



annual report 2008–09
Department of Premier and Cabinet



Premier & Cabinet

The Honourable Nathan Rees MP
Premier
Minister for the Arts, and
Minister for the Central Coast
Level 40 Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000

Dear Premier

In accordance with the *Annual Reports (Departments) Act 1985* and Treasury Circular (TCO8/10), I hereby provide you with a copy of the 2008–09 Annual Report for the NSW Department of Premier and Cabinet.

The report was prepared in accordance with the provisions of the *Annual Reports (Departments) Act 1895* and the Annual Reports (Departments) Regulation 2005, as amended.

Yours sincerely

John Lee
Director General

Governor Macquarie Tower, 1 Farrer Place, Sydney NSW 2000 ■ GPO Box 5341, SYDNEY NSW 2001
Tel: (02) 9228 5555 ■ F: (02) 9228 5249 ■ www.dpc.nsw.gov.au

Department of Premier and Cabinet
Level 39, Governor Macquarie Tower
1 Farrer Place, Sydney NSW 2000
GPO Box 5341, SYDNEY NSW 2001

Business hours: 8:30 am to 5:30 pm

Telephone: (02) 9228 5555

Facsimile: (02) 9228 3522

TTY: (02) 9248 3544

Email: contact_us@dpc.nsw.gov.au

Contact details for the Premier, Parliamentary Counsel's Office, Parliament House and metropolitan and regional offices of the Department are located on the inside back cover of this report. A map of our regions is also on the inside back cover.

Our annual report is available in electronic web based format. It can be viewed and/or downloaded from the Department of Premier and Cabinet's website at www.dpc.nsw.gov.au/annualreports.

The estimated external costs associated with the production of the Annual Report for 2008–09 is \$2,445.30 including GST.

Cover images from Macquarie Night Lights — a series of light projections to celebrate Christmas 2008. From left to right: Conservatorium of Music, Parliament House of NSW (x2), Hyde Park Barracks and St James Church. *Photographer Benjamin Townsend.*

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message from the Director General

The Department of Premier and Cabinet (DPC) provides leadership in delivery of NSW Government commitments and in coordinating policy and services delivery across the NSW public sector.

This year has seen its fair share of challenges, not the least being responding to the effects of the global financial crisis. At the same time I am pleased to say that we have had many impressive achievements.

In February we held the first NSW Jobs Summit to help maintain employment during the global financial crisis and make sure our workforce has the skills to support jobs growth in new and emerging industries. More than 450 business and community leaders, major employers and training experts participated in Jobs Summits in NSW and already we are seeing the results of this effort.

We established the NSW Nation Building and Jobs Plan Taskforce that is ensuring the rapid and coordinated delivery of Commonwealth Government funding for education and housing facilities within NSW. These are projects that support employment and growth to make NSW more resilient in the face of the economic downturn.

DPC continued to take a lead role in coordinating NSW's involvement in the Council of Australian Governments (COAG). The past year has been particularly challenging given the pace of the national reform agenda and the implementation of the new Federal financial framework.

To ensure the NSW State Plan continues to be effective, we undertook a comprehensive review in consultation with communities, businesses and public sector agencies.

A revised State Plan will be released in late 2009 and will strengthen the focus of the NSW public sector around the needs of communities and businesses.

Engagement with the NSW community is a high priority for the Government. DPC coordinated eleven Community Cabinet visits across NSW, providing local communities with the opportunity to discuss local matters with decision makers in the NSW Government.

To help deliver targeted, responsive and valued services, DPC underwent a major restructure over the past year. Our new structure better reflects our strengths in decision making, coordination, agenda setting and policy advice.

Another key strength of DPC is the commitment and drive of its employees. I would like to acknowledge and thank staff for their dedication and professionalism during this period. I am proud of our achievements as an organisation.

There is always more to do for the community and I look forward to continuing the reform process in conjunction with the enthusiasm and commitment of staff and our public sector colleagues.

John Lee
Director General

about us

The Premier's Office was established in 1907. Since that time the Department has evolved with several structural and functional changes to meet the increasing responsibilities bestowed on it.

The diverse range of activities which the Department has been responsible for includes community relations, cultural activities, industrial development, promotion of overseas trade, policy formulation and monitoring of Government proposals.

In June 1988, The Cabinet Office was established as a central policy agency within the Premier's administration.

Since 1991, the specific objectives of the Premier's Department have been to assist the Premier in creating and developing effective management of public resources and assisting the Premier on sensitive issues.

In April 2007, the NSW Government decided to merge the Premier's Department and The Cabinet Office into the Department of Premier and Cabinet to strengthen central policy development and facilitate greater coordination and integration of service delivery.

Changes to our organisation

During 2008–09, the structure of the Department was reviewed to refocus its roles in relation to decision making, coordination, agenda setting and Government policy advice. The restructure also strengthened the Department's role in monitoring and reviewing agency performance and in ensuring a greater commitment to delivering services that the community expects.

To achieve these objectives, the structure of the Department has changed significantly. Set out below are details of the new Divisions of DPC and their main responsibilities.

Community Engagement and Events

The Community Engagement and Events Division (CEED) provides the ceremonial and administrative link between the State Government and the Office of the Governor, and provides ceremonial, protocol and hospitality services on behalf of the Premier to visiting guests of Government and members of the NSW community. The Division plans, coordinates and delivers community consultation programs (including Community Cabinets), honours and awards, and other community and veterans' programs. It coordinates whole of Government support for special

events (such as New Year's Eve, Anzac Day, City2Surf and Mardi Gras) and directly delivers a range of other special events, including related public communications, on behalf of the NSW Government (such as Australia Day and Remembrance Day).

General Counsel

The General Counsel (GC) advises the Premier on major legal policy issues, manages the Government's legislative agenda, implements the Premier's legislation and provides support to the Premier and Cabinet through the Cabinet process. It also supports the Minister for Regulatory Reform in his role as champion for better regulation.

Government Coordination

The Government Coordination Division (GCD) drives coordinated cross agency action to deliver key priorities and outcomes for Government. The Division works with Government, agencies and stakeholders to assist planning, coordination and delivery of a range of social, crime prevention, infrastructure, economic development and environmental projects across NSW. The Division initiates and coordinates policies and projects to prevent, prepare for, and respond to, emergencies and disasters.

Parliamentary Counsel's Office

The Parliamentary Counsel's Office (PCO) provides the Government with a comprehensive and integrated range of high quality services for the drafting and development of legislation, the publication of legislation and the giving of advice and information about legislation. The Office also provides up to date public access to legislation through the official NSW legislation website (www.legislation.nsw.gov.au) and other online and printed publications.

Policy and Strategy

The Policy and Strategy Division (PSD) leads the development of the Government's strategic agenda and drives the delivery of whole of Government priorities, provides independent policy and strategic advice to the Premier and assists with collective decision making by Cabinet and its Committees.

Public Sector Management Reform

The Public Sector Management Reform (PSMR) Division provides strategic advice to the Premier and Director General on public sector workforce management and employment issues. The Division leads sector wide performance review, measurement and improvement initiatives and manages Departmental and office holder administration.

Office of the Director General

The Office of the Director General (ODG) assists in the preparation of coordinated policy advice and administrative support to the DPC executive. The Office also ensures that the Premier, Premier's Office and offices of portfolio Ministers are provided with well analysed, timely and accurate advice on critical issues. In addition the Office also provides ongoing administrative support to the Office of the Inspector of the Independent Commission Against Corruption.

Our charter

Our vision

New South Wales a better place to live, work and do business.

Our purpose

To support the Premier as head of the Government to achieve its objectives.

Our values

We value and have commitment to:

Innovation and leadership

We value staff demonstrating innovation and leadership in a consultative and supportive way.

Service commitment

We are responsive in the way we deliver our services.

No surprises

We anticipate issues and opportunities which will have an impact on our work, alert those people who will be affected and equip them to deal with these issues.

Fairness, diversity and social justice

We value diversity and treat each person with fairness and respect.

Integrity

We consistently act honestly and ethically. We provide frank and fearless advice.

Delivery

We focus on outcomes, work collaboratively and deliver quality results on time.

Partnerships with Aboriginal people

We support and promote the principles of reconciliation and partnerships in the way we do business and deliver services with Aboriginal people.

Our senior management

As a result of the restructure process the senior management of the Department changed through the course of the year. As at 30 June 2009 the permanent members of the Department's senior executive were as follows:

John Lee

Director General

Don Colagiuri SC

Parliamentary Counsel

Parliamentary Counsel's Office

Peter Duncan

Deputy Director General

Government Coordination

Leigh Sanderson

Deputy Director General

General Counsel

John Trevillian AM

Assistant Director General

Community Engagement and Events

Vacant

Deputy Director General

Policy and Strategy

Vacant

Deputy Director General

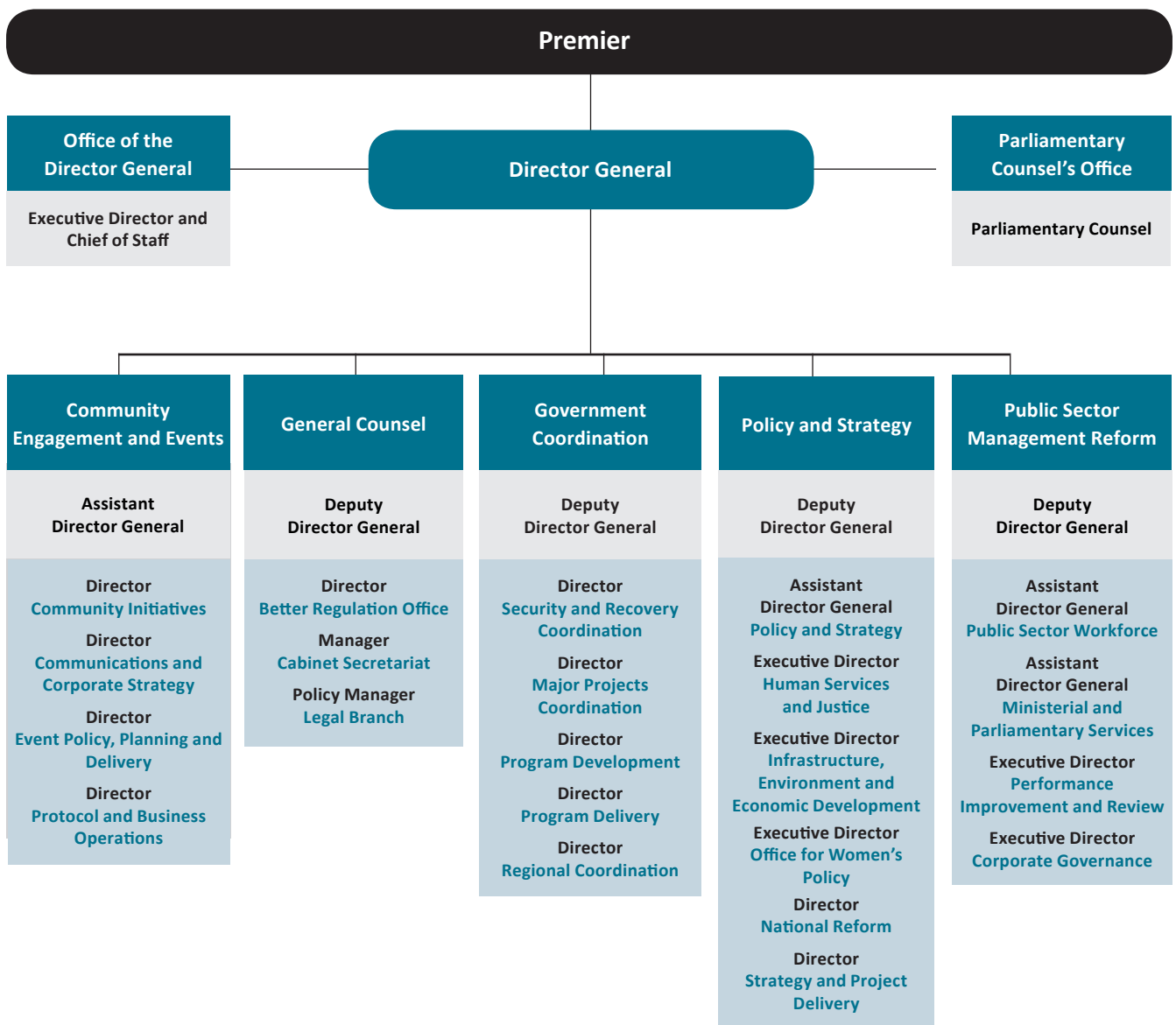
Public Sector Management Reform

Michael Petrie

Executive Director and Chief of Staff

Office of the Director General

Organisation structure



Administrative changes since 30 June 2009

The following administrative changes will impact on the operations of the Department in 2009–10.

The Public Sector Employment and Management (Departmental Amalgamations) Order 2009 provided for the establishment of 13 Super Departments and the transfer of staff and functions to these new entities. The effective date of the Order was 1 July 2009.

As a result of these arrangements, the former Ministry for Police and the Department of Local Government have been transferred to the Department of Premier and Cabinet and established as Divisions within the Department. In addition, the Office for Western Sydney and Volunteering Unit were transferred to Communities NSW. Structural, performance and financial reporting for these changes will form part of the Department's 2009–10 Annual Report.

Our highlights

Creating jobs, housing and better school facilities

DPC's Nation Building and Jobs Plan Taskforce facilitated the Nation Building and Jobs Plan (NBJP) legislation that was passed through the NSW Parliament on 14 March 2009. The aim of the NBJP is to support jobs across NSW and Australia as well as enhance housing and education outcomes for the people of NSW. The Taskforce worked collaboratively with the Department of Education and Training (DET) and Housing NSW (HNSW) to establish program management offices which manage the day to day delivery of their respective programs funded under the NBJP. During the first half of 2009, approval was granted by the Commonwealth for the construction of new facilities in 1,245 primary schools as well as 3,526 new dwellings for social housing. These programs provide support for approximately 23,000 jobs per annum.

Protecting employment

To identify ways we can protect jobs during the global economic downturn and to ensure the NSW workforce has the appropriate skills for new and emerging industries, DPC organised and managed a number of NSW Jobs Summits. Jobs Summits were held in Sydney and the Illawarra and Hunter regions. Over 450 business leaders and representatives from industry community groups attended the Summits where they raised over 100 ideas to tackle the economic challenges ahead.

