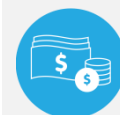


1. CUSTOMER SERVICE CLUSTER

1.1 Introduction

The Customer Service cluster builds upon work already undertaken to deliver and exceed customer expectations of NSW Government services. The cluster works to ensure customer insights are embedded in policy design and service. The accelerated use of digital data and behavioural insights ensures that service delivery meets customer expectations.



\$2.7
billion

Recurrent
Expenses
2019-20



\$375
million

Capital
Expenditure
2019-20

Contribution to the Government's Priorities

The Customer Service cluster contributes to delivering the following Government priority:

- Making Government work better for you by putting the customer at the centre of everything we do.

State Outcomes to be delivered by the Customer Service cluster

State Outcome	Description
Excellence in customer service	Improving customers' satisfaction with NSW government services through a customer-centred approach to everything we do, resulting in better customer experiences and easier transactions.
Digital leadership and innovation in government services	Investing in innovation and technology to improve the availability, reliability and security of NSW government platforms, information and services.
Competitive, fair and secure markets	Improving and simplifying regulation in New South Wales to make it easier and safer for businesses and consumers to transact.

1.2 2019-20 Budget Highlights

In 2019-20, the Customer Service cluster will spend \$3.1 billion (\$2.7 billion recurrent expenses and \$374.8 million capital expenditure). Key initiatives are highlighted below.

Excellence in customer service

- Service NSW is the lead customer service touch point for delivering whole of government services and advice. Since it was established in 2013, the range and volume of services that Service NSW offers has expanded. Its one-stop shop customer model makes it easier for the community to interact with government, including accessing rebates and incentives as part of the Cost of Living programs. Additional funding of \$50 million has been provided for 2019-20, which demonstrates the Government's commitment to expand the reach of government services and improve customer experience by funding the continued growth of Service NSW
- \$92.1 million in 2019-20 to continue the Creative Kids program, which provides parents and guardians with a \$100 voucher each year to help with the cost of their school-aged kids' participation in creative and cultural activities
- \$70 million (\$55 million expenses and \$15 million capital over four years) to roll out 10 new Service NSW centres across Metropolitan Sydney
- \$4 million in 2019-20 to roll out four one-stop shop Service NSW buses servicing communities throughout the State
- Helping people with their energy bills by expanding the Energy Switch program to include gas and to provide small businesses with access to the Energy Switch program
- Increasing the number of cost of living services available through Service NSW on behalf of agencies including:
 - Energy Switch Program
 - Regional Seniors Transport Card
 - IVF Rebate Program
 - Road Toll Relief Program.

Digital leadership and innovation in government services

- Establishing a Digital Restart Fund in 2019-20 with seed funding of \$100 million over the next two years to fund whole of government digital transformation
- \$12.5 million over five years to establish a Nuclear Medicine and Technology Hub at Lucas Heights in partnership with the Australian Nuclear Science and Technology Organisation to develop cutting edge treatments
- \$1.5 million to trial the Park n' Pay app in The Rocks precinct in Sydney
- Continuing the roll out of digital drivers' licences through Service NSW.

Competitive, fair and secure markets

- NSW Government will appoint a Building Commissioner to act as the consolidated building regulator in NSW with responsibilities to licence and audit practitioners
- \$49 million (\$27 million expenses and \$22 million capital) in 2019-20 for the Easy to do Business program, which provides a concierge service and interface with local councils and government bodies for small businesses in five sectors (cafes, housing construction, clothing retail, printing and road freight) to reduce the time it takes to either open or expand a small business. This program will enable businesses to reduce red tape and opt in to communications about policy or regulatory changes affecting their industry
- \$35 million in 2019-20 to support responsible gambling and reduce problem gambling in the community. This will be funded through the Responsible Gambling levy on the Star casino, tax from wagering operators, and a drawdown of the Responsible Gambling Fund reserves
- \$13 million in 2019-20 through the ClubGRANTS Category 3 scheme, towards supporting grants in the community and sport and health infrastructure. The NSW Government will continue to work with ClubsNSW to modernise and streamline service provision and regulation of the sector
- \$10.4 million in 2019-20 to assist Greyhound Racing NSW and its clubs to improve animal welfare, including track upgrades to reduce injury rates for racing dogs
- \$2.8 million over two years to extend the quad Bike Safety Improvement Program including rebates for farmers who prefer drones as alternatives to quad bikes.

1.3 Machinery of Government

The Department of Customer Service is established under the *Administrative Arrangements (Administrative Change – Public Service Agencies) Order 2019* effective 1 July 2019. The Customer Service cluster combines the functions and agencies of the former Finance, Services and Innovation cluster with specific functions from the former Industry cluster, the former Justice cluster, the Premier and Cabinet cluster and the Treasury cluster except as provided in other clusters.

Under the *Administrative Arrangements (Administrative Change – Public Service Agencies) Order 2019* the following changes are effective 1 July 2019:

- most of the functions from the former Finance, Services and Innovation cluster transfer to the Customer Service cluster, including the following agencies:
 - Long Service Corporation
 - Rental Bond Board
 - Service NSW
 - State Insurance Regulatory Authority
 - New South Wales Government Telecommunications Authority
- the following functions and agencies from the Premier and Cabinet cluster transfer to the Customer Service cluster:
 - Office of Customer Service Commissioner
 - Behavioural Insights Unit
 - Government Communications Branch
 - Functions undertaken by the Digital, Content and Sponsorships Branch of the Department of Premier and Cabinet in administering the nsw.gov.au website
 - Independent Pricing and Regulatory Tribunal
- the NSW Registry of Births, Death and Marriages and the Information and Privacy Commission transfers from the former Justice cluster
- the Independent Liquor and Gaming Authority transfers from the former Industry cluster
- the Data Analytics Centre transfers from the Treasury cluster.

1.4 Overview of cluster expenses by State Outcome

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

Chart 1.1: Recurrent expenses by outcome 2019-20 (dollars and %)

