                                    |                |                |                |
| Accumulated funds                                | 87,765         | 131,355        | 131,066        |
| Reserves   | ...            | ...            | ...            |
| Capital Equity                                   | ...            | ...            | ...            |
| <b>Total Equity</b>                              | <b>87,765</b>  | <b>131,355</b> | <b>131,066</b> |

## Cash Flow Statement

|   | 2017-18         |                | 2018-19        |
|---|-----------------|----------------|----------------|
|   | Budget          | Revised        | Budget         |
|   | \$000           | \$000          | \$000          |
| <b>Cash Flows From Operating Activities</b>                           |                 |                |                |
| <b>Payments</b>   |                 |                |                |
| Employee related  | 4,740           | 10,551         | 6,202          |
| Grants and subsidies  | 12,300          | 5,704          | 12,687         |
| Finance costs   | ...             | ...            | ...            |
| Equivalent Income Tax   | ...             | ...            | ...            |
| Other payments  | 546,206         | 524,379        | 564,732        |
| <b>Total Payments</b>   | <b>563,246</b>  | <b>540,634</b> | <b>583,621</b> |
| <b>Receipts</b>   |                 |                |                |
| Appropriation   | ...             | ...            | ...            |
| Cluster Grant Revenue   | ...             | ...            | ...            |
| Liab to CF - Change in operating assets and liabilities               | ...             | ...            | ...            |
| Cash reimbursements from the Crown Entity                             | ...             | ...            | ...            |
| Transfers to the Crown Entity   | ...             | ...            | ...            |
| Cash transfers to the Crown Entity                                    | ...             | ...            | ...            |
| Sale of goods and services  | 7,072           | 8,560          | 7,179          |
| Retained taxes, fees and fines  | 544,125         | 522,417        | 561,004        |
| Interest received   | 2,161           | 4,476          | 2,209          |
| Grants and contributions  | 2,658           | 5,358          | 4,578          |
| Other receipts  | (889)           | 4,863          | 632            |
| <b>Total Receipts</b>   | <b>555,128</b>  | <b>545,674</b> | <b>575,601</b> |
| <b>Net Cash Flows From Operating Activities</b>                       | <b>(8,118)</b>  | <b>5,040</b>   | <b>(8,020)</b> |
| <b>Cash Flows From Investing Activities</b>                           |                 |                |                |
| Proceeds from sale of property, plant and equipment                   | ...             | 5              | ...            |
| Purchases of property, plant and equipment                            | (8,355)         | (6,270)        | (4,555)        |
| Proceeds from sale of investments                                     | 7,200           | ...            | ...            |
| Purchases of investments  | ...             | 10,100         | 11,000         |
| Advances repayments received  | ...             | ...            | ...            |
| Advances made   | ...             | ...            | ...            |
| Other Investing   | (2,200)         | (4,310)        | (1,000)        |
| <b>Net Cash Flows From Investing Activities</b>                       | <b>(3,355)</b>  | <b>(476)</b>   | <b>5,445</b>   |
| <b>Cash Flows From Financing Activities</b>                           |                 |                |                |
| Proceeds from borrowings and advances                                 | ...             | ...            | ...            |
| Repayment of borrowings and advances                                  | ...             | ...            | ...            |
| Dividends paid  | ...             | ...            | ...            |
| Other Financing   | ...             | ...            | ...            |
| Capital appropriation - equity appropriation                          | ...             | ...            | ...            |
| Cash equity injection to for-profit entities                          | ...             | ...            | ...            |
| <b>Net Cash Flows From Financing Activities</b>                       | <b>...</b>      | <b>...</b>     | <b>...</b>     |
| <b>Net Increase/(Decrease) in Cash</b>                                | <b>(11,473)</b> | <b>4,564</b>   | <b>(2,575)</b> |
| Opening Cash and Cash Equivalents                                     | 105,024         | 138,723        | 143,288        |
| Reclassification of Cash Equivalents                                  | ...             | ...            | ...            |
| Cash transferred in (out) as a result of administrative restructuring | ...             | ...            | ...            |
| <b>Closing Cash and Cash Equivalents</b>                              | <b>93,550</b>   | <b>143,288</b> | <b>140,713</b> |