Supporting families

In the past year, the centralised Violence Prevention Coordination Unit (VPCU) has made significant progress on the NSW Domestic and Family Violence Strategic Framework. The Framework is designed to ensure all Government services work efficiently together to decrease domestic and family violence, make responses more effective, reduce trauma for women and ultimately reduce the incidence of violence.

National reform agenda

DPC led the NSW Government's negotiations in the development of the new Council of Australian Governments (COAG) reform agenda and together with NSW Treasury, led negotiations in reforming the new Federal Financial Relations. We were instrumental in developing the new National Funding Agreements in health and ageing, productivity (schooling, skills and workforce development), affordable housing, indigenous reform and disability, as well as new national partnerships with the Commonwealth Government in relation to early childhood services, education, training, hospitals, homelessness and Indigenous services.

Supporting women

DPC promoted International Women's Day activities and provided 119 grants for Councils to hold local events. At a Government reception the Premier announced the winner, from a list of 87 nominations, of the 2009 NSW Woman of the Year Award. The recipient, Cheryl Koenig, was commended for raising awareness of brain injury

and for her extensive work in fundraising. A special award also honoured the late Jane McGrath for her fundraising activities and promotion of breast cancer awareness.



The Hon Verity Firth MP with 2009 NSW Woman of the Year, winner Cheryl Koenig and the Premier, the Hon Nathan Rees MP. Photographer Brendan Read.

Keeping children safe

A five year plan, *Keep Them Safe: A shared approach to child wellbeing*, has been developed to reshape the way family and community services are delivered in NSW so that children, young people and families receive support and services before problems escalate into crises. This Plan responds to recommendations in the Hon James Wood, AO, QC's report of the Special Commission of Inquiry into Child Protection Services in NSW.

Legislation was passed by the NSW Parliament in April to give effect to the changes and \$750 million has been allocated to implement the Plan.

Leading major reforms

DPC, in conjunction with the Department of Commerce, established the *Prequalification Scheme: Performance and Management Services* — a panel of prequalified service providers to assist NSW Government agencies and statutory corporations to engage the best external expertise in performance review and management consulting services.

Together with NSW Treasury, the Institute of Internal Auditors and the Department of Commerce, DPC

established the *Prequalification Scheme: Audit and Risk Committees*. This Scheme establishes a list of prequalified independent chairs and members who can be appointed by Chief Executives to serve on Audit and Risk Committees of NSW Government agencies.

To improve equity and access, we have also made vacancies on Government boards and committees publicly available through online advertising and regularly update the register of people who have expressed interest in a Government appointment.

SES reductions

In October 2008, the Premier announced that the NSW Senior Executive Service (SES) would be reduced by 20 per cent or 171 positions. The decision to reduce the SES was driven by the need for a robust ongoing appraisal of SES numbers within the NSW public sector.

The Department of Premier and Cabinet led the sector wide SES reduction process. Over 40 agencies across the public sector were involved in reducing their SES numbers, including DPC which reviewed and deleted 16 (30 per cent) of its SES positions.

The sector met the Government's 20 per cent reduction target, with all 171 positions deleted by 30 June 2009.

Efficient and safe transport

The Department assisted in drafting the legislative amendments required to establish the Sydney Metro Authority, the new agency that is responsible for planning, delivering and commissioning the Sydney Metro network. The Sydney Metro Authority became fully operational on 27 January 2009. DPC also chaired the Steering Committee that oversaw the product definition phase of the project and provided support to the Sydney Metro Authority during its establishment.

Additionally, to protect the security of NSW commuters, we developed the NSW Mass Passenger Transport Security Strategic Plan 2008–11 that is aligned with the Surface Transport Security Management Framework. The Plan outlines security outcomes, activities and strategies to prevent, prepare for, respond and recover the mass passenger transport network from terrorist incidents.

Successful State events

DPC coordinated whole of Government services to support World Youth Day, held in Sydney in July 2008. World Youth Day is the largest youth event in the world and was the largest event ever hosted in Australia. This historic event attracted 223,000 registered pilgrims including 110,000 from overseas. It was also the first visit to Australia by His Holiness Pope Benedict XVI.



Final Mass at Randwick Racecourse on Sunday 20 July 2008.
Photographer Benjamin Townsend.

Transparency and accountability

In June 2009, new legislation to reform Freedom of Information (FOI) laws was passed by the NSW Parliament. DPC led the implementation of the Premier's commitment to overhaul Freedom of Information laws in response to the Ombudsman's 2009 FOI Report. We developed exposure draft Bills, led public consultation on the reforms and managed the introduction of a new legal framework for public access to Government information, based on the principles of proactive disclosure and open Government.

To improve transparency and accountability in dealings between lobbyists and Government officials, DPC introduced the *NSW Lobbyist Code of Conduct* in February 2009 as well as the development of the Register of Lobbyists. We have processed 110 applications for registration, organised training for Ministers, Members of Parliament (MPs), Ministerial staff and Government officials, and provided guidance to lobbyists about their obligations under the Code.

Improved financial management

During 2008–09, DPC undertook corporate overhead analysis as part of agency reviews to develop strategies for redirecting expenditure to service delivery areas. A rigorous methodology was used to compare agency current overhead levels with benchmarks set by the NSW Government. As a result, around \$30 million was identified as above benchmark overhead levels and was subsequently redirected to priority areas.

Transforming assets for the good of the community

DPC negotiated the \$47 million sale of freehold land from the Cumberland College Campus to the University of Sydney. This transaction unlocked a 'frozen asset' and enabled a \$30 million contribution to the Westmead Millennium Research Institute at Westmead that will commence site works in 2010.

Supporting tourism

In partnership with Tourism NSW and the NSW tourism industry, the Department successfully brokered the Tourism NSW Strategy supported by the Government's \$40 million funding package to be released over three years. The aim of this Strategy is to expand NSW's international tourism in emerging markets, and to enhance the promotion of regional NSW.

Caring for our environment

As part of our commitment to the fight against climate change, the Department increased the use of E10 bio fuel in leased vehicles to 50 per cent across the fleet. This action will significantly reduce our carbon emissions.

our performance

The State Plan is the fundamental policy document that directs the activities of the NSW public sector. The State Plan maps out what we want to achieve and how we are going to do it. DPC is responsible for the overall delivery of the Plan.

To continue to deliver on this role and to meet State Plan priorities, we have in place a Statement of Strategic Intent that identifies seven key areas of activity for the Department.

To be successful, the Department measures its performance against these areas of activity that reflect State and Federal significance. The seven key areas of our performance are:

- Infrastructure
- Transport
- Prevention and early intervention
- Customer service
- Resource reallocation
- Workforce
- Core business and systems improvement

Infrastructure

Target

- deliver State infrastructure commitments by fostering business investment in the State
- achieve commercial confidence in infrastructure investment

Creating jobs, housing and better school facilities

The Commonwealth Government's Nation Building Economic Stimulus Plan provided NSW with \$7 billion to spend in the housing, education and transport sectors over the next two years. To deliver on its obligations for this demanding capital program the Nation Building Jobs Plan (NBJP) Taskforce was established within the Department. The Taskforce's role is to plan and oversee the Stimulus Plan in order to support jobs across NSW and Australia as well as enhance housing and education outcomes for the people of NSW.

The Department's Taskforce oversaw the Building the Education Revolution program that is managed by the Department of Education and Training and the Social Housing program managed by the Department of Housing. These programs have significantly increased learning environments for children and boosted the social housing stock in NSW so more people can have affordable, safe and sustainable housing.

The creation and management of these programs enabled the NSW Government to:

- support approximately 23,000 jobs through the programs (per annum)
- receive approval for 3,526 projects which was 2,670 more than anticipated
- commence construction on 869 new dwellings for social housing
- receive approval and commence repairs and maintenance to 17,138 existing social housing dwellings. This was 1,565 more dwellings than anticipated

- commence maintenance initiatives in 1,737 Government schools which is 492 ahead of schedule
- receive approval for science and language centres in 118 secondary schools with more centres awaiting Commonwealth approval.

Supporting the growth of NSW

The development of strong and stable infrastructure is important for the growth of NSW. DPC has continued to provide advice to agencies on key infrastructure projects and to assist them review and monitor these projects. Construction is successfully progressing on the:

- Royal North Shore Hospital redevelopment
- Liverpool Hospital redevelopment
- Port Botany expansion
- Tillegra Dam
- Southern Sydney freight line
- Desalination plant.

Supporting regional infrastructure and development

The regional infrastructure and development projects aim to deliver benefits for regional communities. These are achieved through multi stakeholder initiatives that align community, business and/or environmental demands with the supply of employment lands, infrastructure, skills and services.

The Department supported actions of the Riverina Murray Employment Lands Taskforce to improve the supply of employment lands and resolve related infrastructure issues.

The Department chairs the Hunter River Remediation Taskforce that is comprised of State and Federal Government stakeholders as well as major private sector stakeholders. The Taskforce ensures the coordination of the remediation of the Hunter River and other key economic infrastructure projects in the Port of Newcastle. The remediation of the Hunter River is critical to the timely commissioning of a larger coal export capacity at the Port of Newcastle and the investment plans by

Port Waratah Coal Services and the Newcastle Coal Infrastructure Group.

We supported other regional projects by:

- identifying 12 regionally significant employment lands precincts in metropolitan Wollongong, Shoalhaven and the Southern Highlands. These lands are the focus of collaborative planning between Councils and the NSW Government
- facilitating multi agency and local Government input into service development and infrastructure planning for new land releases, for example at Warnervale/Wadalba, Western Sydney's Australian Defence Industries site, Rouse Hill Town Centre and West Dapto
- providing guidance and support during the construction of the Newcastle Stadium
- coordinating investigations into key Hunter employment lands for future deployment (the Freight Hub Hunter Report and the Defence and Airport Related Employment Zone at Williamstown).

Encouraging business investment

The NSW Government is committed to assist and encourage private sector investment in major projects and infrastructure. In particular we seek investments with flow on employment opportunities and prospects for future growth.

This year DPC established and chaired the Newcastle CBD Taskforce to oversee the preparation of the Newcastle City Centre Development Facilitation Strategy. We provided strategic advice and support to the Hunter Development Corporation and other Taskforce members through consultations and workshops with Government, industry and community stakeholders. A key outcome has been to identify options for development (and redevelopment) of Government assets as part of the renewal and investment of the Newcastle CBD.

We also facilitated procurement processes and the awarding of contracts for other major NSW infrastructure investments. These included:

- Port Botany Expansion: the tender for the terminal operator was issued and the evaluation of proposals is underway

- Enfield Intermodal Terminal: the Request for Proposal for Tenants/Operator was issued and proposals are currently being assessed
- Tillegra Dam: Expressions of Interest have been issued for construction contractors for design inputs.

In addition, we provided support and advice during the request for proposals for the Barangaroo Redevelopment. DPC is a member of the Evaluation Panel and Executive Review Panel.

Protecting our infrastructure

To monitor and protect critical infrastructure assets in NSW, the Department manages a Critical Infrastructure database. We keep this database up to date by visiting these assets directly and meeting with their owners and operators.

To complement the Critical Infrastructure database, we completed a draft review of the NSW Critical Infrastructure Protection Management Framework and are developing a corresponding strategic plan.

In conjunction with NSW Police Counter Terrorism and Special Tactics Command, DPC conducted several counter terrorism risk assessments at various critical infrastructure sites in NSW. From these assessments, we provided protective security advice to owners and operators.

Looking forward

The Department will continue to help regional communities benefit through multi stakeholder initiatives that align community, business and/or environmental demands with the supply of employment lands, infrastructure, skills and services.

In the coming year DPC will coordinate the implementation of the Government's response to the NSW Jobs Summits with the aim of strengthening business investment and supporting jobs.

We will continue to facilitate major investment in NSW infrastructure. We will also continue to support agencies as they deliver high priority infrastructure projects, particularly in association with the Nation Building and Jobs Plan. To ensure National Building and Jobs Plan programs are implemented in accordance with regulatory

policies and procedures, we will conduct a series of planned and random audits. The emphasis will be to ensure value for money systems are implemented and local employment outcomes are achieved.

Over the next twelve months we will continue to manage the NSW Critical Infrastructure database and monitor the listed assets. In conjunction with this, we will complete the NSW Critical Infrastructure Protection Strategic Plan.

Transport

Target

- deliver on key issues for transport including ferries, rail and roads
- provide assessment and focus on specific areas in transport requiring improvement

Transporting people and freight efficiently

Over the past 12 months, the Department coordinated major projects to improve the reliability of trains and meet the demands of passenger growth on the metropolitan rail network and population growth in south west Sydney.

We continued to collaborate with the Australian Rail Track Corporation (ARTC) and RailCorp regarding the construction of the Southern Sydney Freight Line. This line will allow the movement of freight at any time and will allow greater efficiency in both commuter and freight services. Construction contracts were awarded in late 2008 and construction of the line commenced in early 2009.

We facilitated the procurement process for the South West Rail Link that resulted in the award of an alliance contract in December 2008. Stage one of the South West Rail Link is the Glenfield Transport Interchange which comprises an upgrade to Glenfield station including the construction of a multi storey commuter car park.

DPC coordinated the NSW Government's submission to Infrastructure Australia, the Commonwealth Government body that coordinates and funds infrastructure across Australia. The submission secured funding for a number

of projects including \$91 million for the planning and design of the West Metro running underground between Central and Westmead and \$1.45 billion for the Hunter Expressway, previously known as the F3 to Branxton link.

The Hunter Expressway will help move freight from the north west of NSW and transport people to and from the Upper Hunter. It will also support regional access to large residential and industrial developments in the Lower Hunter region.

Improving CBD mobility

The CBD Mobility Forum held in October 2008 was attended by over 40 stakeholders, transport experts and operators. Following the forum DPC worked with transport agencies to coordinate the delivery of key initiatives to improve mobility within the Sydney CBD and on the major routes to and from the CBD. These initiatives include:

- the Sydney Harbour Bridge crossing is now cashless and time of day tolling has been introduced
- all STA bus services in the CBD are now cashless from Monday to Friday, 7.00 am to 7.00 pm
- CBD bus strategies implemented during World Youth Day have been retained, for instance the standardisation of peak time bus lane hours to between 6.00 am to 10.00 am and 3.00 pm to 8.00 pm.