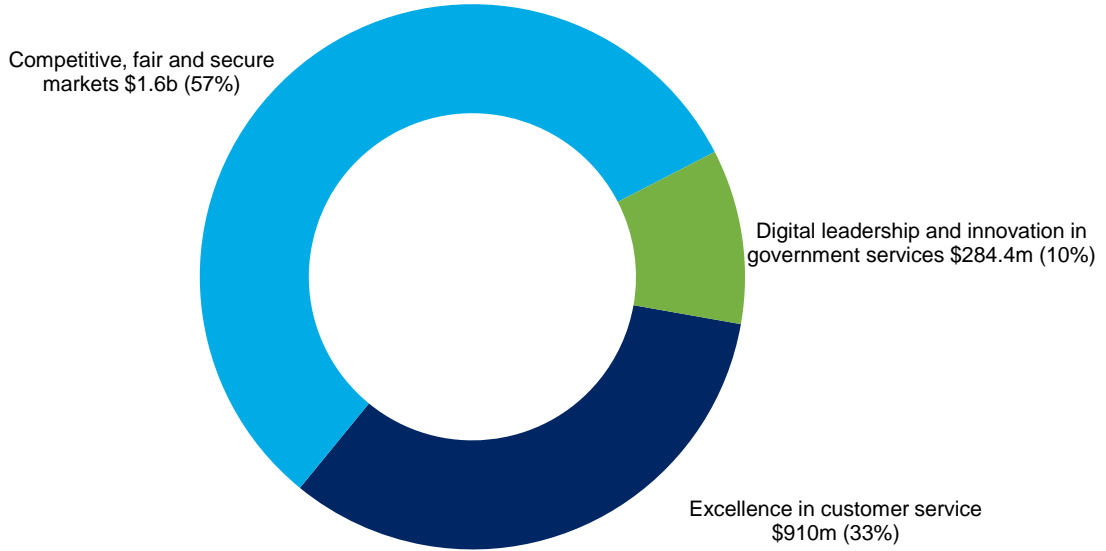
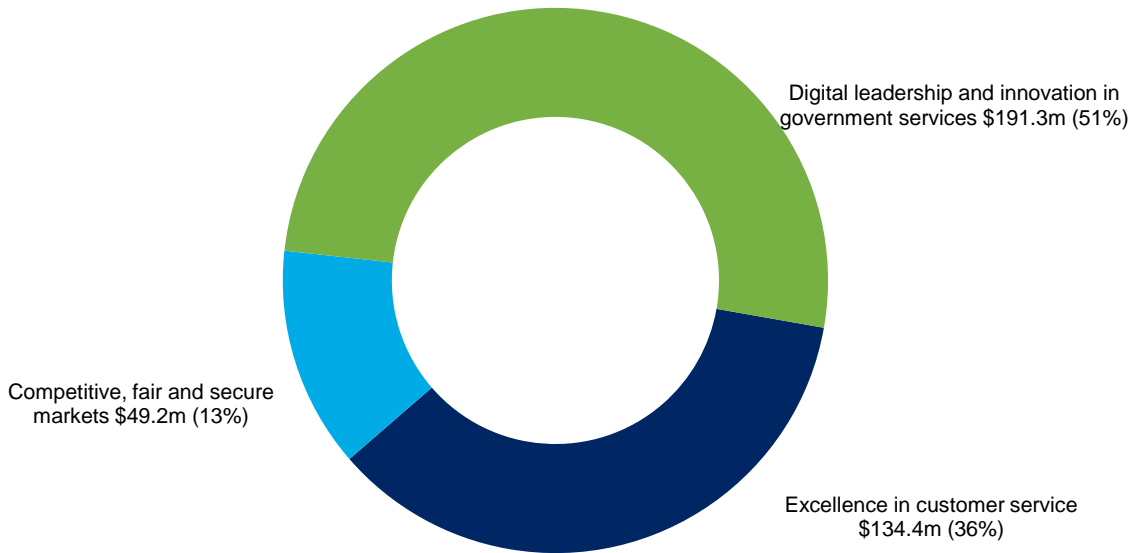


Chart 1.2: Capital expenditure by outcome 2019-20 (dollars and %)



1.5 Agency Expense Summary

The 2019-20 Budget for the Department of Customer Service (and other agencies within the cluster) is listed in the table below.

In 2019-20, the Department of Customer Service will spend \$1.7 billion (\$1.6 billion recurrent expenses and \$141.9 million capital expenditure).

Customer Service cluster	Expenses ^(a)			Capital Expenditure		
	2018-19 Revised	2019-20 Budget	Change	2018-19 Revised	2019-20 Budget	Change
	\$m	\$m	%	\$m	\$m	%
Department of Customer Service ^(b)	N/A ^(b)	1,170.2	N/A ^(b)	N/A ^(b)	141.9	N/A ^(b)
Cluster Grants and other adjustments	N/A ^(b)	415.7	N/A ^(b)
Total Principal Agency	N/A^(b)	1,585.9	N/A^(b)	N/A^(b)	141.9	N/A^(b)
Agencies transferred from: Finance, Services and Innovation (GG) Cluster ^(c)						
Long Service Corporation	263.1	285.0	8.3	1.2	5.8	N/A
Rental Bond Board	56.8	61.2	7.7	0.0	0.0	0.0
Service NSW	534.6	490.1	(8.3)	61.1	44.6	(27.0) ^(g)
State Insurance Regulatory Authority	575.5	594.1	3.2	0.0	5.6	N/A
New South Wales Government Telecommunications Authority	81.3	104.6	28.7	105.7	169.0	59.8
Agencies transferred from: Industry (GG) Cluster ^(d)						
Independent Liquor and Gaming Authority	3.7	2.8	(23.5) ^(h)	0.1	0.0	N/A
Agencies transferred from: Justice (GG) Cluster ^(e)						
Information and Privacy Commission	6.0	5.8	(3.6)	0.2	1.3	N/A
Agencies transferred from: Premier and Cabinet (GG) Cluster ^(f)						
Independent Pricing and Regulatory Tribunal	34.4	32.9	(4.4)	0.2	6.7	N/A
Total Transferred In Agencies	1,555.4	1,576.6	1.4	168.5	232.9	38.3
Principal Agency abolished and absorbed from: Finance, Services and Innovation (GG) Cluster						
Department of Finance, Services and Innovation	1,431.9	N/A	N/A	101.9	N/A	N/A
Cluster Grants and other adjustments	434.9	N/A	N/A
Total Abolished Principal Agency	1,866.9	N/A	N/A	101.9	N/A	N/A

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

(b) The Department of Customer Service is a newly established entity effective 1 July 2019, following machinery of government changes (see section 1.3). As such, 2018-19 financial data are not available, and comparisons between 2018-19 and 2019-20 are not possible.

(c) Long Service Corporation, Rental Bond Board, Service NSW, State Insurance Regulatory Authority and New South Wales Government Telecommunications Authority transfer from the former Finance, Services and Innovation cluster effective 1 July 2019.

(d) The Independent Liquor and Gaming Authority transfers from the former Industry cluster effective 1 July 2019.

(e) The Information and Privacy Commission transfers from the former Justice cluster effective 1 July 2019.

(f) The Independent Pricing and Regulatory Tribunal transfers from the Premier and Cabinet cluster effective 1 July 2019.

(g) Capital reduction due to completion of the transition of rural and regional motor registries to Service NSW centres.

(h) Decline shows the combined effect of higher employee related expenses in 2018-19 from secretariat support for the Board, and in 2019-20 lower other operating costs.

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

1.6 Financial Statements

Department of Customer Service

Operating Statement

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses -			
Employee Related	686,133
Personnel Services Expenses	(4,904)
Other Operating Expenses	227,576
Grants and Subsidies	540,439
Appropriation Expense
Depreciation and Amortisation	126,219
Finance Costs	10,451
Other Expenses	30
TOTAL EXPENSES EXCLUDING LOSSES	1,585,944
Revenue			
Appropriation Revenue	988,772
Cluster Grant Revenue
Acceptance by Crown Entity of Employee Benefits and Other	13,755
Liabilities			
Transfers to the Crown Entity
Sales of Goods and Services	362,003
Grants and Contributions	25,801
Investment Revenue	5,426
Retained Taxes, Fees and Fines	87,616
Other Revenue	228,058
Total Revenue	1,711,431
Gain/(loss) on Disposal of Non Current Assets	(1,439)
Other Gains/(Losses)	(1,302)
Net Result	122,746

Balance Sheet

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash Assets	449,655
Taxes Receivable
Receivables	161,371
Inventories	53
Financial Assets at Fair Value	91,040
Other Financial Assets
Other	56,050
Assets Held For Sale	26,978
Total Current Assets	785,148
Non Current Assets			
Taxes Receivable
Receivables	6,358
Inventories	5,248
Financial Assets at Fair Value
Equity Investments
Property, Plant and Equipment -			
Land and Building	226,326
Plant and Equipment	277,644
Infrastructure Systems	(479)
Investment Properties
Intangibles	128,807
Other Assets	4,473
Total Non Current Assets	648,376
Total Assets	1,433,524
Liabilities			
Current Liabilities			
Taxes Payable
Payables	187,553
Other Financial Liabilities at Fair Value
Borrowings	51,689
Provisions	186,149
Other	99,345
Liabilities Associated with Assets Held for Sale
Total Current Liabilities	524,736
Non Current Liabilities			
Taxes Payable
Payables
Other Financial Liabilities at Fair Value
Borrowings	230,158
Provisions	36,116
Other	2,413,591
Total Non Current Liabilities	2,679,865
Total Liabilities	3,204,601
Net Assets	(1,771,077)
Equity			
Accumulated Funds	(1,784,840)
Reserves	13,763
Capital Equity
Total Equity	(1,771,077)

Cash Flow Statement

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee Related	653,557
Personnel Services	(4,904)
Grants and Subsidies	540,439
Finance Costs	10,443
Equivalent Income Tax
Other Payments	464,800
Total Payments	1,664,335
Receipts			
Appropriation	988,772
Cluster Grant Revenue
Cash reimbursements from the Crown Entity
Sale Proceeds Transfers to the Crown Entity
Cash transfers to the Crown Entity	(18,077)
Sale of Goods and Services	324,310
Retained Taxes, Fees and Fines	(1,288)
Interest Received	5,426
Grants and Contributions	25,801
Other Receipts	509,374
Total Receipts	1,834,318
Net Cash Flows From Operating Activities	169,983
Cash Flows From Investing Activities			
Proceeds from Sale of Property, Plant and Equipment	50,097
Purchases of Property, Plant and Equipment	(59,593)
Proceeds from Sale of Investments
Purchases of Investments
Advances Repayments Received
Advances made
Other Investing	(49,518)
Net Cash Flows From Investing Activities	(59,014)
Cash Flows From Financing Activities			
Proceeds from Borrowings and Advances
Repayment of Borrowings and Advances	(125,897)
Dividends Paid
Other Financing
Capital Appropriation - Equity Appropriation
Cash Equity Injection to For-Profit Entities
Net Cash Flows From Financing Activities	(125,897)
Net Increase/(Decrease) in Cash	(14,929)
Opening Cash and Cash Equivalents	456,358
Reclassification of Cash Equivalents
Cash transferred in (out) as a Result of Administrative Restructuring	8,226
Closing Cash and Cash Equivalents	449,655

Independent Liquor and Gaming Authority

Operating Statement

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses -			
Employee Related	778	1,183	798
Personnel Services Expenses
Other Operating Expenses	1,724	2,443	1,970
Grants and Subsidies	250
Appropriation Expense
Depreciation and Amortisation	30	30	30
Finance Costs
Other Expenses
TOTAL EXPENSES EXCLUDING LOSSES	2,782	3,656	2,798
Revenue			
Appropriation Revenue
Cluster Grant Revenue	2,975
Acceptance by Crown Entity of Employee Benefits and Other Liabilities
Transfers to the Crown Entity
Sales of Goods and Services	250	265	...
Grants and Contributions	...	538	...
Investment Revenue	...	321	...
Retained Taxes, Fees and Fines
Other Revenue
Total Revenue	250	1,125	2,975
Gain/(loss) on Disposal of Non Current Assets
Other Gains/(Losses)
Net Result	(2,532)	(2,531)	177

Balance Sheet

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash Assets	2,239	1,801	2,002
Taxes Receivable
Receivables	936	12	12
Inventories
Financial Assets at Fair Value
Other Financial Assets
Other
Assets Held For Sale
Total Current Assets	3,175	1,813	2,014
Non Current Assets			
Taxes Receivable
Receivables	4,620
Inventories
Financial Assets at Fair Value
Equity Investments
Property, Plant and Equipment -			
Land and Building
Plant and Equipment	111	40	10
Infrastructure Systems
Investment Properties
Intangibles
Other Assets
Total Non Current Assets	4,731	40	10
Total Assets	7,906	1,853	2,024
Liabilities			
Current Liabilities			
Taxes Payable
Payables	2,525	155	164
Other Financial Liabilities at Fair Value
Borrowings
Provisions
Other	1,061	...	(15)
Liabilities Associated with Assets Held for Sale
Total Current Liabilities	3,586	155	149
Non Current Liabilities			
Taxes Payable
Payables
Other Financial Liabilities at Fair Value
Borrowings
Provisions
Other
Total Non Current Liabilities
Total Liabilities	3,586	155	149
Net Assets	4,320	1,698	1,875
Equity			
Accumulated Funds	4,320	1,698	1,875
Reserves
Capital Equity
Total Equity	4,320	1,698	1,875

Cash Flow Statement

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee Related	864	1,183	874
Personnel Services
Grants and Subsidies	250
Finance Costs
Equivalent Income Tax
Other Payments	1,890	12,554	2,136
Total Payments	3,004	13,737	3,010
Receipts			
Appropriation
Cluster Grant Revenue	2,975
Cash reimbursements from the Crown Entity
Sale Proceeds Transfers to the Crown Entity
Cash transfers to the Crown Entity
Sale of Goods and Services	250	265	(0)
Retained Taxes, Fees and Fines
Interest Received	...	321	...
Grants and Contributions	...	538	...
Other Receipts	166	166	166
Total Receipts	416	1,291	3,141
Net Cash Flows From Operating Activities	(2,588)	(12,447)	131
Cash Flows From Investing Activities			
Proceeds from Sale of Property, Plant and Equipment
Purchases of Property, Plant and Equipment	...	(70)	70
Proceeds from Sale of Investments
Purchases of Investments
Advances Repayments Received
Advances made
Other Investing
Net Cash Flows From Investing Activities	...	(70)	70
Cash Flows From Financing Activities			
Proceeds from Borrowings and Advances
Repayment of Borrowings and Advances
Dividends Paid
Other Financing
Capital Appropriation - Equity Appropriation
Cash Equity Injection to For-Profit Entities
Net Cash Flows From Financing Activities
Net Increase/(Decrease) in Cash	(2,588)	(12,517)	201
Opening Cash and Cash Equivalents	4,827	14,317	1,801
Reclassification of Cash Equivalents
Cash transferred in (out) as a Result of Administrative Restructuring
Closing Cash and Cash Equivalents	2,239	1,801	2,002