Looking forward

The Department will continue to support transport agencies to deliver the remaining outcomes of the Mobility Forum to improve mobility to, from and within Sydney's CBD. These include:

- implementing further initiatives of the CBD Bus Strategy
- progressing cashless public transport ticketing
- implementing measures to reduce the impact of cars blocking intersections including broken down or damaged vehicles
- investigating the potential for Live Message Screens about CBD parking availability on CBD approaches
- working with the City of Sydney Council to improve mobility in the CBD.

Prevention and early intervention

Target

- make reinvestments both within agencies and across Government to ensure increased effectiveness in prevention and early intervention

Focusing on prevention

DPC continued to promote and implement whole of Government initiatives to prevent outcomes or events that may have a negative impact on the quality of life or the safety of communities.

As part of the ongoing Council of Australian Governments (COAG) reform process, DPC led NSW efforts to ensure prevention and early intervention were focal points in the development of new funding agreements and associated national partnerships in relation to health, indigenous affairs, housing and other issues.

We developed a prevention and early intervention assessment tool to assist agencies consider cost effective prevention and early intervention approaches when developing and assessing policies and programs.

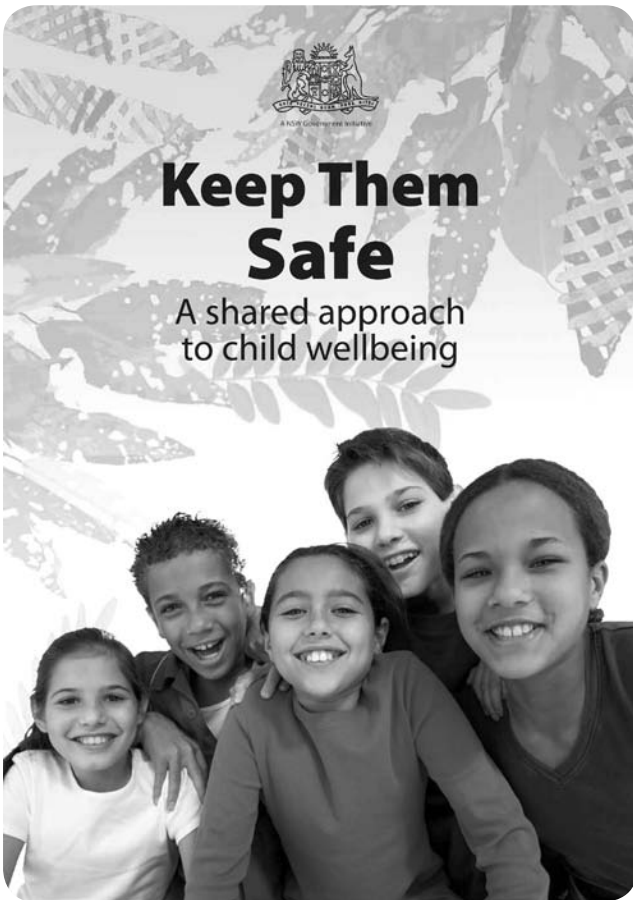
The Department also worked with NSW Treasury to refine the budget process to encourage agencies to consider investment in prevention and early intervention. As well as leading the development of *Towards 2030*, the Government's plan for responding to demographic change with a focus on prevention and early intervention, we led ongoing efforts to embed the core principles of the plan in agency planning.

Keep Them Safe

DPC has coordinated the development of a training and communication strategy as part of the *Keep Them Safe* Plan to be implemented across Government and the non Government sector. The Department is also assisting agencies including NSW Health, Police, Education and Training, Juvenile Justice, Housing, and Ageing Disability and Home Care to establish Child Wellbeing Units (CWUs). The CWUs will help agencies identify whether children meet the new mandatory reporting threshold and respond to their needs at the local level where

appropriate rather than reporting matters to Community Services. DPC's involvement includes developing coordinated processes across the CWUs, defining common information needs and system requirements so information is shared across the network of CWUs, and ensuring a consistent approach to recruitment and training.

Keep them Safe also commits the NSW Government to improving outcomes for families who frequently need services from a range of agencies and non Government organisations (NGOs). To do this, DPC is leading a project to provide integrated case management to up to 90 families in eight locations within South West Sydney, South East NSW and Western NSW before implementing the approach more broadly.



Reducing domestic violence

The Office for Women's Policy provided advice to the Premier and the Minister for Women on domestic violence related policies, programs and projects across Government. This involved consulting with key agencies to ensure domestic violence policies are consistent.

An expert independent committee, the Premier's Council on Preventing Violence Against Women, was established and is chaired by the Minister for Women. The Council reports directly to the Premier on issues that relate to the prevention of violence against women.

Preventing crime

Crime Prevention Partnerships (CPPs) are part of the Government Crime Prevention Framework that the Department helped establish in 2007. These Partnerships, which link together police, local Government and other agencies to develop solutions to local crime were expanded to now operate in a total of 15 locations that cover 19 Police Local Area Commands. These locations are: Sydney City, Eastern Beaches, Lake Macquarie, Parramatta, Newcastle, Canobolas, Illawarra, Blacktown, Penrith, Campbelltown, Bankstown, Richmond, Orana, Central Hunter, and the Central Coast. In 2008–09, the focus was non domestic assaults (particularly alcohol related), stealing from motor vehicles and robbery.

Preventing alcohol related violence

DPC worked closely with NSW Police and the Office of Liquor, Gaming and Racing to evaluate initiatives implemented in various locations since 2006 that aimed to reduce alcohol related, non domestic violence assaults. The evaluation helped obtain a better understanding of which set of local initiatives worked best to tackle alcohol related crime.

However, in response to increasing levels of violence in and around licensed premises, the Government announced a suite of new legislative reforms and sanctions which commenced in December 2008.

The comprehensive package of reforms to tackle alcohol related violence included:

- tough licensing conditions with mandatory 2.00 am lock outs and cessation of alcohol service 30 minutes before closing time for the 'top 48' violent venues
- the development of a graduated sanctions scheme
- a 'freeze' on the granting of new 24 hour licenses
- releasing alcohol linking data
- getting tougher on irresponsible individuals with greater deterrents for juveniles who use fake IDs to enter licensed premises.

Although it is too early to assess their full impact, early indications show that these reforms are helping to reduce the risk of alcohol related violence.

Reducing homelessness

In partnership with Housing NSW, DPC led the development of a NSW Homelessness Action Plan that sets out actions for reducing homelessness over 2009–14. Prevention and early intervention approaches form key strategies in the Plan and will be implemented through programs such as support services to sustain tenancies, improvements to discharge planning for people leaving state care, and support for women and children experiencing domestic violence.

To further our commitment to reducing homelessness DPC supported various agencies in implementing and evaluating the Homelessness Intervention Project that was initiated by the Premier. The Project comprised the following two separate initiatives:

- the Homeless Intervention Team that aims to house and support 20 chronically homeless people in the inner city
- the Nepean Youth Homelessness Project that aims to provide housing and intensive support to prevent 10 young people with high needs from rough sleeping and chronic homelessness.

Both projects aim to make recommendations for the effective provision of housing and support services to relevant homeless populations and to build the capacity of the existing service system in the longer term. The

evaluation of the Homelessness Intervention Project will assist with documenting the lessons learned from these projects so they can be applied to other homelessness initiatives.

Supporting regional communities

DPC improved assistance to children and families living in regional areas through the better coordination of services via the Anti Social Behaviour Pilot Project (ASBPP). The ASBPP, which DPC helped establish, provides integrated case management and support for young people under 25 years who are at risk of harm to themselves or the community. In 2008 it was expanded and now operates in a total of 11 Police Local Area Commands: Canobolas, Orana, Darling River, Lake Macquarie, Port Stephens, Tuggerah Lakes, Parramatta, Leichhardt, Eastern Beaches, Richmond and Wagga Wagga.

Five local teams are currently working to improve service coordination and access in Moree, Tamworth, Gunnedah, Armidale and Tenterfield. In particular they are working to prevent and ease family and domestic violence and urban regeneration in Moree; youth at risk in Tamworth and Armidale; and drug and alcohol abuse in Tenterfield and Inverell.

In Griffith, Government agencies, the City Council and community representatives via a Community Action Plan are improving safety and crime prevention, community harmony and services for young people. Work has also started on the development of a multi purpose community centre.

DPC continued to work with the Department of Aboriginal Affairs, other agencies and Aboriginal communities on the *Two Ways Together* Plan. *Two Ways Together* is the NSW Government's 10 year plan (2003–12) to improve the lives of Aboriginal people and their communities. We also worked on the Murdi Paaki Partnership Project to promote collaboration between civic, business and the Aboriginal community in order to improve the social and economic outcomes across 16 communities.

Proactively protecting the community

In conjunction with NSW Police Counter Terrorism and Special Tactics Command, DPC helped coordinate several counter terrorism risk assessments conducted at various places of mass gatherings in NSW. This involved providing protective security advice to owners and operators.

We also developed frameworks for reception points and recovery centres for terrorist incidents and then successfully tested these frameworks in a major investigation and consequence management exercise in 2008.

Over the past 12 months, DPC updated the New South Wales Counter Terrorism Plan to include amended National and State arrangements. The Plan is available at www.secure.nsw.gov.au. We also launched the business network, a secure section of the secureNSW website aimed at businesses that have the potential to be affected by acts of terrorism. In addition, we successfully activated and tested Incident Live, secureNSW's format that changes during the response and recovery cycles of a terrorist incident.

To further increase security in NSW, DPC completed a review that examined the technical feasibility of implementing a telephone based emergency warning system in NSW. This also involved, through the Emergency Warning Systems Working Group (EWSWG), the development of nationally agreed principles for the establishment of emergency warning systems.

In April 2009, COAG approved the development of a telephone based emergency warning system that will enable the States and Territories to deliver warnings to landline and mobile telephones based on a subscriber's billing address.

During the past year, DPC also provided significant input into the development of the COAG Report on the Control of Chemicals of Security Concern and the supporting Inter Governmental Agreement that were endorsed by COAG in October 2008. Further action involved the establishment of the NSW Government Chemical Security Advisory Group to coordinate NSW arrangements for the National Chemical Security Management Framework.

DPC actively worked with other agencies on the State Emergency Management Committee Influenza Pandemic Working Group to advance planning for prevention and intervention within NSW. Additionally we represented NSW on the COAG Influenza Pandemic Working Group until COAG agreed on 30 April 2009 that the group was no longer required. The group has overseen the development and commencement of a COAG Pandemic exercise program *Exercise Sustain 08*.

Looking forward

Over the next 12 months, DPC will continue to lead whole of Government strategic and sustainable solutions to service delivery issues that require multiple agency responses.

We will work with Family Case Management Coordinators to implement stage one of the Family Case Management project. This stage of the project will include a strong focus on real time evaluation and improvement. Coordinators will be in place in each of the three regions to work with justice and human service agencies including NGOs. This will commence in the second half of 2009 and will be continually evaluated over the following 12 months, ending in an independent final report.

Over the next twelve months we will release the NSW Domestic and Family Violence Strategic Framework and finalise the prevention and early intervention assessment tool.

As a continuation of the *Keep Them Safe* Plan, new coordinator positions will be placed in each region to support regional implementation of *Keep Them Safe* and associated strategies. This will allow human services and justice agencies, together with local NGOs, to focus on improving coordination and responses to vulnerable children and their families.

The Child Wellbeing Units will begin testing new systems in October 2009, so information is shared across the networks of CWUs in preparation for legislation that will commence in January 2010.

DPC will participate in the implementation of a National Emergency Warning System across Australia.

Security initiatives that we will undertake over the next year include:

- providing input to finalise a national framework to counter violent extremism and coordinate NSW activities and arrangements
- developing a NSW Strategic Plan for the Protection of Places of Mass Gathering from Terrorism
- maintaining the NSW Critical Infrastructure database, including asset security and monitoring
- finalising the NSW Critical Infrastructure Protection Strategic Plan
- managing the system upgrade for the NSW Counter Terrorism Secure Management System.

Customer service

Target

- ensure all agencies have systems in place to receive feedback on customer satisfaction
- implement customer service measures for whole of Government activity and initiatives

Actively seeking customer feedback

During the past year DPC continued a pilot of conducting a Customer Satisfaction Survey of 19 NSW Government services. Members of the public (from urban, regional and rural areas) who had recently used at least one of the 19 different services were asked about their expectations and experiences with the services.

Findings from both the June 2008 and the January 2009 surveys concluded:

- services with the highest levels of satisfaction are Art Galleries and Museums, Home Care services and Office of Fair Trading services (including licence and business name applications)
- customers are satisfied with the level of services being provided face to face. Customers also prefer more services provided online and less services provided by telephone and fax.

Analysis of the two surveys confirmed that the main ways to increase customer satisfaction with Government services by improving:

- access and timing of services
- location and presentation of services
- service processes and outcomes.

Integrating transactional services

During 2008–09, DPC examined current NSW services to identify ways in which transactions that members of the public undertake with the Government, in similar areas such as drivers' licences, boating licences and birth certificates can be integrated. This work will assist the future development of a one stop shop that will improve service delivery to the State's customers and achieve greater efficiencies.

Funding for service delivery reforms

In collaboration with NSW Treasury and key line agencies, DPC negotiated with the Commonwealth regarding the development of National Agreements and National Partnerships to drive national reform in key service delivery areas. The National Agreements and National Partnerships form the basis of future Commonwealth funding to NSW.

The Premier signed a new Intergovernmental Agreement on Federal Financial Relations. Under this arrangement, NSW will receive additional National Agreement funding of \$1.76 billion over five years, with additional funding from National Partnerships.

Ensuring quality services in regional areas

To improve service delivery in rural and regional areas, DPC led the design and implementation of multi agency services provided by the new Government Service Centre at Queanbeyan. Opened in September 2008, the Centre is the first of a proposed series of multi agency facilities in NSW that will provide a one stop shop for people doing business with Government. It will provide easier access, better delivery and coordination of Government services.

DPC's Regional Coordinators worked with Victorian and Queensland Government agencies to identify cross border issues and develop local solutions to local service issues in relation to health, law and justice, education and transport.

We continued to support a unique partnership between State and Commonwealth Government agencies and the non Government sector to administer the Nimbin Integrated Services Project. This Project is improving access to drug and alcohol, mental health and general welfare services for the Nimbin community.