Information and Privacy Commission

Operating Statement

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses -			
Employee Related	4,555	4,520	4,568
Personnel Services Expenses
Other Operating Expenses	1,052	1,257	645
Grants and Subsidies
Appropriation Expense
Depreciation and Amortisation	241	258	598
Finance Costs	7
Other Expenses
TOTAL EXPENSES EXCLUDING LOSSES	5,848	6,035	5,818
Revenue			
Appropriation Revenue
Cluster Grant Revenue	5,618	5,573	5,589
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	170	140	177
Transfers to the Crown Entity
Sales of Goods and Services
Grants and Contributions
Investment Revenue	1	...	1
Retained Taxes, Fees and Fines
Other Revenue	12	13	13
Total Revenue	5,802	5,726	5,780
Gain/(loss) on Disposal of Non Current Assets	...	(3)	...
Other Gains/(Losses)
Net Result	(46)	(312)	(38)

Balance Sheet

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash Assets	424	349	348
Taxes Receivable
Receivables	685	365	414
Inventories
Financial Assets at Fair Value
Other Financial Assets
Other
Assets Held For Sale
Total Current Assets	1,109	714	762
Non Current Assets			
Taxes Receivable
Receivables
Inventories
Financial Assets at Fair Value
Equity Investments
Property, Plant and Equipment -			
Land and Building	1,091
Plant and Equipment	88	87	66
Infrastructure Systems
Investment Properties
Intangibles	876	855	785
Other Assets
Total Non Current Assets	964	942	1,942
Total Assets	2,073	1,656	2,704
Liabilities			
Current Liabilities			
Taxes Payable
Payables	235	232	231
Other Financial Liabilities at Fair Value
Borrowings	373
Provisions	497	377	377
Other
Liabilities Associated with Assets Held for Sale
Total Current Liabilities	732	609	981
Non Current Liabilities			
Taxes Payable
Payables
Other Financial Liabilities at Fair Value
Borrowings	714
Provisions	7	7	7
Other
Total Non Current Liabilities	7	7	721
Total Liabilities	739	616	1,702
Net Assets	1,334	1,040	1,002
Equity			
Accumulated Funds	1,334	1,040	1,002
Reserves
Capital Equity
Total Equity	1,334	1,040	1,002

Cash Flow Statement

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee Related	4,385	4,408	4,391
Personnel Services
Grants and Subsidies
Finance Costs	7
Equivalent Income Tax
Other Payments	1,229	1,404	827
Total Payments	5,614	5,812	5,225
Receipts			
Appropriation
Cluster Grant Revenue	5,618	5,573	5,589
Cash reimbursements from the Crown Entity
Sale Proceeds Transfers to the Crown Entity
Cash transfers to the Crown Entity
Sale of Goods and Services
Retained Taxes, Fees and Fines
Interest Received	1	...	1
Grants and Contributions
Other Receipts	144	94	145
Total Receipts	5,764	5,667	5,735
Net Cash Flows From Operating Activities	150	(145)	510
Cash Flows From Investing Activities			
Proceeds from Sale of Property, Plant and Equipment
Purchases of Property, Plant and Equipment	...	(19)	...
Proceeds from Sale of Investments
Purchases of Investments
Advances Repayments Received
Advances made
Other Investing	(150)	(158)	(150)
Net Cash Flows From Investing Activities	(150)	(177)	(150)
Cash Flows From Financing Activities			
Proceeds from Borrowings and Advances
Repayment of Borrowings and Advances	(361)
Dividends Paid
Other Financing
Capital Appropriation - Equity Appropriation
Cash Equity Injection to For-Profit Entities
Net Cash Flows From Financing Activities	(361)
Net Increase/(Decrease) in Cash	...	(322)	(1)
Opening Cash and Cash Equivalents	424	671	349
Reclassification of Cash Equivalents
Cash transferred in (out) as a Result of Administrative Restructuring
Closing Cash and Cash Equivalents	424	349	348

Service NSW

Operating Statement

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses -			
Employee Related	160,576	256,419	146,210
Personnel Services Expenses
Other Operating Expenses	190,877	193,094	245,809
Grants and Subsidies	...	2,500	...
Appropriation Expense
Depreciation and Amortisation	42,871	82,594	95,176
Finance Costs	2,947
Other Expenses
TOTAL EXPENSES EXCLUDING LOSSES	394,324	534,608	490,142
Revenue			
Appropriation Revenue
Cluster Grant Revenue	117,584	164,792	134,856
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	4,323	8,547	4,360
Transfers to the Crown Entity
Sales of Goods and Services	286,268	308,562	293,823
Grants and Contributions	14,400	14,400	7,600
Investment Revenue	200	324	199
Retained Taxes, Fees and Fines
Other Revenue	206	1,035	205
Total Revenue	422,981	497,660	441,043
Gain/(loss) on Disposal of Non Current Assets
Other Gains/(Losses)
Net Result	28,657	(36,948)	(49,099)

Balance Sheet

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash Assets	8,440	21,330	1,839
Taxes Receivable
Receivables	42,869	46,642	46,841
Inventories
Financial Assets at Fair Value
Other Financial Assets
Other
Assets Held For Sale
Total Current Assets	51,309	67,972	48,680
Non Current Assets			
Taxes Receivable
Receivables
Inventories
Financial Assets at Fair Value
Equity Investments
Property, Plant and Equipment -			
Land and Building	117,147
Plant and Equipment	81,820	81,820	54,217
Infrastructure Systems
Investment Properties
Intangibles	211,937	110,546	81,603
Other Assets
Total Non Current Assets	293,757	192,366	252,967
Total Assets	345,066	260,338	301,647
Liabilities			
Current Liabilities			
Taxes Payable
Payables	38,365	74,876	72,380
Other Financial Liabilities at Fair Value
Borrowings	15,471
Provisions	16,509	16,509	13,229
Other
Liabilities Associated with Assets Held for Sale
Total Current Liabilities	54,874	91,385	101,080
Non Current Liabilities			
Taxes Payable
Payables
Other Financial Liabilities at Fair Value
Borrowings	81,233
Provisions	6,547	6,547	6,027
Other
Total Non Current Liabilities	6,547	6,547	87,260
Total Liabilities	61,421	97,932	188,340
Net Assets	283,645	162,406	113,307
Equity			
Accumulated Funds	283,645	162,406	113,307
Reserves
Capital Equity
Total Equity	283,645	162,406	113,307

Cash Flow Statement

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee Related	160,105	253,476	143,333
Personnel Services
Grants and Subsidies	...	2,500	...
Finance Costs	2,947
Equivalent Income Tax
Other Payments	224,678	173,696	275,056
Total Payments	384,783	429,673	421,335
Receipts			
Appropriation
Cluster Grant Revenue	117,584	164,792	134,856
Cash reimbursements from the Crown Entity
Sale Proceeds Transfers to the Crown Entity
Cash transfers to the Crown Entity
Sale of Goods and Services	280,180	308,923	293,624
Retained Taxes, Fees and Fines
Interest Received	200	324	199
Grants and Contributions	14,400	14,400	7,600
Other Receipts	24,531	1,204	24,639
Total Receipts	436,896	489,643	460,917
Net Cash Flows From Operating Activities	52,113	59,970	39,582
Cash Flows From Investing Activities			
Proceeds from Sale of Property, Plant and Equipment
Purchases of Property, Plant and Equipment	(22,400)	(18,946)	(18,141)
Proceeds from Sale of Investments
Purchases of Investments
Advances Repayments Received
Advances made
Other Investing	(35,198)	(42,107)	(26,326)
Net Cash Flows From Investing Activities	(57,598)	(61,053)	(44,467)
Cash Flows From Financing Activities			
Proceeds from Borrowings and Advances
Repayment of Borrowings and Advances	(14,606)
Dividends Paid
Other Financing
Capital Appropriation - Equity Appropriation
Cash Equity Injection to For-Profit Entities
Net Cash Flows From Financing Activities	(14,606)
Net Increase/(Decrease) in Cash	(5,485)	(1,083)	(19,590)
Opening Cash and Cash Equivalents	13,925	22,412	21,330
Reclassification of Cash Equivalents
Cash transferred in (out) as a Result of Administrative Restructuring
Closing Cash and Cash Equivalents	8,440	21,330	1,839

Long Service Corporation

Operating Statement

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses -			
Employee Related	375	567	229
Personnel Services Expenses	8,057	7,851	8,259
Other Operating Expenses	125,350	223,118	239,519
Grants and Subsidies
Appropriation Expense
Depreciation and Amortisation	427	143	1,242
Finance Costs	66,138	31,378	35,762
Other Expenses
TOTAL EXPENSES EXCLUDING LOSSES	200,347	263,058	285,011
Revenue			
Appropriation Revenue
Cluster Grant Revenue
Acceptance by Crown Entity of Employee Benefits and Other Liabilities
Transfers to the Crown Entity
Sales of Goods and Services
Grants and Contributions
Investment Revenue	92,600	116,750	117,566
Retained Taxes, Fees and Fines	157,000	203,907	212,494
Other Revenue	134	201	210
Total Revenue	249,734	320,858	330,270
Gain/(loss) on Disposal of Non Current Assets
Other Gains/(Losses)
Net Result	49,387	57,800	45,258

Balance Sheet

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash Assets	111,806	96,759	116,217
Taxes Receivable
Receivables	9,247	9,460	9,939
Inventories
Financial Assets at Fair Value
Other Financial Assets	...	221,000	221,000
Other
Assets Held For Sale
Total Current Assets	121,053	327,218	347,156
Non Current Assets			
Taxes Receivable
Receivables
Inventories
Financial Assets at Fair Value	1,604,801	1,501,359	1,712,640
Equity Investments
Property, Plant and Equipment -			
Land and Building	809
Plant and Equipment	1,965	182	59
Infrastructure Systems
Investment Properties
Intangibles	3,020	1,481	5,346
Other Assets
Total Non Current Assets	1,609,786	1,503,022	1,718,854
Total Assets	1,730,839	1,830,240	2,066,010
Liabilities			
Current Liabilities			
Taxes Payable
Payables	2,636	2,259	3,727
Other Financial Liabilities at Fair Value
Borrowings
Provisions	1,056,629	1,211,701	1,372,763
Other
Liabilities Associated with Assets Held for Sale
Total Current Liabilities	1,059,264	1,213,961	1,376,490
Non Current Liabilities			
Taxes Payable
Payables
Other Financial Liabilities at Fair Value
Borrowings
Provisions	176,868	186,474	214,455
Other
Total Non Current Liabilities	176,868	186,474	214,455
Total Liabilities	1,236,132	1,400,434	1,590,945
Net Assets	494,707	429,806	475,065
Equity			
Accumulated Funds	494,707	429,806	475,065
Reserves
Capital Equity
Total Equity	494,707	429,806	475,065

Cash Flow Statement

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee Related	375	567	229
Personnel Services	8,057	7,851	8,259
Grants and Subsidies
Finance Costs	20
Equivalent Income Tax
Other Payments	72,054	91,185	86,969
Total Payments	80,486	99,603	95,477
Receipts			
Appropriation
Cluster Grant Revenue
Cash reimbursements from the Crown Entity
Sale Proceeds Transfers to the Crown Entity
Cash transfers to the Crown Entity
Sale of Goods and Services
Retained Taxes, Fees and Fines	157,172	204,010	211,811
Interest Received	2,101	6,311	6,441
Grants and Contributions
Other Receipts	1,819	62,379	2,442
Total Receipts	161,092	272,699	220,694
Net Cash Flows From Operating Activities	80,606	173,096	125,217
Cash Flows From Investing Activities			
Proceeds from Sale of Property, Plant and Equipment
Purchases of Property, Plant and Equipment	(1,981)	(78)	(970)
Proceeds from Sale of Investments	(3,436)
Purchases of Investments	(69,387)	(125,543)	(96,530)
Advances Repayments Received
Advances made
Other Investing	(2,610)	(1,172)	(4,823)
Net Cash Flows From Investing Activities	(73,978)	(126,792)	(105,759)
Cash Flows From Financing Activities			
Proceeds from Borrowings and Advances
Repayment of Borrowings and Advances
Dividends Paid
Other Financing
Capital Appropriation - Equity Appropriation
Cash Equity Injection to For-Profit Entities
Net Cash Flows From Financing Activities
Net Increase/(Decrease) in Cash	6,628	46,304	19,459
Opening Cash and Cash Equivalents	105,177	50,455	96,759
Reclassification of Cash Equivalents
Cash transferred in (out) as a Result of Administrative Restructuring
Closing Cash and Cash Equivalents	111,805	96,759	116,217

New South Wales Government Telecommunications Authority

Operating Statement

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses -			
Employee Related	3,544	...	3,500
Personnel Services Expenses	8,237	14,154	14,308
Other Operating Expenses	63,577	44,154	63,231
Grants and Subsidies	...	6,962	3,872
Appropriation Expense
Depreciation and Amortisation	12,894	13,264	19,473
Finance Costs	...	169	192
Other Expenses	...	2,565	...
TOTAL EXPENSES EXCLUDING LOSSES	88,252	81,268	104,576
Revenue			
Appropriation Revenue
Cluster Grant Revenue	165,772	113,873	165,382
Acceptance by Crown Entity of Employee Benefits and Other Liabilities
Transfers to the Crown Entity
Sales of Goods and Services	56,574	63,054	62,616
Grants and Contributions	63,193	4,154	24,599
Investment Revenue	826	977	811
Retained Taxes, Fees and Fines
Other Revenue
Total Revenue	286,365	182,058	253,408
Gain/(loss) on Disposal of Non Current Assets
Other Gains/(Losses)
Net Result	198,113	100,790	148,833