DPC also supported partnerships between State Government agencies, the Australian Government and Wagga Wagga City Council to improve social and community services and to promote economic development for Wagga Wagga and surrounding areas.

Supporting women

During the past year, we assisted the Premier's Council for Women by supporting a series of focus groups on priorities for women in NSW. DPC also supported the Premier's Council for Women's participation in the Rural Women's Gathering in Coonamble in October 2008.

In addition, we held meetings with Peak Women's Organisations in November 2008 and March 2009 which the Minister for Women attended. The meetings provided a forum for groups to raise current issues of concern for women and provided an important networking opportunity. Guest speakers at the meetings included the Sex Discrimination Commissioner Elizabeth Broderick and representatives from the Department of Education and Training, who discussed the Boys' and Girls' Education Strategy.

DPC supported four Aboriginal women delegates from NSW to attend the National Aboriginal and Torres Strait Islander Women's Gathering (NATSIWG) in Brisbane in June 2009. This annual gathering enables community delegates from each jurisdiction to discuss issues of importance to Aboriginal women and make recommendations to the Women's Advisors' Meeting and the Ministerial Council on the Status of Women.

Aboriginal Trust Fund Repayment Scheme

DPC administers the Aboriginal Trust Fund Repayment Scheme (ATFRS) that provides for the repayment of money placed in Aboriginal Trust Fund accounts between 1900 and 1969 that have not been paid. As at 30 June 2009, the scheme had assisted 8,595 claimants to register with the scheme, had issued 561 interim assessments, and finalised 471 claims. In 2008–09, payments totalled \$428,403.

Looking forward

DPC will support coordinated Government and community initiatives that improve service delivery outcomes for Aboriginal people of NSW.

We will streamline the process of handling claims for Aboriginal people seeking assistance from the Aboriginal Trust Fund Repayment Scheme. We will ensure all applications are finalised by the conclusion of the Scheme.

Further feedback from community stakeholders will be sought during a consultation process for the development of a new Women's Policy Framework. State level indicators will also be developed as part of a monitoring and reporting plan for this Framework.

Resource reallocation

Target

- develop agency flexibility of process and systems, in collaboration with NSW Treasury
- implement improved processes for cross agency decisions

Redirecting resources to front line services

Service transformation and resource reallocation are part of DPC's continuing management agenda by which we strengthen governance and accountability in the public sector. We support the strategy of focusing resources in programs to continue the State's growth and to deliver services with high customer satisfaction.

DPC assisted agencies to identify the level of resources dedicated to 'back office' corporate overhead functions compared to 'front line' service delivery activities. This analysis involves benchmarking an agency's corporate overhead levels with other similarly sized NSW agencies. The analysis helps agencies improve their organisational efficiency by identifying corporate overhead levels and developing strategies to redirect expenditure to other services, savings targets and agency priorities.

Over the past year, DPC assisted 23 agencies with corporate overhead analyses. In the case of two agencies, \$30 million of corporate overhead savings were diverted to priority areas.

Making casework more effective

DPC worked jointly with the Department of Community Services (DoCS) on the *Caseworkers doing Casework* project. The objective of the project was to deliver detailed reform proposals that will free frontline DoCS staff from unnecessary paperwork so they can focus on high risk child protection cases. Using detailed quantitative and qualitative research, the project team found four key areas for reform:

- streamline business processes to reduce substantial rework and wasted work
- improve KiDS, the DoCS client information system, so it is a more useful tool for caseworkers
- reduce/eliminate non critical work which currently takes up too much of caseworkers time
- reduce Children's Court processes that are very time consuming for caseworkers.

Many of the recommendations of *Caseworkers doing Casework* were picked up by the Special Commission of Inquiry into Child Protection Services in NSW and are being implemented as part of *Keep them Safe*, the Government's Action Plan to improve the safety and wellbeing of children and young people in NSW.

Leading public sector reviews

Part of the Department's core role is to initiate, provide advice and help facilitate public sector reform projects. This includes major agency structural reviews, shorter term performance improvement programs and

change management. Our aim is to improve strategic Government service delivery and often involves the flexible deployment of multi skilled project staff across DPC Divisions, or working in conjunction with other Government agencies.

Reviews carried out during 2008–09 have included: Housing NSW and the Aboriginal Housing Office, Catchment Management Authorities, Department of State and Regional Development, Tourism NSW, Department of Aboriginal Affairs, Government Mobile Radio Services, Human Services Delivery in Rural and Remote NSW, Homelessness Intervention Project Evaluation and assistance with the review of the Department of Primary Industries.

In addition to conducting reviews, DPC assisted NSW Treasury with the implementation of the review of internal audit capacity in the NSW Public Sector which was undertaken in 2008. A number of training programs have been held with the sector regarding the reforms outlined in the review. We have also assisted in the development of a new policy framework for internal audit and worked on cluster committees and the compliance assurance framework.

In 2008 the Australian Bureau of Statistics (ABS) and the Department signed a Memorandum of Understanding (MOU) to establish a governance framework to coordinate the development and use of statistics by the NSW public sector and statistical priorities for the sector. We coordinated the NSW Government's response to an anticipated reduction in services by ABS. Many of the collections identified by the Commonwealth for reduction were subsequently restored after ABS consultation with the States.

Looking forward

Effective resource allocation requires analytical expertise and functional experience to determine needs and evaluate alternative solutions. Over the next year DPC will help agencies analyse needs and manage limited resources more effectively.

We will reallocate resources over the coming year according to changing State priorities and ensure resources are directed to higher level agency objectives

to enable better management and responsiveness to community needs.

In the coming year DPC will complete the current reviews of the NSW Police Force and NSW Fire Brigades and perform other reviews as requested.

In addition we will encourage agencies to meet the target of reducing red tape by \$500 million by June 2011 and report on their progress.

The restructure of the NSW public sector into 13 Super Departments, which came into effect from 1 July 2009, will provide further opportunities for reform, review of resourcing and improved services for the community.

The implementation of the 13 Super Departments will better align service delivery and assist joint planning against the State Plan. DPC will assist the 13 Super Departments to:

- complete the necessary institutional changes required to establish the new Super Departments
- progress the integration of service delivery within Super Departments, including the establishment of one stop shops
- undertake the consolidation of corporate overhead functions.

Workforce

Target

- deliver a clear, agreed strategy for renewal of the public sector
- ensure increased flexibility in industrial relations and human resources systems and practices to meet current and future needs

Employing school leavers in trades

In February 2009, as part of the *NSW Government Apprenticeship Program*, the Government committed to employing 1,000 new apprentices each year over the next four years. By June 2009, over 560 apprentices had been employed across a range of trades in the NSW public sector. To enable agencies to access the services of

Group Training Organisations, DPC and the Department of Commerce have established a panel arrangement.

In addition, DPC sponsored pre apprenticeship training. The aim of this program is to provide free pre vocational training opportunities for school leavers in trades where there are shortages. As a result, 100 school leavers attended pre apprenticeship courses in the automotive, construction, engineering and electrical trades. These six week courses, which combined training and work placements, were held in locations across Sydney, Newcastle, Wollongong, the Central West and the mid North Coast.

Cadetships

In February 2009, the Premier announced 500 cadetship places the NSW public sector per year for the next four years. The JumpSTART pilot program commenced in April 2009 and provided 80 entry level positions across 11 agencies. Jobs were varied including assistants in nursing, IT support, office administration, customer service and farm assistant. Positions were located in Sydney and in regional and rural locations. The pilot was highly successful with strong interest from young people in entering the public sector workforce.

Employment opportunities for Indigenous people

Making it Our Business (MIOB), the NSW Government's strategy to employ more Aboriginal staff, has been in place for two years. By June 2009, the NSW public sector exceeded its target of two per cent representation with 2.2 per cent of public sector staff identifying as Aboriginal.

DPC conducted a series of consultations with agencies and staff to evaluate the implementation of MIOB. The consultations provided an opportunity for Aboriginal staff and their managers to discuss employment and development issues for Aboriginal people in the sector. This feedback has been used to develop an action plan for the next two years to build on achievements in this area.

The North Coast Aboriginal Employment Strategy has also enabled the development of agency action plans to improve the recruitment and retention of Aboriginal

people within the public sector. The project is currently implementing phase two which involves pre employment, mentoring and training, with the planned recruitment of over 40 Aboriginal trainees across NSW Government and other agencies.

Retaining a regional and remote workforce

The Department continued to monitor the implementation of the Remote Areas Attraction and Retention pilot project that focuses on the delivery of human services to the western NSW towns of Bourke, Brewarrina, Walgett and Wilcannia. To enable a number of incentives to be developed, we conducted a review of employment benefits for staff who work in these remote areas. The review and its recommendations are being considered as measures to attract and retain staff in regional and remote locations.

Supporting women in the public sector

The Department continued to support the *Making the Public Sector Work Better for Women* strategy that was developed during the previous twelve months. In September 2008, we supported the launch of the strategy by the Minister for Women.

The strategy aims to:

- improve learning and development opportunities for women working in lower graded positions across the public sector
- encourage and support women who are building their careers
- increase the representation of women in higher positions
- increase women's representation in non traditional occupations.

Workforce renewal

The *NSW Public Sector Workforce Strategy*, launched in 2008, identified key strategies across the sector to attract and retain the best staff and develop a high performing workforce. The strategy identified actions for DPC

and line agencies to promote workforce renewal. Key outcomes include:

- a 30 per cent increase in the number of senior executive women applying for the Executive Fellows Program
- the delivery of workshops and resources to support agencies to adopt the capability framework
- a comprehensive strategy to address critical shortages amongst finance professionals.

Identifying capabilities

In February 2009, DPC launched the NSW Public Sector Capability Framework. The Capability Framework defines the skills, knowledge and abilities that are relevant to all NSW public sector staff, regardless of their location, agency or role. It provides a common language to help staff understand what is required of them. The Framework will help the sector recruit and select people with the capabilities we need now and into the future.

By June 2009, over 29 agencies had adopted the Capability Framework and were progressively implementing it across their organisations.

Streamlined recruitment processes

In December 2008, after extensive consultation, DPC launched a process to purchase a new, whole of NSW Government e-Recruitment system to promote efficiency and consistency in recruitment across the public sector. A system was selected after a rigorous evaluation and the first phase of the implementation is on track for delivery in October 2009. Roll out across the sector will continue through 2010. The e-Recruitment system is designed to:

- promote consistency and efficiency in recruitment practices across all Government agencies
- result in reduced recruitment times
- make public sector jobs easier to find and apply for
- ensure the NSW Government can find the right people for the right jobs at the right time.



Careers Expo 2009.

Developing management capability

To enhance the skills and abilities of executive staff, DPC offers executive development courses across the public sector. These intensive courses continue to have a strong demand from executives and the suite of courses is oversubscribed annually.

The Australia and New Zealand School of Government (ANZSOG) Master of Public Administration, University of Sydney Graduate Diploma in Public Administration and the Executive Development Program focus on the development of responsive and flexible leadership skills. These skills include the ability to manage and lead change, critical analysis and strategic planning.

Rewarding our top graduates

The Premier's Development Awards are presented to the top NSW public sector graduates from the ANZSOG (Executive Masters in Public Administration) and Sydney

University's Graduate School of Government (Graduate Diploma in Public Administration).

The inaugural Premier's Development Awards were presented in June 2008 and two recipients have since completed a placement with the DPC Performance Improvement and Review Branch. The placement is designed to complement the recipients' formal studies with first hand exposure to public sector review and/or service reform initiatives in a central agency. The experience is designed to both supplement their academic program and provide a significant professional development opportunity.

Managing industrial relations

Resulting from a review and recommendations, the *Public Sector Employment and Management Act* was amended in December 2008. Some of the amendments were to recruitment and transfer arrangements and provided further clarity, flexibility and efficiencies for agencies.

During this year, DPC managed a number of significant wage matters under the Government's wages policy which allows increases above 2.5 per cent where they are funded by employee related cost savings. These included:

- settlement of the Crown Employees Salaries claim that covered approximately 76,000 employees in areas such as corrective services, child protection and school support staff
- supporting agencies in proceedings before the Industrial Relations Commission to resolve new salary arrangements for NSW firefighters, to resolve wage claims (nurses, health staff, the ambulance officers' work value claim) and various teaching award matters
- assisting agencies to negotiate employee transfer arrangements to support the proposed sales of NSW Lotteries, WSN Environmental Solutions and the energy retailers
- working with NSW Health on the closure of HealthQuest and assisting with the development and implementation of alternative arrangements.

Looking forward

To fulfil our aim of having an innovative streamlined recruitment and selection process, DPC will proceed with the implementation of the e-Recruitment tool and roll out across the public sector over the next 18 months. This will enable the internet website of jobs.nsw to be reactivated in late 2009.

The Department will continue in its role of supporting agencies that are undertaking organisational changes to achieve improvements and efficiencies. At the same time we plan to target inefficiencies in agencies by supporting them to manage sector reforms such as the Super Departments and corporate services reforms.

Over the next twelve months, we will continue to develop employment initiatives for school leavers, youth and disadvantaged groups.

Core business and systems improvement

Target

- continue to deliver core work efficiently and effectively

Delivering on State Plan targets

The State Plan is the fundamental policy document that governs the NSW public sector. The State Plan maps out what we want to achieve and how we are going to do it.

The State Plan provides:

- ambitious targets — to drive measurable improvements in service delivery in health, education, transport, community services and the environment
- clear accountability — with responsibility assigned to Ministers and CEOs and public reporting of progress
- a strong focus on delivery — with practical actions that make a difference, backed by evidence based policy.

Over the past year DPC has worked with public sector agencies to deliver on the actions in their Priority Delivery Plans. We have monitored progress against set targets,

identified performance challenges and assisted agencies to address performance issues.

The first State Plan Annual Report was released and showed measurable progress towards 70 per cent of our State Plan targets. The performance data included in the Report was verified by the NSW Auditor General.

The creation of a dedicated website (www.stateplan.nsw.gov.au) where updates of performance information are regularly posted, allows the community to judge whether or not the Government is delivering real results.