Balance Sheet

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash Assets	27,290	62,282	60,854
Taxes Receivable
Receivables	1,979	12,496	12,578
Inventories	580	806	830
Financial Assets at Fair Value
Other Financial Assets
Other
Assets Held For Sale
Total Current Assets	29,849	75,584	74,262
Non Current Assets			
Taxes Receivable
Receivables
Inventories
Financial Assets at Fair Value
Equity Investments
Property, Plant and Equipment -			
Land and Building	...	320	2,634
Plant and Equipment	321,328	175,385	327,580
Infrastructure Systems
Investment Properties
Intangibles	595	48,917	48,518
Other Assets
Total Non Current Assets	321,923	224,622	378,732
Total Assets	351,772	300,206	452,993
Liabilities			
Current Liabilities			
Taxes Payable
Payables	12,456	53,781	53,887
Other Financial Liabilities at Fair Value
Borrowings
Provisions
Other
Liabilities Associated with Assets Held for Sale
Total Current Liabilities	12,456	53,781	53,887
Non Current Liabilities			
Taxes Payable
Payables
Other Financial Liabilities at Fair Value
Borrowings	3,849
Provisions	3,422	5,881	5,881
Other
Total Non Current Liabilities	3,422	5,881	9,730
Total Liabilities	15,878	59,662	63,617
Net Assets	335,894	240,544	389,377
Equity			
Accumulated Funds	335,894	240,544	389,377
Reserves
Capital Equity
Total Equity	335,894	240,544	389,377

Cash Flow Statement

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee Related	3,544	...	3,500
Personnel Services	8,237	14,154	14,308
Grants and Subsidies	...	6,962	3,872
Finance Costs	192
Equivalent Income Tax
Other Payments	63,696	38,243	63,171
Total Payments	75,477	59,359	85,043
Receipts			
Appropriation
Cluster Grant Revenue	165,772	113,873	165,382
Cash reimbursements from the Crown Entity
Sale Proceeds Transfers to the Crown Entity
Cash transfers to the Crown Entity
Sale of Goods and Services	56,693	58,057	62,516
Retained Taxes, Fees and Fines
Interest Received	826	977	811
Grants and Contributions	63,193	4,154	24,599
Other Receipts	...	7	40
Total Receipts	286,484	177,068	253,348
Net Cash Flows From Operating Activities	211,007	117,709	168,306
Cash Flows From Investing Activities			
Proceeds from Sale of Property, Plant and Equipment
Purchases of Property, Plant and Equipment	(212,037)	(103,159)	(168,530)
Proceeds from Sale of Investments
Purchases of Investments
Advances Repayments Received
Advances made
Other Investing	...	(2,585)	...
Net Cash Flows From Investing Activities	(212,037)	(105,743)	(168,530)
Cash Flows From Financing Activities			
Proceeds from Borrowings and Advances
Repayment of Borrowings and Advances	(1,204)
Dividends Paid
Other Financing
Capital Appropriation - Equity Appropriation
Cash Equity Injection to For-Profit Entities
Net Cash Flows From Financing Activities	(1,204)
Net Increase/(Decrease) in Cash	(1,030)	11,965	(1,428)
Opening Cash and Cash Equivalents	28,320	50,317	62,282
Reclassification of Cash Equivalents
Cash transferred in (out) as a Result of Administrative Restructuring
Closing Cash and Cash Equivalents	27,290	62,282	60,854

Rental Bond Board

Operating Statement

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses -			
Employee Related
Personnel Services Expenses
Other Operating Expenses	30,625	30,515	33,530
Grants and Subsidies	26,330	26,330	27,541
Appropriation Expense
Depreciation and Amortisation
Finance Costs
Other Expenses	144
TOTAL EXPENSES EXCLUDING LOSSES	56,955	56,845	61,215
Revenue			
Appropriation Revenue
Cluster Grant Revenue
Acceptance by Crown Entity of Employee Benefits and Other Liabilities
Transfers to the Crown Entity
Sales of Goods and Services
Grants and Contributions
Investment Revenue	57,602	59,642	60,662
Retained Taxes, Fees and Fines
Other Revenue	...	2,293	1,157
Total Revenue	57,602	61,935	61,820
Gain/(loss) on Disposal of Non Current Assets
Other Gains/(Losses)	(26)
Net Result	622	5,091	605

Balance Sheet

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash Assets	62,158	65,362	65,967
Taxes Receivable
Receivables	4,508	7,047	7,047
Inventories
Financial Assets at Fair Value
Other Financial Assets
Other
Assets Held For Sale
Total Current Assets	66,666	72,410	73,014
Non Current Assets			
Taxes Receivable
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
Total Non Current Assets
Total Assets	66,666	72,410	73,014
Liabilities			
Current Liabilities			
Taxes Payable
Payables
Other Financial Liabilities at Fair Value
Borrowings
Provisions
Other	2,781	1,647	1,647
Liabilities Associated with Assets Held for Sale
Total Current Liabilities	2,781	1,647	1,647
Non Current Liabilities			
Taxes Payable
Payables
Other Financial Liabilities at Fair Value
Borrowings
Provisions
Other
Total Non Current Liabilities
Total Liabilities	2,781	1,647	1,647
Net Assets	63,885	70,762	71,367
Equity			
Accumulated Funds	63,885	70,762	71,367
Reserves
Capital Equity
Total Equity	63,885	70,762	71,367

Cash Flow Statement

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee Related
Personnel Services
Grants and Subsidies	26,330	26,330	27,541
Finance Costs
Equivalent Income Tax
Other Payments	30,625	29,526	33,674
Total Payments	56,955	55,856	61,215
Receipts			
Appropriation
Cluster Grant Revenue
Cash reimbursements from the Crown Entity
Sale Proceeds Transfers to the Crown Entity
Cash transfers to the Crown Entity
Sale of Goods and Services
Retained Taxes, Fees and Fines
Interest Received	57,602	64,090	60,662
Grants and Contributions
Other Receipts	(26)	2,295	1,157
Total Receipts	57,576	66,386	61,820
Net Cash Flows From Operating Activities	622	10,530	605
Cash Flows From Investing Activities			
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
Net Cash Flows From Investing Activities
Cash Flows From Financing Activities			
Proceeds from Borrowings and Advances
Repayment of Borrowings and Advances
Dividends Paid
Other Financing
Capital Appropriation - Equity Appropriation
Cash Equity Injection to For-Profit Entities
Net Cash Flows From Financing Activities
Net Increase/(Decrease) in Cash	622	10,530	605
Opening Cash and Cash Equivalents	61,536	54,833	65,362
Reclassification of Cash Equivalents
Cash transferred in (out) as a Result of Administrative Restructuring
Closing Cash and Cash Equivalents	62,158	65,362	65,967

State Insurance Regulatory Authority

Operating Statement

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses -			
Employee Related	5,816	13,616	4,517
Personnel Services Expenses	50,137	44,480	51,840
Other Operating Expenses	511,694	509,850	518,197
Grants and Subsidies	12,687	8,035	12,605
Appropriation Expense
Depreciation and Amortisation	2,648	1,873	8,241
Finance Costs	577
Other Expenses	(1,872)	(2,344)	(1,829)
TOTAL EXPENSES EXCLUDING LOSSES	581,110	575,510	594,149
Revenue			
Appropriation Revenue
Cluster Grant Revenue
Acceptance by Crown Entity of Employee Benefits and Other Liabilities
Transfers to the Crown Entity
Sales of Goods and Services	7,179	2,315	7,280
Grants and Contributions	4,578	...	3,625
Investment Revenue	7,939	9,118	8,076
Retained Taxes, Fees and Fines	561,004	536,100	547,432
Other Revenue	632	7,933	640
Total Revenue	581,331	555,466	567,052
Gain/(loss) on Disposal of Non Current Assets
Other Gains/(Losses)	(510)	...	(520)
Net Result	(289)	(20,044)	(27,617)

Balance Sheet

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash Assets	140,713	127,346	112,980
Taxes Receivable
Receivables	67,012	51,776	52,296
Inventories
Financial Assets at Fair Value	177,823	191,040	185,885
Other Financial Assets
Other
Assets Held For Sale
Total Current Assets	385,548	370,163	351,161
Non Current Assets			
Taxes Receivable
Receivables
Inventories
Financial Assets at Fair Value
Equity Investments
Property, Plant and Equipment -
Land and Building	19,407
Plant and Equipment	12,546	992	4,644
Infrastructure Systems
Investment Properties
Intangibles	6,468	7,353	7,003
Other Assets
Total Non Current Assets	19,014	8,346	31,055
Total Assets	404,562	378,509	382,215
Liabilities			
Current Liabilities			
Taxes Payable
Payables	46,569	35,900	51,894
Other Financial Liabilities at Fair Value
Borrowings	2,387
Provisions	23,688	10,806	10,420
Other
Liabilities Associated with Assets Held for Sale
Total Current Liabilities	70,256	46,706	64,701
Non Current Liabilities			
Taxes Payable
Payables	107,101	130,794	129,985
Other Financial Liabilities at Fair Value
Borrowings	19,102
Provisions	96,138	94,538	89,573
Other
Total Non Current Liabilities	203,239	225,333	238,661
Total Liabilities	273,495	272,038	303,362
Net Assets	131,066	106,470	78,853
Equity			
Accumulated Funds	131,066	106,470	78,853
Reserves
Capital Equity
Total Equity	131,066	106,470	78,853

Cash Flow Statement

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee Related	6,202	13,229	4,912
Personnel Services	50,137	44,480	51,840
Grants and Subsidies	12,687	8,035	12,605
Finance Costs	577
Equivalent Income Tax
Other Payments	514,595	527,839	506,139
Total Payments	583,621	593,583	576,073
Receipts			
Appropriation
Cluster Grant Revenue
Cash reimbursements from the Crown Entity
Sale Proceeds Transfers to the Crown Entity
Cash transfers to the Crown Entity
Sale of Goods and Services	7,179	2,315	7,280
Retained Taxes, Fees and Fines	561,004	536,160	547,432
Interest Received	2,209	3,388	2,231
Grants and Contributions	4,578	...	3,625
Other Receipts	632	8,440	(400)
Total Receipts	575,601	550,303	560,167
Net Cash Flows From Operating Activities	(8,020)	(43,280)	(15,906)
Cash Flows From Investing Activities			
Proceeds from Sale of Property, Plant and Equipment
Purchases of Property, Plant and Equipment	(4,555)	...	(4,555)
Proceeds from Sale of Investments
Purchases of Investments	11,000	10,100	11,000
Advances Repayments Received
Advances made
Other Investing	(1,000)	...	(1,000)
Net Cash Flows From Investing Activities	5,445	10,100	5,445
Cash Flows From Financing Activities			
Proceeds from Borrowings and Advances
Repayment of Borrowings and Advances	(3,906)
Dividends Paid
Other Financing
Capital Appropriation - Equity Appropriation
Cash Equity Injection to For-Profit Entities
Net Cash Flows From Financing Activities	(3,906)
Net Increase/(Decrease) in Cash	(2,575)	(33,180)	(14,367)
Opening Cash and Cash Equivalents	143,288	160,526	127,346
Reclassification of Cash Equivalents
Cash transferred in (out) as a Result of Administrative Restructuring
Closing Cash and Cash Equivalents	140,713	127,346	112,980

Department of Finance, Services and Innovation (Discontinued)

Operating Statement

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses -			
Employee Related	734,438	689,175	...
Personnel Services Expenses	11,426
Other Operating Expenses	345,841	438,902	...
Grants and Subsidies	614,110	578,181	...
Appropriation Expense
Depreciation and Amortisation	95,077	151,241	...
Finance Costs	7,672	9,359	...
Other Expenses
TOTAL EXPENSES EXCLUDING LOSSES	1,808,563	1,866,859	...
Revenue			
Appropriation Revenue	1,116,500	1,002,305	...
Cluster Grant Revenue
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	14,381	12,552	...
Transfers to the Crown Entity
Sales of Goods and Services	503,348	508,798	...
Grants and Contributions	32,301	33,729	...
Investment Revenue	805	9,131	...
Retained Taxes, Fees and Fines	87,434	95,995	...
Other Revenue	226,479	230,785	...
Total Revenue	1,981,249	1,893,296	...
Gain/(loss) on Disposal of Non Current Assets	1,484	109,921	...
Other Gains/(Losses)	(1,263)	(853)	...
Net Result	172,907	135,504	...

Balance Sheet

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash Assets	416,270	456,358	...
Taxes Receivable
Receivables	252,318	226,329	...
Inventories	53	53	...
Financial Assets at Fair Value	...	91,040	...
Other Financial Assets
Other	51,161	51,111	...
Assets Held For Sale	...	26,978	...
Total Current Assets	719,803	851,871	...
Non Current Assets			
Taxes Receivable
Receivables	26,529	7,114	...
Inventories	5,464	5,464	...
Financial Assets at Fair Value
Equity Investments	40,922
Property, Plant and Equipment -			...
Land and Building	43,159	65,656	...
Plant and Equipment	214,234	199,763	...
Infrastructure Systems
Investment Properties
Intangibles	188,398	113,639	...
Other Assets	4,241	4,241	...
Total Non Current Assets	522,946	395,876	...
Total Assets	1,242,748	1,247,746	...
Liabilities			
Current Liabilities			
Taxes Payable
Payables	224,469	233,295	...
Other Financial Liabilities at Fair Value
Borrowings	56,416	72,445	...
Provisions	174,337	202,642	...
Other	137,221	137,513	...
Liabilities Associated with Assets Held for Sale
Total Current Liabilities	592,443	645,896	...
Non Current Liabilities			
Taxes Payable
Payables
Other financial liabilities at fair value
Borrowings	16,396	28,181	...
Provisions	36,786	35,639	...
Other	2,494,571	2,485,561	...
Total Non Current Liabilities	2,547,753	2,549,381	...
Total Liabilities	3,140,196	3,195,276	...
Net Assets	(1,897,447)	(1,947,530)	...
Equity			
Accumulated Funds	(1,932,633)	(1,961,293)	...
Reserves	35,186	13,763	...
Capital Equity
Total Equity	(1,897,447)	(1,947,530)	...