Supporting Government

Community Cabinet visits give local community groups and individuals an opportunity to discuss local issues directly with the Premier, Ministers and senior leaders of the public service. Over the past year, Community Cabinet visits were conducted in various locations across NSW including Parkes, Western Sydney, Central Coast, Sutherland Shire, Queanbeyan, Illawarra, Newcastle, Macarthur and Bathurst. Each visit included pre arranged and informal meetings with Ministers and a public forum hosted by the Premier.

This year DPC introduced report back meetings where the Government provided feedback to each community on the status and/or resolution of local issues that were identified as priorities during the Community Cabinet visit. We also extended the electronic Cabinet Document Management System to Cabinet Committees so that the lodgement and distribution of Cabinet Committee documents is more efficient.

DPC also assisted the Government by:

- providing advice to the Premier and coordinating advice and secretariat support for Cabinet (51 meetings in 2008–09) and Cabinet's Standing Committees (148 meetings in 2008–09)
- supporting the Premier to promote NSW's interests in five meetings of the Council of Australian Governments (COAG) and seven meetings of the Council for the Australian Federation (CAF) in 2008–09
- supporting the Premier in his role as head of the Government which includes responding to high level correspondence, preparation of speeches, monitoring of election commitments and the Premier's commitments

- advising on and approving Executive Council Minutes, including subordinate legislation
- coordinating the position to be advanced by NSW Ministers at Ministerial Council meetings.

Legislation reforms

During the past twelve months, the Department was responsible for, or played a major role in, the preparation and delivery of a number of pieces of complex legislation including:

- *Children Legislation Amendment (Wood Inquiry Recommendations) Act 2009*
- *Government Information (Public Access) Act 2009* and related Acts
- *Homebush Motor Racing (Sydney 400) Act 2008*
- *Liquor Amendment (Special License Conditions) Act 2008*
- *Motor Sports (World Rally Championship) Act 2009*
- *Nation Building and Jobs Plan (State Infrastructure Delivery) Act 2009*.

Better regulation

The Better Regulation Office continued to advise the Premier and Minister for Regulatory Reform on the application of the better regulation principles. The Office conducted targeted reviews into the need for selected occupational licenses, the NSW plumbing and drainage frameworks and the regulatory framework for gasfitters, gas installation and gas appliances. The Office also released its first issue of *Annual Update – Removing Red Tape* in NSW and published guidance tools for agencies on taking a risk based approach to compliance and applying a competition test.

Ceremony, protocol and hospitality

DPC provides administrative and operational support to Her Excellency the Governor as she carries out the ceremonial and community responsibilities of her role.

We managed protocol and hospitality for the Premier when Heads of State, Heads of Government and other guests, such as His Holiness the Pope and the King and Queen of Spain, visit NSW.

Encouraging volunteers

The Department completed the NSW Government Volunteering Web Portal (www.volunteering.nsw.gov.au) which is a resource for both volunteers and organisations that work with volunteers. The portal links volunteering information spread across a range of websites and contains information and resources to assist with all aspects of volunteering. We also delivered community volunteering forums and co hosted a conference on encouraging environmental volunteering with the Department of Environment and Climate Change.

Honouring our past

DPC provides policy, project and administrative support in relation to the Veterans' Affairs portfolio that was created in January 2009. We support the Premier as the responsible Minister, and the Minister Assisting the Premier on Veterans' Affairs and manage commemorative, educational and heritage projects.

In 2008–09 we:

- established the Premier's ANZAC Memorial Scholarships Program which began with a visit to Gallipoli for Anzac Day services in April 2009. The Program will support bi annual pilgrimages by senior high school history students to key battlefield sites in Australia's military history
- oversaw significant restoration and repair works at the ANZAC Memorial Building in Hyde Park to prepare for its 75th anniversary in November 2009
- finalised the establishment of a memorial in Moore Park to Australian and Korean veterans of the Korean War
- distributed 36 grants to local RSLs, Councils and other organisations for the repair and restoration of community war memorials.

Providing regional coordination

In 2008–09, the Regional Coordination Program provided the Premier, Director General, DPC and line agencies with a regional infrastructure to manage multi agency projects and issues that include: regional business development, industry closure response, *Keep Them Safe*, crime prevention, Aboriginal communities' development,

climate adaptation, natural disaster response and recovery, integrated services delivery and local community development. We also managed the offices and provided support to the Ministers for the Hunter, Illawarra, Central Coast and Western Sydney.

Supporting the arts

During 2008–09, the Department continued to provide substantial support for the NSW film industry. We have taken a lead role in developing legislative, regulatory and administrative amendments to streamline film location approvals and support from State agencies and local Councils.

Supporting tourism and jobs creation

In conjunction with the Department of Lands, DPC continued to lead and coordinate the project of sinking the HMAS Adelaide to form an artificial reef and dive wreck off the Central Coast. This project is expected to add \$10 million annually to the local economy through increased tourism and create up to 130 local jobs.

Looking forward

DPC is dedicated to identifying ways to improve both our systems and our processes to deliver better services. Over the next twelve months we will continue to deliver core work efficiently and effectively. We will work to improve the coordination of whole of Government responses and solutions to critical policy, service and operational issues.

In the coming year we will:

- undertake a full review of the NSW State Plan to ensure the public sector delivers the best possible services for the people of NSW. The review will include comprehensive consultation with the community and stakeholders
- enhance and coordinate the timely delivery of all Community Cabinets and their respective follow up meetings in NSW.

corporate governance

Our Code of Conduct

The Department's Code of Conduct conveys the standards of behaviour expected from staff. These standards are grouped under the four principles on which the Code is based:

- respect for the law and system of Government
- respect for people
- act with honesty and integrity
- efficient and economic use of departmental resources.

Each employee must ensure their behaviour and actions are consistent with the Code. If an employee is unclear about a particular course of action, they should discuss it with their Manager.

Managers and senior staff, particularly Senior Executive Service staff, have an obligation to ensure the principles of the Department's Code of Conduct are applied in the workplace.

The Code applies to all staff of the Department whether they are permanent, temporary or casual. It also applies to contractors and consultants.

Employees are expected to familiarise themselves with the Code. Breaches of the Code can lead to performance management or disciplinary action which range from counselling to dismissal.

A full copy of the Department's Code of Conduct can be accessed by all employees under the policy section of the Department's intranet.

Consumer response and assistance to the public

The Department is committed to providing courteous and prompt assistance.

While most work of the Department is directed within the public sector, members of the public regularly request information about a range of services. Options available to the public to obtain or request information, or provide feedback, include telephone enquiries, electronic mail and internet options. These are:

Information on DPC services

(02) 9228 5947

Switchboard

(02) 9228 5555 to contact a specific officer or branch

Email

contact_us@dpc.nsw.gov.au about the Department

Email the Premier's Office

thepremier@www.nsw.gov.au

Facsimile

(02) 9228 3522 | about the Department

Website

www.dpc.nsw.gov.au

Address

Postal address: GPO Box 5341, SYDNEY NSW 2001

Street address: Level 39, Governor Macquarie Tower, 1 Farrer Place, Sydney NSW 2000.

In 2008–09, approximately 195 calls were received through the information line and there were approximately 3.7 million visits to the Department's website. In addition, website visitors submitted 973 items of feedback. This includes 594 feedback items to the Premier and 379 to the Department.

Guarantee of service

The New South Wales Department of Premier and Cabinet is dedicated to providing quality support to the State Government and the people of NSW. As well as supplying leadership to the public sector, the Department takes a key role in managing significant State projects and issues.

The Department commits to demonstrating standards of behaviour and ethics which deliver a high quality, cost effective service and also maintain public confidence.

The standards below are aligned with the State Plan's priorities and targets to improve customer satisfaction with Government services and businesses.

Service commitment

To be proficient in our role, we have a responsibility to ensure:

- a whole of Government approach to policy development and service provision to contain costs and maintain consistent standards
 - implementation of consultative mechanisms that encourage collaboration and obtain equitable and expert opinion
 - consideration of minorities and areas of special need
 - transparency and accountability of all departmental roles and activities
 - adherence to NSW Government privacy guidelines with regard to collection, storage, access and disclosure of personal information
 - adherence to all statutory guidelines
 - effective management of public sector staff and resources
 - staff compliance with the Department's Code of Conduct — principles that direct staff to discharge their duties with integrity, efficiency and impartiality
 - implementation of robust administrative systems to ensure timely responses to queries and monitoring of issues
 - accessible feedback mechanisms to encourage comment from all stakeholders.
- *Competition Policy Reform (New South Wales) Act 1995* No 8
 - *Constitution Act 1902* No 32
 - *Constitution Further Amendment (Referendum) Act 1930* No 2
 - *Constitution (Legislative Council Reconstitution) Savings Act 1993* No 19
 - *Election Funding and Disclosures Act 1981* No 78
 - *Essential Services Act 1988* No 41, Parts 1 and 2 (remainder, the Minister for Industrial Relations)
 - *Freedom of Information Act 1989* No 5
 - *Independent Commission Against Corruption Act 1988* No 35
 - *Independent Commission Against Corruption (Commissioner) Act 1994* No 61
 - *Independent Pricing and Regulatory Tribunal Act 1992* No 39
 - *Infrastructure Implementation Corporation Act 2005* No 89
 - *Interpretation Act 1987* No 15
 - *Legislation Review Act 1987* No 165
 - *Licensing and Registration (Uniform Procedures) Act 2002* No 28
 - *Mutual Recognition (New South Wales) Act 1992* No 61
 - *Nation Building and Jobs Plan (State Infrastructure Delivery) Act 2009* No 1
 - *Natural Resources Commission Act 2003* No 102
 - *Ombudsman Act 1974* No 68
 - *Parliamentary Electorates and Elections Act 1912* No 41
 - *Parliamentary Evidence Act 1901* No 43
 - *Parliamentary Precincts Act 1997* No 66
 - *Parliamentary Remuneration Act 1989* No 160
 - *Protected Disclosures Act 1994* No 92
 - *Public Finance and Audit Act 1983* No 152, sections 28, 28A, 29, 30, and Schedule 1 (remainder, the Treasurer)
 - *Public Sector Employment and Management Act 2002* No 43, Part 2.2, section 63 (2), section 116 and Chapter 4, (remainder, jointly with the Minister for Public Sector Reform, except Chapter 7 jointly the Treasurer and the Minister for Commerce)

Legislation and legal change

Acts allocated to the Premier as at 30 June 2009

- *Anzac Memorial (Building) Act 1923* No 27, jointly with the Minister Assisting the Premier on Veterans' Affairs
- *Australia Acts (Request) Act 1985* No 109
- *Community Relations Commission and Principles of Multiculturalism Act 2000* No 77, jointly with the Minister for Citizenship

- *Returned and Services League of Australia (New South Wales Branch) Incorporation Act 1935* No 39
- *Royal Commission (Police Service) Act 1994* No 60
- *Royal Commissions Act 1923* No 29
- *Seat of Government Surrender Act 1909* No 14
- *Seat of Government Surrender Act 1915* No 9
- *Senator's Elections Act 1903* No 9
- *Special Commission of Inquiry (James Hardie Records) Act 2004* No 78
- *Special Commissions of Inquiry Act 1983* No 90
- *State Arms, Symbols and Emblems Act 2004* No 1
- *State Owned Corporations Act 1989* No 134
- *Subordinate Legislation Act 1989* No 146, jointly with the Minister for Regulatory Reform
- *Subordinate Legislation (Repeal) Act 1985* No 232
- *Trans-Tasman Mutual Recognition (New South Wales) Act 1996* No 102
- *Visy Mill Facilitation Act 1997* No 139
- *Water Industry Competition Act 2006* No 104, Part 3 (remainder, the Minister for Water)
- *Western Sydney Parklands Act 2006* No 92

Legislative change initiated by the Premier 2008–09

Auditor-General (Supplementary Powers) Act 2008—An Act to amend the *Public Finance and Audit Act 1983* to provide for the Auditor-General's review in connection with the restructuring of the State's electricity industry.

Biofuel (Ethanol Content) Amendment Act 2009—An Act to amend the *Biofuel (Ethanol Content) Act 2007* to make further provision with respect to the required ethanol content in petrol sold in NSW and to make provision with respect to a required biodiesel content in diesel fuel; and for other purposes.

Children and Young Persons (Care and Protection) Amendment (Children's Employment) Act 2009—An Act to amend the *Children and Young Persons (Care and Protection) Act 1998* and related legislation with respect to the employment of children.

Children Legislation Amendment (Wood Inquiry Recommendations) Act 2009—An Act to amend the *Children and Young Persons (Care and Protection) Act 1998* and other legislation to give effect to recommendations of the Special Commission of Inquiry into Child Protection Services in NSW; and for other purposes.

Crimes (Criminal Organisations Control) Act 2009—An Act to provide for the making of declarations and Orders for the purpose of disrupting and restricting the activities of criminal organisations and their members; to make related amendments to various Acts; and for other purposes.

Criminal Organisations Legislation Amendment Act 2009—An Act to amend the *Crimes (Criminal Organisations Control) Act 2009* to make further provision with respect to the control of criminal organisations and to amend various other Acts with respect to associates of such organisations; to amend the *Law Enforcement (Powers and Responsibilities) Act 2002* to make further provision with respect to search powers; and for other purposes.

Education Amendment Act 2009—An Act to amend the *Education Act 1990* to change the school leaving age.

Government Information (Information Commissioner) Act 2009—An Act to create the Office of Information Commissioner; and for other purposes.

Government Information (Public Access) Act 2009—An Act to facilitate public access to Government information.

Government Information (Public Access) (Consequential Amendments and Repeals) Act 2009—An Act to amend various laws as a consequence of the enactment of the *Government Information (Public Access) Act 2009*; to repeal the *Freedom of Information Act 1989*; and for other purposes.

Hawkesbury-Nepean River Act 2009—An Act to establish an Office of the Hawkesbury-Nepean, to provide for its functions and to make other provision for the purposes of improving or maintaining the health of the Hawkesbury-Nepean river system.

Independent Commission Against Corruption Amendment Act 2008—An Act to amend the *Independent Commission Against Corruption Act 1988* in relation to proceedings for offences and other matters; and to amend the *Protected Disclosures Act 1994* in relation to the public officials covered by that Act.

Land Acquisition (Just Terms Compensation) Amendment Act 2009—An Act to amend the *Land Acquisition (Just Terms Compensation) Act 1991* with respect to the authorisation of the compulsory acquisition of land; and for other purposes.