Cash Flow Statement

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee Related	700,924	708,122	...
Personnel Services	11,426
Grants and Subsidies	614,110	578,181	...
Finance Costs	7,672	9,359	...
Equivalent Income Tax
Other Payments	651,533	399,204	...
Total Payments	1,985,666	1,694,867	...
Receipts			
Appropriation	1,116,500	1,002,305	...
Cluster Grant Revenue
Cash reimbursements from the Crown Entity
Sale Proceeds Transfers to the Crown Entity
Cash transfers to the Crown Entity	(9,000)	(163,142)	...
Sale of Goods and Services	498,775	538,016	...
Retained Taxes, Fees and Fines	(1,263)	(6,038)	...
Interest Received	805	5,535	...
Grants and Contributions	32,301	33,729	...
Other Receipts	491,367	251,644	...
Total Receipts	2,129,486	1,662,050	...
Net Cash Flows From Operating Activities	143,820	(32,817)	...
Cash Flows From Investing Activities			
Proceeds from Sale of Property, Plant and Equipment	84,567	74,806	...
Purchases of Property, Plant and Equipment	(88,095)	(55,733)	...
Proceeds from Sale of Investments	...	111,601	...
Purchases of Investments
Advances Repayments Received
Advances Made
Other Investing	(57,607)	(41,641)	...
Net Cash Flows From Investing Activities	(61,135)	89,033	...
Cash Flows From Financing Activities			
Proceeds from Borrowings and Advances
Repayment of Borrowings and Advances	(120,114)	(107,775)	...
Dividends Paid
Other Financing
Capital Appropriation - Equity Appropriation
Cash Equity Injection to For-Profit Entities
Net Cash Flows From Financing Activities	(120,114)	(107,775)	...
Net Increase/(Decrease) in Cash	(37,429)	(51,560)	...
Opening Cash and Cash Equivalents	453,699	496,835	...
Reclassification of Cash Equivalents
Cash transferred in (out) as a Result of Administrative Restructuring	...	11,083	...
Closing Cash and Cash Equivalents	416,270	456,358	...

Independent Pricing and Regulatory Tribunal

Operating Statement

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Expenses Excluding Losses			
Operating Expenses -			
Employee Related	23,350	22,185	25,685
Personnel Services Expenses
Other Operating Expenses	7,746	11,138	5,006
Grants and Subsidies
Appropriation Expense
Depreciation and Amortisation	1,029	1,112	2,167
Finance Costs	62
Other Expenses
TOTAL EXPENSES EXCLUDING LOSSES	32,125	34,435	32,920
Revenue			
Appropriation Revenue	27,850	26,855	30,996
Cluster Grant Revenue
Acceptance by Crown Entity of Employee Benefits and Other Liabilities	393	543	403
Transfers to the Crown Entity
Sales of Goods and Services	1,329	1,191	1,352
Grants and Contributions	...	2,500	...
Investment Revenue
Retained Taxes, Fees and Fines
Other Revenue	...	588	...
Total Revenue	29,571	31,677	32,751
Gain/(loss) on Disposal of Non Current Assets	...	(15)	...
Other Gains/(Losses)
Net Result	(2,554)	(2,773)	(169)

Balance Sheet

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Assets			
Current Assets			
Cash Assets	933	1,011	1,011
Taxes Receivable
Receivables	1,689	2,016	2,016
Inventories
Financial Assets at Fair Value
Other Financial Assets
Other
Assets Held For Sale
Total Current Assets	2,622	3,027	3,027
Non Current Assets			
Taxes Receivable
Receivables
Inventories
Financial Assets at Fair Value
Equity Investments
Property, Plant and Equipment -			
Land and Building	5,342
Plant and Equipment	1,534	1,346	663
Infrastructure Systems
Investment Properties
Intangibles	671	15	561
Other Assets
Total Non Current Assets	2,205	1,361	6,566
Total Assets	4,827	4,388	9,593
Liabilities			
Current Liabilities			
Taxes Payable
Payables	1,737	2,029	2,029
Other Financial Liabilities at Fair Value
Borrowings	1,156
Provisions	2,396	2,396	2,396
Other
Liabilities Associated with Assets Held for Sale
Total Current Liabilities	4,133	4,425	5,581
Non Current Liabilities			
Taxes Payable
Payables
Other Financial Liabilities at Fair Value
Borrowings	4,218
Provisions	875	875	875
Other
Total Non Current Liabilities	875	875	5,093
Total Liabilities	5,008	5,300	10,674
Net Assets	(181)	(912)	(1,081)
Equity			
Accumulated Funds	(181)	(912)	(1,081)
Reserves
Capital Equity
Total Equity	(181)	(912)	(1,081)

Cash Flow Statement

	2018-19		2019-20
	Budget	Revised	Budget
	\$000	\$000	\$000
Cash Flows From Operating Activities			
Payments			
Employee Related	22,957	21,615	25,282
Personnel Services
Grants and Subsidies
Finance Costs	62
Equivalent Income Tax
Other Payments	8,967	11,706	6,227
Total Payments	31,924	33,321	31,571
Receipts			
Appropriation	27,850	26,736	30,996
Cluster Grant Revenue
Cash reimbursements from the Crown Entity
Sale Proceeds Transfers to the Crown Entity
Cash transfers to the Crown Entity
Sale of Goods and Services	1,329	1,191	1,352
Retained Taxes, Fees and Fines
Interest Received
Grants and Contributions	...	2,500	...
Other Receipts	1,221	(707)	1,221
Total Receipts	30,399	29,720	33,569
Net Cash Flows From Operating Activities	(1,525)	(3,601)	1,998
Cash Flows From Investing Activities			
Proceeds from Sale of Property, Plant and Equipment
Purchases of Property, Plant and Equipment	(180)	(180)	(180)
Proceeds from Sale of Investments
Purchases of Investments
Advances Repayments Received
Advances made
Other Investing	(712)	...	(712)
Net Cash Flows From Investing Activities	(892)	(180)	(892)
Cash Flows From Financing Activities			
Proceeds from Borrowings and Advances
Repayment of Borrowings and Advances	(1,106)
Dividends Paid
Other Financing
Capital Appropriation - Equity Appropriation
Cash Equity Injection to For-Profit Entities
Net Cash Flows From Financing Activities	(1,106)
Net Increase/(Decrease) in Cash	(2,417)	(3,781)	...
Opening Cash and Cash Equivalents	3,350	4,792	1,011
Reclassification of Cash Equivalents
Cash transferred in (out) as a Result of Administrative Restructuring
Closing Cash and Cash Equivalents	933	1,011	1,011