Liquor Amendment (Special Licence Conditions) Act 2008—An Act to amend the *Liquor Act 2007* to impose additional licence conditions in respect of certain licensed premises.

Liquor Legislation Amendment Act 2008—An Act to amend the *Liquor Act 2007* to restrict the trading hours of licensed premises; to amend the *Local Government Act 1993* in relation to alcohol free zones; and for other purposes.

Local Government Amendment (Legal Status) Act 2008—An Act to amend the *Local Government Act 1993* to make further provision for the legal capacity and status of local and county Councils, and temporary employment.

Motor Sports (World Rally Championship) Act 2009—An Act to facilitate the conduct of the motor sport known as the World Rally Championship.

Nation Building and Jobs Plan (State Infrastructure Delivery) Act 2009—An Act to enable New South Wales to deliver the infrastructure projects funded under the Nation Building and Jobs Plan of the Commonwealth in accordance with its obligations under the February 2009 COAG partnership agreement.

Public Sector Employment and Management Further Amendment Act 2008—An Act to amend the *Public Sector Employment and Management Act 2002* to make further provision with respect to public sector employment and management; and for other purposes.

Transport Administration Amendment (Metro Rail) Act 2008—An Act to amend the *Transport Administration Act 1988* and other Acts to establish Sydney Metro

and to facilitate the development, implementation and operation of metro railway systems in the State.

Transport Administration Amendment (Rail and Ferry Transport Authorities) Act 2008—An Act to amend the *Transport Administration Act 1988*, the *Passenger Transport Act 1990* and other Acts with respect to the corporate structure of Rail Corporation New South Wales and Sydney Ferries and the provision and regulation of rail passenger services and ferry services.

Water (Commonwealth Powers) Act 2008—An Act to refer certain matters relating to water management to the Commonwealth Parliament; to amend the *Water Management Act 2000* and other Acts; and to repeal the *Murray–Darling Basin Act 1992*.

Water Management Amendment Act 2008—An Act to amend the *Water Management Act 2000* in relation to compliance and enforcement, access licences, publication of notices and Orders and other miscellaneous matters; and for other purposes.

Human resources and organisation development

During the year the Department undertook a major restructure impacting on most areas of activity. Some Divisions were abolished or merged with new Divisions.

All employees affected by the restructure were managed in accordance with the Managing Excess Employees Policy. Staff and unions were kept informed about the progress of the restructure.

The Department continued to support learning and development activities to ensure our staff have the skills and capacity to meet the changing work environment.

Staff were able to access training and development opportunities in a broad range of areas including: policy writing, project management and project evaluation, business writing, merit selection, Government administration and a range of technology applications.

An induction program was run three times during the year to provide the information required to enable staff to understand DPC's aims, roles and priorities of

the Department. Staff were provided with essential information about our operation, systems and priorities.

In 2008–09, the Department obtained central funding for one scholarship for the ANZSOG Executive Masters in Public Administration.

The Department also continues to participate in the NSW Public Sector Fast Track Graduate Program taking two graduates in the policy stream to work in two Divisions.

We also participated in the NSW JumpSTART Cadetship program for school leavers under 21 years of age who have completed their HSC. At the time of publication recruitment for three cadets had been completed.

During 2008–09, DPC provided several opportunities for work experience and placements in response to requests from students enrolled in accredited tertiary courses.

The Department also reviewed and updated position descriptions and evaluations across all Divisions as a result of the departmental restructure.

We developed a new Coaching and Performance System to provide a skilled workforce that has the competency and capability to achieve individual objectives consistent with corporate directions. This system was implemented as a pilot across some of the Divisions.

DPC was one of four pilot groups for the e-Recruitment system and participated in the system scoping and development phase.

Future priorities

- implement the Workforce Planning Framework for the Department
- implement the Coaching and Performance System across the Department.

Equal employment opportunity

EEO statistical data for 2008–09, indicates the distribution of EEO groups across salary levels in the Department was generally consistent with those in the public sector, though the representation of Aboriginal people, people whose first language is other than English and people with a disability needs to be increased. While the Department

is above the public sector benchmark for the number of women employed, it also needs to focus on increasing the representation of women at senior levels.

To meet our commitment to equal employment opportunity (EEO) a range of initiatives were developed, implemented and supported within DPC.

We finalised our Employment Equity and Diversity Policy and developed an Integrated Employment Equity and Diversity Plan. A newly established Employment Equity and Diversity Committee supports the ongoing development and implementation of the Plan.

Relevant strategies pursued during the year included:

- training members of the Employment Equity and Diversity Committee to ensure they are equipped to meet expectations
- developing an online learning module to promote awareness of equity and diversity issues across the Department
- reviewing, communicating and improving access to a range of human resources related policies and procedures including Grievance Resolution and Harassment and Bullying Free Workplace
- coordinating the promotion and delivery of events to mark 'special days' including the International Day of Persons with a Disability, International Women's Day and NAIDOC Week
- revising the Equity and Diversity component of the Department's quarterly induction process for new staff.

Disability Action Plan

DPC continues to develop and implement strategies that are relevant to the needs of people with a disability.

In addition to continuing to provide workplace adjustment and flexible working arrangements for employees with a disability, any workplace refurbishments within the Department are undertaken in compliance with the Building Codes of Australia, including those provisions that relate to access for people with a disability.

As part of its ongoing commitment to build a workplace conducive to the employment of people with a disability, this year DPC was accepted as a member of the Australian

Employers' Network on Disability and also hosted an event to mark the International Day of People with a Disability.

Ethnic Affairs Priority Statement

While the Department's main interactions are with other Government agencies rather than the general community, we are committed to developing and maintaining a culture that supports employment equity and diversity, and the principles of multiculturalism as outlined in the *Principles of Multiculturalism Act 2000*.

DPC actively supports, through the recently developed Employment Equity and Diversity Policy, the NSW Government's goals of:

- workplace cultures displaying fair practices and behaviours
- improved employment access and participation for specific groups who in the past may have experienced, and may continue to experience, inequitable treatment in employment including people from racial, ethnic and ethno religious minority groups and people whose first language is other than English.

The Department's Code of Conduct and Employment Equity and Diversity Policy require employees to demonstrate respect for all people and to ensure at all times that their actions are appropriate, professional and non discriminatory. Executives and managers are responsible for taking active steps to prevent and eliminate discrimination and harassment and to deal equitably with all employees.

The Department also seeks to continuously improve the representation of people from ethnically diverse backgrounds by appointing more of these people to Government boards and committees.

Aboriginal employment

DPC is committed to improving employment access and workforce participation for Aboriginal people, both within the Department and across the broader public sector. Representatives of Aboriginal people within DPC have the opportunity to provide direct input to relevant strategies

through their membership of the Employment Equity and Diversity Committee.

DPC hosted an event to mark the significance of NAIDOC Week.

Sector wide initiatives

The statutory functions of the Director of Equal Opportunity in Public Employment are vested in the Deputy Director General, Public Sector Management Reform who presented a report to the Premier that detailed EEO outcomes, trends, areas of best practice and future priorities across the whole of the NSW public sector. The Department continues to support EEO outcomes in the sector and provides ongoing assistance to agencies as they develop and implement their EEO Management Plans.

DPC's significant sector wide responsibilities are principally met through the work of the Public Sector Workforce (PSW) Branch. PSW consulted with employees and managers to inform the development of a strategy to increase the employment of people with a disability including people with mental illness, in the NSW public sector. Forums attended by over 100 agency staff with disabilities were held in Sydney, Orange, Nowra and Coffs Harbour. In addition, two online surveys on the Department's website collected feedback.

DPC also looks to further the interests and increase the representation of people with a disability by maintaining a database of people with a disability who are interested in becoming members of Government boards and committees.

To benefit women in NSW, the Department principally through the Office for Women's Policy (OFWP), supports a range of programs and projects. In 2008–09 these included:

- commencing development of the NSW Domestic and Family Violence Strategic Framework. This is a key component of the NSW Government's new approach to tackling domestic and family violence. As part of this process, OFWP has released the discussion paper on the NSW Domestic and Family Violence Strategic Framework and conducted extensive consultations with non Government and Government agencies across NSW

- providing \$2.9 million from the NSW Domestic and Family Violence Grants Program to support community organisations with projects that prevent or minimise the impact of domestic and family violence, including \$900,000 for Aboriginal specific projects
- supporting the members of the Premier's Council on Preventing Violence Against Women who have facilitated the consultation process for the NSW Domestic and Family Violence Strategic Framework
- launching the women's employment and development strategy, *Making the Public Sector Work Better for Women*, and developing related initiatives to support women's employment in the public sector
- in February 2009, organising a round table on Quality Part Time Work, that was co presented by the Diversity Council Australia and hosted by the Minister for Women. The round table was attended by around 80 representatives from business, unions, universities and State and Commonwealth agencies
- chairing a national working group to develop a set of key national indicators on the status of women
- coordinating a range of internal and external activities to celebrate International Women's Day (IWD), including: 2009 Woman of the Year Award; the Premier's Reception at Parliament House for over 320 guests; and grants of up to \$1,000 each to 118 Councils to work in partnership with local community groups across NSW to support local activities for IWD. The theme for NSW IWD activities was 'Women and Education'
- supporting the Premier's Council for Women's series of focus groups, attended by over 200 women, on priorities for women in New South Wales. A report of the consultations was prepared for the Premier and Minister for Women for their consideration. The Premier's Council for Women was also supported to participate in the Rural Women's Gathering in Coonamble in October 2008
- providing one off funding for non Government initiatives that help to empower and support women. In 2008–09, this included funding for the Women in Prison Advocacy Network, the NSW Rape Crisis Centre and Family Child Care Services Central Coast. OFWP also supported a number of conferences targeting women
- providing partnership support to the University of Wollongong for the Australian Research Council (ARC) Linkage Project: The role of community connectedness in retaining skilled migrant women in Australia
- participating in initiatives conducted by other NSW Government agencies, such as the Department of Education and Training Director General's Advisory Group on Gender Equity in Education.

Parliamentary Counsel's Office

Overview and highlights 2008–09

The Parliamentary Counsel's Office (PCO), which is a separate Office within the Department of Premier and Cabinet, provides the Government with a comprehensive and integrated range of high quality services for the drafting and development of legislation, the publication of legislation, and the giving of advice and information about legislation. The PCO also provides up to date public access to legislation through the official NSW legislation website (www.legislation.nsw.gov.au) and other online and printed publications.

Highlights and achievements for the year included:

- meeting the demands of the Government's legislative program, with a high volume of complex and challenging items of draft legislation completed (including freedom of information, criminal organisations and state revenue legislation)
- improving public access to the law by further developing the NSW legislation website, including two major achievements:
 - official authorisation of online legislation, and
 - launch of online notification of the making of statutory instruments.
- maintaining the prompt turnaround times for finalising statutory instruments, including environmental planning instruments.

A detailed report of the PCO's programs and services is set out in the section on Performance below. The report features comprehensive five year workflow figures and performance targets.

Enhancement of online services

In early 2008, the NSW legislation website was redesigned and rebuilt with a new system architecture and running on new servers. The redeveloped website was successfully released in October 2008. The HTML collection of legislation is now officially authorised under the *Interpretation Act 1987*. Authorisation gives the online legislation the same official status as official paper reprints. This has the potential for considerable savings in both time and money for users of legislation. Official online legislation is quick to access, updated

within three days of a change occurring and available free of charge, unlike paper reprints that take longer to produce, can become out of date quickly and are currently only available through paid subscriptions. The authorisation of online legislation is an internationally significant achievement and NSW is the first jurisdiction in Australasia to authorise online HTML legislative content.

From March 2009, the website also includes the delivery of official online notification of the making of statutory instruments (including environmental planning instruments), which were previously published in the printed Government Gazette. Instruments are published online on a cumulative basis each week with a permanent archive facility for previous weeks and years. Publishing these instruments online improves public access to the law as current and historical instruments can be more readily accessed through the advanced searching and browsing capabilities of the website. Online publication also allows the publication of coloured graphics and detailed maps.

Resources

The PCO's net cost of services was budgeted at \$7.9 million and it operated within its budget. Staffing levels were slightly lower than last year (an average EFT of 47) as a result of resignations and retirements.

Performance

Legislative drafting

Bills

Where practicable, Bill drafting work was done on a collegiate basis using small drafting teams. Draft Bills continued to be scrutinised by a group of the most senior drafters and all Bills received comprehensive editorial, legal and quality assurance checks. These intensive quality control systems remained in place despite frequently tight deadlines. The PCO maintained a formal after hours drafting and support service on Parliamentary sitting nights.

Government Bills and amendments in committee

A total of 113 Government Bills were introduced. For reasons of confidentiality only those Bills introduced into Parliament or formally exposed are reported. However, a number of Bills were completed but not proceeded with, or were in the course of preparation, at 30 June 2009.

Bills and amendments in committee required by the Government were drafted on time and provided in accordance with the Government's parliamentary program.

	2004-05	2005-06	2006-07	2007-08	2008-09
Bills introduced	108	113	108	138	113
Pages	4,053	2,934	3,268	3,897	3,395
Bills exposed	8	5	6	5	5
Pages	604	422	265	252	278
Amendments in committee	105	60	93	91	69

Non Government Bills and amendments in committee

The PCO continued to provide a complete drafting service for non Government Members of Parliament. The PCO drafts non Government Bills and amendments in committee as requested, subject to the Government's legislative priorities and the availability of resources, and in accordance with arrangements approved by the Government.

	2004-05	2005-06	2006-07	2007-08	2008-09
Non Government Bills introduced	23	18	22	21	15
Pages	240	162	230	237	187
Non Government amendments in committee	220	123	147	171	193

Note: Details of the non Government drafting service are contained in the *Manual for the Drafting of Non Government Legislation* published by the PCO, available on www.pco.nsw.gov.au.

Cabinet Standing Committee on Legislation

The Cabinet Standing Committee on Legislation streamlines the process of finalising and programming the introduction of Government Bills. The Parliamentary

Counsel attends meetings of the Committee and briefs it on the status of draft Bills.

Statute Law Revision Program

Two Statute Law Bills were introduced and passed. These Bills amended 299 Acts and instruments and repealed 24 Acts and instruments. The program has been in place for over 20 years and is widely accepted as an effective and economical means of making minor amendments and removing unnecessary laws.

The program has three aspects. The first is the making of minor, non controversial amendments, sponsored by Ministers. The second is the making of amendments of a purely statute law revision nature, sponsored by the PCO. The third is the repeal of unnecessary Acts. The PCO is responsible for coordinating the program, in association with the Department's policy officer.

Australasian Parliamentary Counsel's Committee

The Australasian Parliamentary Counsel's Committee consists of the heads of the legislative drafting offices of all Australian jurisdictions and also of New Zealand. The NSW Parliamentary Counsel is the current secretary. The Committee provides a forum for the preparation of uniform or complementary legislation, the promotion of consistent styles of legislation in Australia and New Zealand, and the exchange of ideas. The Committee met on six occasions during the reporting period, with the electronic exchange of documents increasingly used to deal with the growing demand for national uniform legislation.

A significant amount of uniform or complementary legislation was completed or progressed during the reporting period. The PCO drafted or formally commented on 29 matters, including provisions relating to national electricity and gas laws, cooperatives legislation, personal property security, national health practitioners regulation, evidence, spent convictions and criminal law.

The PCO maintains a website that relates to the work of the Committee, including the protocol for the drafting of uniform legislation (www.pcc.gov.au).

Statutory instruments (excluding Staged Repeal Program and EPIs)

The PCO aims to draft and provide legal opinions on at least 70 per cent of statutory instruments within a 20 working day period. During the reporting year, 81 per cent were completed within this target, which is similar to the previous year. This higher target was maintained despite an increase in the number of instruments compared with the previous two years.

	2004–05	2005–06	2006–07	2007–08	2008–09
Number completed by PCO	814	827	696	671	714
Percentage within 10 days or less	46	51	47	58	58
Percentage within 11–20 days	26	21	22	25	23
Percentage within 21–40 days	16	16	19	10	10
Percentage after 40 days	12	12	12	7	9

Rules of court

The statutory rules drafted by the PCO include the Uniform Civil Procedure Rules and specific rules of court for the Supreme Court and other courts and tribunals. In the reporting period, most of the work of the PCO in this area was related to the further drafting of Uniform Civil Procedure Rules.

Tabling

The centralised scheme for notifying Parliament of regulations and other statutory instruments that require tabling continued to operate efficiently and effectively. Under the system, the PCO identifies those instruments that are required to be tabled in Parliament and that either House of Parliament may disallow, and provides the necessary documents for Parliament on a weekly basis.

Staged Repeal of Subordinate Legislation Program

The *Subordinate Legislation Act 1989* provides for the staged repeal of statutory rules following the fifth anniversary of their date of publication. The PCO manages this program including drafting new instruments made under the program. The volume of subordinate legislation in force has declined significantly since the inception of the program from 976 instruments comprising approximately 15,000 pages as at 1 July 1990 to 376 instruments comprising 7,798 pages as at 1 September 2008. The first 17 stages of the program were reported on in detail in previous PCO annual reports. Stage 18 of the program was completed on 1 September 2008.

Instruments dealt with by Stage 18	
Total instruments dealt with under this stage	120
Instruments dealt with that were granted postponements of repeal in previous stages	71
Outcome of Stage 18	
Instruments granted postponement of repeal in this stage by s. 11 Order	52
Instruments that had their staged repeal date extended by other amending legislation	5
Instruments repealed under the Act by a replacement instrument or under another Act	63
Number of new instruments drafted and made under this stage	50

Environmental planning instruments

The PCO drafts and provides legal opinions on environmental planning instruments (EPIs) before they are made under the *Environmental Planning and Assessment Act 1979*. The instruments consist of State environmental planning policies and local environmental plans. The PCO aims to provide opinions on at least 70 per cent of EPIs within a 20 working day period.

This program was significantly enhanced in recent years with additional funding and staffing resources together with improved procedures. This enhancement continued to deliver improved turnaround times for EPIs in 2008–09, with 88 per cent of EPIs being completed within 20 working days. The PCO continues to achieve turnaround times well above the target set for this program.

	2004–05	2005–06	2006–07	2007–08	2008–09
Number completed by PCO	480	433	337	375	336
Percentage within 10 days or less	57	58	71	65	56
Percentage within 11–20 days	18	17	18	27	32
Percentage within 21–40 days	15	13	7	7	11
Percentage after 40 days	10	12	4	1	1

The drafting of new standard instruments for each local Government area progressed during the year. The standardisation of these plans has led to a simplification of planning law although, as each plan deals with a different local Government area, local variations remain. In addition to drafting individual plans, the PCO also provides advice to the Department of Planning on the development of standard clauses and changes are then factored into the standard template. During 2008–09, the PCO also provided training for Department of Planning staff on the standard instrument template and drafting process.

Legal and administrative advice

The PCO also provides advice to Ministers and Departments in the course of drafting legislation, including in connection with legislative proposals.

Access to law

Online service delivery

Legislation Website

The PCO provides free access to an authoritative, up to date collection of NSW legislation through its legislation website (www.legislation.nsw.gov.au), which is the official NSW Government website for the online publication of legislation. The legislation website now delivers the following features:

- a dynamic up to date collection of NSW Acts and subordinate legislation, including environmental planning instruments. This collection in HTML is now authorised under the *Interpretation Act 1987* as correct

- official online notification of the making of new statutory instruments, including environmental planning instruments
- detailed maps (in zoomable PDF) for standard environmental planning instruments and other planning instruments
- superseded and repealed versions of these laws to provide point in time access and searches (also authorised in HTML)
- an archival collection of Acts and items of subordinate legislation going back to 1990. Those items dated from 2000 onwards have been authorised under the *Interpretation Act 1987* as correct
- a growing collection of older historical versions of selected titles, such as the *Crimes Act 1900*
- advanced searching and linking facilities
- consultation drafts of Bills and other instruments
- a range of information guides about legislation.

The legislation website continues to be one of the 20 most popular NSW Government websites and the number of visits to the website continues to increase. In 2008–09, there were over 2.5 million visits to the legislation website, an average of 6,976 visits per day. In addition, new monitoring and reporting tools have enabled the PCO to track the number of successful hits to the site, with an average of 301,622 successful hits per day.

During 2008–09, work commenced on the backcapture of historical Acts dating back to 1824. This two year project will involve the backcapture of over 9,000 Acts, consisting of over 95,000 pages of legislation and the addition of these to the legislation website. Plans are also underway to broaden the range of statutory instruments that are made available via the new online notification process.

In addition to the legislation website, the PCO also provides the electronic files of Bills, as introduced, amended and passed, to Parliament for inclusion on its website and intranet and to the Department of Commerce for printing and distribution to subscribers and purchasers of printed legislation.

Official online notification of statutory instruments

Official notification of the making of new statutory instruments is now provided on the NSW legislation website by the PCO. Prior to 2009, instruments were notified by publication in the paper Gazette and the PCO provided the artwork to the publishers of the Gazette for that purpose. The volume of legislation officially notified by the PCO is shown below, combined with comparative figures showing the volume of instruments notified in the Gazette in previous years.

	2004–05	2005–06	2006–07	2007–08	2008–09
Statutory instruments (excluding EPIs)					
Number officially made	625	774	570	481	520
Pages	3,402	6,307	4,422	4,696	3,944
EPIs					
Number officially made	221	255	226	139	147
Pages	1,063	1,929	1,553	1,557	2,018

Weekly email service

In association with the online publication of instruments, a weekly email service lists and links instruments officially notified on the website and other legislation events (replacing the longstanding Weekly Bulletin service). The online notification service can be accessed from www.legislation.nsw.gov.au.

The email service is sent each Friday afternoon and includes:

- statutory instruments (regulations, proclamations, environmental planning instruments etc) officially published online or gazetted
- details of Bills introduced, amended or passed by the NSW Parliament and Acts assented to by the Governor
- details of any Bills released for public exposure purposes.

This service is very popular and has over 2,800 subscribers.

Legislation in force database

The compilation of the database has been developed in conjunction with the PCO's publishing activities and

underpins the entire NSW legislation website. NSW Acts and principal statutory instruments (including environmental planning instruments) are captured on a systematic basis and stored in SGML format. All superseded versions are preserved to provide a point in time research facility for the public and PCO staff. The database was maintained throughout the reporting period and involved the maintenance of current, historical and repealed versions for over:

- 8,400 Acts
- 4,400 statutory instruments (excluding EPIs)
- 2,700 EPIs.

The database represents 9.3 gigabytes of structured legislative data and is directly accessible online and free of charge via the legislation website. Source data from the database continued to be made available to Government Agencies and commercial publishers in XML format. A copy is also provided to the Australasian Legal Information Institute (AustLII) for use on its free, cross jurisdictional, online service.

The PCO aims to capture all new Acts and principal statutory instruments (including environmental planning instruments) within three working days of authorisation by Parliamentary officers following assent, or publication of instruments. Also, it updates the database within three working days of any amendment commencing. These turnaround times were met during the reporting period apart from one instance when the target was impracticable due to the very large volume of legislation at that time.

	2004–05	2005–06	2006–07	2007–08	2008–09
New Acts captured	131	122	82	119	146
New principal statutory instruments and EPIs captured	75	131	74	87	89
Amendments incorporated (creating a new version)	1,375	1,900	1,148	1,167	1,777
Other updates made	2,283	2,483	1,922	2,657	2,381

Legislation information hotline service

The PCO provides a hotline service to respond to inquiries about the status of NSW legislation and related matters.

	2004–05	2005–06	2006–07	2007–08	2008–09
Phone inquiries	1,619	1,703	1,522	1,277	1,240
Email inquiries	397	526	467	486	510

Traditional paper publications

Bills

The PCO publishes and prints Bills for all stages of the process, from introduction through to assent. Bulk copies of printed Bills are provided for introduction into Parliament and republished prints are provided for all Bills amended during the Parliamentary process. The PCO also provides the vellums for assent by the Governor and publishes the new Acts. During the reporting year, these services required the production of 4,062 original pages and over 319,000 impressions were provided for Parliament using the PCO's in house printing facility. All publishing deadlines were met and, as a result of stringent quality control checks, were free from significant printing errors.

Statutory instruments

The PCO produces typeset quality proofs of statutory instruments, which are then submitted to the Executive Council or Minister and, once approved, are published by the PCO on the legislation website. The PCO subsequently extracts published instruments and produces individual pamphlet copies of them for distribution to subscribers by the Department of Commerce. All pamphlet copies of instruments were prepared and delivered to the Department of Commerce within the PCO's target of three working days of publication.

Reprints

This has been a longstanding program although the sale of the products through the Department of Commerce has declined with the availability of authorised up to date legislation on the legislation website. An annual target of 10,000 pages is set under the PCO's paper reprints policy. A total of 99 titles comprising 10,800 pages were produced this year.

	2004–05	2005–06	2006–07	2007–08	2008–09
Titles	102	99	95	119	99
Pages	10,272	10,950	10,364	10,280	10,800

Annual volumes

The PCO aims to provide the material for bound annual volumes of legislation to the Department of Commerce within six weeks of the end of each year. The material for the 2008 volumes was provided on 15 January 2009.

Legislation information publications

The PCO compiles the following legislation information publications, which are also available on the legislation website (www.legislation.nsw.gov.au) and supplied to the Department of Commerce to arrange print production and distribution:

- quarterly editions of the *Legislation in Force* guide
- *Status of Statutory Rules* guide (issued on 1 January, 1 May and 1 September)
- monthly tables of Acts and statutory Instruments.

The PCO aims to compile and publish these guides online and deliver them to the Department of Commerce within 10 working days of each issue date. The information publications were all produced on time during the reporting period.

Staff development

Succession planning

The drafting of legislation requires a pool of specialist legal staff with the necessary legislative drafting skills and experience to prepare complex and accurate drafts within short deadlines. The PCO has a number of senior, very experienced drafters who will be due to retire in the next few years. At the same time, there is still an international shortage of experienced legislative drafters to fill these gaps. The PCO has been proactive in recruiting and training new legislative drafters to entry and mid-level positions with the aim of ensuring that the next generation of legislative drafters has developed the necessary skills and knowledge to take on these senior roles. Annual recruitment programs are conducted and followed by tailored on the job training and a peer review

system to facilitate the development of new drafting staff. Similar succession planning is undertaken for the specialist legislative publishing staff required to maintain public access to the law of NSW.

Professional development

The PCO runs a continuing professional development program for the barristers and solicitors it employs. The program has been approved by the NSW Bar Association and the Law Society of NSW. It involves attendance at a range of in house presentations and exposure to various drafting issues and new laws through participation in the PCO's quality control process, as well as the distribution of drafting circulars and other relevant materials. In addition, individual drafters regularly prepare and present papers at seminars and conferences. In 2008–09 nine drafters, including several junior drafters, attended the Australasian Drafting Conference. In addition to keeping drafters up to date with general developments in drafting, the conference included a number of workshops specially designed for those drafters who are new to the profession.

The PCO is also active in developing the legislative drafting profession internationally through its ongoing involvement in the Commonwealth Association of Legislative Counsel (CALC), participation in drafter exchange schemes, and training drafters from other jurisdictions. In 2008–09, the PCO provided training and work placements for drafters from Vanuatu and Singapore.

financial statements

Department of Premier and Cabinet Financial report for the year ended 30 June 2009



New South Wales Government
Department of Premier and Cabinet

Statement by the Director General of the Department of Premier and Cabinet

Pursuant to section 41C of the *Public Finance and Audit Act 1983*, I state to the best of my knowledge and belief that:

- a) The accompanying financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the Financial Reporting Code for Budget Dependent General Government Sector Agencies, the applicable clauses of the Public Finance and Audit Regulation 2005 and the Treasurer's Directions;
- b) The statements exhibit a true and fair view of the financial position of the Department of Premier and Cabinet as at 30 June 2009, and transactions for the year then ended;
- c) There are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

A handwritten signature in black ink, appearing to read 'John Lee'.

John Lee
Director General

Governor Macquarie Tower, 1 Farrer Place, Sydney NSW 2000
GPO Box 5341, SYDNEY NSW 2001 | T: (02) 9228 5555 F: (02) 9228 5249
www.dpc.nsw.gov.au



GPO BOX 12
Sydney NSW 2001

INDEPENDENT AUDITOR'S REPORT

Department of Premier and Cabinet

To Members of the New South Wales Parliament

I have audited the accompanying financial report of the Department of Premier and Cabinet (the Department), which comprises the balance sheet as at 30 June 2009, the operating statement, statement of recognised income and expense, cash flow statement, service group statements and a summary of compliance with financial directives for the year then ended, a summary of significant accounting policies and other explanatory notes.

Auditor's Opinion

In my opinion, the financial report:

- presents fairly, in all material respects, the financial position of the Department as at 30 June 2009, and its financial performance for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- is in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2005.

My opinion should be read in conjunction with the rest of this report.

Director -General's Responsibility for the Financial Report

The Director-General is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the PF&A Act. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on my audit. I conducted my audit in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the Department's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Department's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Director-General, as well as evaluating the overall presentation of the financial report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

My opinion does *not* provide assurance:

- about the future viability of the Department,
- that it has carried out its activities effectively, efficiently and economically,
- about the effectiveness of its internal controls, or
- on the assumptions used in formulating the budget figures disclosed in the financial report.

Independence

In conducting this audit, the Audit Office of New South Wales has complied with the independence requirements of the Australian Auditing Standards and other relevant ethical requirements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General, and
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their role by the possibility of losing clients or income.



Peter Achterstraat
Auditor-General

20 October 2009
SYDNEY

Operating statement for the year ended 30 June 2009

	Notes	Actual 2009 \$'000	Budget 2009 \$'000	Actual 2008 \$'000
Expenses excluding losses				
Operating expenses				
Employee related	2(a)	99,391	111,837	98,918
Other operating expenses	2(b)	81,960	64,367	74,993
Depreciation and amortisation	2(c)	3,795	3,798	4,083
Grants and subsidies	2(d)	17,610	13,026	36,095
Other expenses	2(e)	3,525	2,969	3,281
Total expenses excluding losses		206,281	195,997	217,370
Less:				
Revenue				
Sale of goods and services	3(a)	1,720	1,211	1,610
Investment revenue	3(b)	1,349	565	754
Grants and contributions	3(c)	5,659	2,071	6,231
Other revenue	3(d)	556	823	1,287
Total revenue		9,284	4,670	9,882
Gain/ (loss) on disposal	4	-	-	(18)
Net Cost of Services	21	196,997	191,327	207,506
Government contributions				
Recurrent appropriations (net of transfer payments)	5	191,254	191,327	199,122
Capital appropriations	5	1,313	2,318	2,843
Acceptance by the Crown Entity of employee benefits and other liabilities	6	161	6,352	9,339
Total Government contributions		192,728	199,997	211,304
SURPLUS/ (DEFICIT) FOR THE YEAR		(4,269)	8,670	3,798

The accompanying notes form part of these financial statements.

Statement of recognised income and expense for the year ended 30 June 2009

	Notes	Actual 2009 \$'000	Budget 2009 \$'000	Actual 2008 \$'000
Net increase in equity as a result of WYDCA equity transfer*		959	-	-
TOTAL INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY		959	-	-
Surplus/ (Deficit) for the year		(4,269)	8,670	3,798
TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR	16	(3,310)	8,670	3,798
		(3,310)	8,670	3,798

* The World Youth Day Coordination Authority (WYDCA) was abolished in December 2008 and the assets and liabilities were transferred to the Department (Refer Note 17).

The accompanying notes form part of these financial statements.

Balance sheet as at 30 June 2009

	Notes	Actual 2009 \$'000	Budget 2009 \$'000	Actual 2008 \$'000
ASSETS				
Current assets				
Cash and cash equivalents	8	22,299	24,098	25,907
Receivables	9	4,218	4,969	4,969
Total current assets		26,517	29,067	30,876
Non current assets				
Plant and equipment	10	9,747	10,528	11,661
Intangible assets	11	2,713	2,831	3,178
Total non current assets		12,460	13,359	14,839
Total assets		38,977	42,426	45,715
LIABILITIES				
Current liabilities				
Payables	13	8,073	9,047	9,047
Provisions	14	10,627	10,999	10,999
Other	15	2,150	4,217	4,217
Total current liabilities		20,850	24,263	24,263
Non current liabilities				
Provisions	14	88	103	103
Total non current liabilities		88	103	103
Total liabilities		20,938	24,366	24,366
Net assets		18,039	18,060	21,349
EQUITY				
Accumulated funds	16	18,039	18,060	21,349
Total Equity		18,039	18,060	21,349

The accompanying notes form part of these financial statements.

Cash Flow Statement for the year ended 30 June 2009

	Notes	Actual 2009 \$'000	Budget 2009 \$'000	Actual 2008 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(100,412)	(105,485)	(89,891)
Grants and subsidies		(17,610)	(13,026)	(36,095)
Other		(85,273)	(70,155)	(87,197)
Total Payments		(203,295)	(188,666)	(213,183)
Receipts				
Sale of goods and services		2,572	1,211	5,272
Interest received		1,339	565	858
Other		6,728	5,713	17,285
Cash transferred in from WYDCA		6,803	-	-
Total Receipts		17,442	7,489	23,415
Cash Flows from Government				
Recurrent appropriation	5	193,404	179,368	203,316
Capital appropriation (excluding equity appropriations)	5	1,313	2,318	2,843
WYDCA Cash Transferred to Crown		(6,765)	-	-
Cash transferred to the Consolidated Fund		(4,194)	-	(1,693)
Net Cash Flows from Government		183,758	181,686	204,466
NET CASH FLOWS FROM OPERATING ACTIVITIES	21	(2,095)	509	14,698
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchases of plant and equipment		(1,513)	(2,318)	(3,502)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(1,513)	(2,318)	(3,502)
NET INCREASE IN CASH		(3,608)	(1,809)	11,196
Opening cash and cash equivalents		25,907	25,907	14,711
CLOSING CASH AND CASH EQUIVALENTS	8	22,299	24,098	25,907

The accompanying notes form part of these financial statements.

Service group statements for the year ended 30 June 2009

	Service Group 2.1 State Plan Leadership and Support *		Service Group 2.2 Economic and Regional Coordination	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
AGENCY'S EXPENSES AND REVENUES				
Expenses excluding losses				
Operating expenses				
• Employee related	2,583	2,591	10,209	11,225
• Other operating expenses	1,083	866	5,073	4,907
Depreciation and amortisation	20	10	385	262
Grants and subsidies	-	-	1,523	2,149
Other expenses	-	-	-	-
Total expenses excluding losses	3,686	3,467	17,190	18,543
Revenue				
Sale of goods and services	-	-	82	197
Investment revenue	-	-	-	-
Grants and contributions	-	-	1,123	1,201
Other revenue	-	-	53	276
Total Revenue	-	-	1,258	1,674
Gain/ (loss) on disposal	-	-	-	(3)
Other gains / (losses)	-	-	-	-
Net Cost of Services	3,686	3,467	15,932	16,872
Government contributions **				
NET EXPENDITURE / (REVENUE) FOR THE YEAR	3,686	3,467	15,932	16,872

Service Group 2.3 Services and Capabilities Improvement		Service Group 2.4 Policy Support		Service Group 2.5 Administrative Support for Government*		Not Attributable		Total	
2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
10,552	11,173	17,235	19,089	58,812	54,840	-	-	99,391	98,918
7,200	5,544	5,348	6,655	63,256	57,021	-	-	81,960	74,993
111	238	1,234	1,262	2,045	2,311	-	-	3,795	4,083
464	1,061	3,359	4,252	12,264	28,633	-	-	17,610	36,095
-	-	-	-	3,525	3,281	-	-	3,525	3,281
18,327	18,016	27,176	31,258	139,902	146,086	-	-	206,281	217,370
1,071	812	286	199	281	402	-	-	1,720	1,610
-	-	-	-	1,349	754	-	-	1,349	754
653	896	-	148	3,883	3,986	-	-	5,659	6,231
172	173	7	-	324	838	-	-	556	1,287
1,896	1,881	293	347	5,837	5,980	-	-	9,284	9,882
-	(12)	-	(3)	-	-	-	-	-	(18)
-	-	-	-	-	-	-	-	-	-
16,431	16,147	26,883	30,914	134,065	140,106	-	-	196,997	207,506
						192,728	211,304	192,728	211,304
16,431	16,147	26,883	30,914	134,065	140,106	(192,728)	(211,304)	4,269	(3,798)

Service group statements for the year ended 30 June 2009

	Service Group 2.1 State Plan Leadership and Support *		Service Group 2.2 Economic and Regional Coordination *	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
AGENCY'S ASSETS AND LIABILITIES				
Current Assets				
Cash and cash equivalents	-	-	-	-
Receivables	-	1	250	100
Total current assets	-	1	250	100
Non current Assets				
Property plant and equipment	22	27	965	1,089
Intangible assets	-	-	-	-
Total noncurrent assets	22	27	965	1,089
TOTAL ASSETS	22	28	1,215	1,189
Current liabilities				
Payables	46	75	1,441	1,000
Provisions	302	289	1,200	1,234
Other	-	-	-	-
Total current liabilities	348	364	2,641	2,234
Non current liabilities				
Provisions	3	3	10	11
Total non current liabilities	3	3	10	11
TOTAL LIABILITIES	351	367	2,651	2,245
NET ASSETS	(329)	(339)	(1,436)	(1,056)

Service group statements for the year ended 30 June 2009

	Service Group 2.1 State Plan Leadership and Support *		Service Group 2.2 Economic and Regional Coordination *	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
ADMINISTERED EXPENSES AND REVENUES				
Administered Expenses				
Transfer payments	-	-	-	-
Total Administered Expenses	-	-	-	-
Administered Revenues less Expenses	-	-	-	-

NSW Budget Paper No 3 has replaced program statements with service group statements. Service group statements focus on the key measures of service delivery performance.

* The name and objective of each service group is summarised in Note 7.

Service Group 2.3 Services and Capabilities Improvement *		Service Group 2.4 Policy Support *		Service Group 2.5 Administrative Support for Government *		Not Attributable		Total	
2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
-	-	-	-	-	-	22,299	25,907	22,299	25,907
1,075	651	180	109	798	1,808	1,915	2,300	4,218	4,969
1,075	651	180	109	798	1,808	24,214	28,207	26,517	30,876
150	230	3,482	4,069	5,128	6,246	-	-	9,747	11,661
-	-	1,370	1,920	1,343	1,258	-	-	2,713	3,178
150	230	4,852	5,989	6,471	7,504	-	-	12,460	14,839
1,225	881	5,032	6,098	7,269	9,312	24,214	28,207	38,977	45,715
1,029	1,207	944	843	4,613	5,643	-	279	8,073	9,047
1,204	1,345	2,041	2,184	5,880	5,947	-	-	10,627	10,999
-	-	-	-	-	-	2,150	4,217	2,150	4,217
2,233	2,552	2,985	3,027	10,493	11,590	2,150	4,496	20,850	24,263
10	13	17	21	48	55	-	-	88	103
10	13	17	21	48	55	-	-	88	103
2,243	2,565	3,002	3,048	10,541	11,645	2,150	4,496	20,938	24,366
(1,018)	(1,684)	2,030	3,050	(3,272)	(2,333)	22,064	23,711	18,039	21,349

Service Group 2.3 Services and Capabilities Improvement *		Service Group 2.4 Policy Support *		Service Group 2.5 Administrative Support for Government *		Not Attributed		Total	
2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
-	-	-	-	30,000	-	-	-	30,000	-
-	-	-	-	30,000	-	-	-	30,000	-
-	-	-	-	(30,000)	-	-	-	(30,000)	-

Comparative amounts have been reclassified to align with the change in focus from programs to service groups.

** Appropriations are made on an agency basis and not to individual service groups. Consequently, Government contributions are included in the 'Not Attributable' column.

Summary of Compliance with Financial Directives for the year ended 30 June 2009

	2009				2008			
	Recurrent Appropriation \$'000	Expenditure / Net Claim on Consolidated Fund \$'000	Capital Appropriation \$'000	Expenditure / Net Claim on Consolidated Fund \$'000	Recurrent Appropriation \$'000	Expenditure / Net Claim on Consolidated Fund \$'000	Capital Appropriation \$'000	Expenditure / Net Claim on Consolidated Fund \$'000
ORIGINAL BUDGET APPROPRIATION / EXPENDITURE								
• Appropriation Act	209,368	207,696	2,318	1,313	162,972	162,972	1,294	1,294
• Additional Appropriations			-	-	-	-	-	-
• s 21A PF&AA — special appropriation	-	-	-	-	-	-	-	-
	209,368	207,696	2,318	1,313	162,972	162,972	1,294	1,294
OTHER APPROPRIATIONS / EXPENDITURE								
• Treasurer's Advance	14,012	12,078	115	-	20,213	17,087	1,549	1,549
• Transfers to/from another agency — Sec 32 / Sec 31	1,480	1,480	-	-	20,131	19,063	-	-
• Other adjustments due to savings on Appropriations	(1,089)	-	-	-	-	-	-	-
	14,403	13,558	115	-	40,344	36,150	1,549	1,549
Total Appropriations / Expenditure / Net Claim on Consolidated Fund (includes transfer payments)	223,771	221,254	2,433	1,313	203,316	199,122	2,843	2,843
Amount draw down against Appropriation		223,404		1,313		203,316		2,843
Liability to Consolidated Fund*		(2,150)		-		(4,194)		-

The Summary of Compliance is based on the assumption that Consolidated Fund monies are spent first (except where otherwise identified or prescribed). *Liability to Consolidated Fund represents the difference between the 'Amount drawn against Appropriation' and the 'Total Expenditure / Net Claim' on 'Consolidated Fund' for the year.

Notes to the financial statements for the year ended 30 June 2009

1 Summary of Significant Accounting Policies

(a) Reporting entity

The role of the Department of Premier and Cabinet (the Department) is to ensure the efficient, equitable and effective management of public sector resources to best meet the expectations of the Premier, the Government, Government agencies and the community.

The Department is a separate reporting entity. There are no other entities under its control.

The Department is a NSW Government Department. The Department is a not for profit entity (as profit is not its principal objective) and it has no cash generating units. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

The financial report for the year ended 30 June 2009 has been authorised for issue by the Director General on 20 October 2009.

(b) Basis of preparation

The Department's financial report is a general purpose financial report which has been prepared in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations)
- the requirements of the *Public Finance and Audit Act 1983* and Regulation; and
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector agencies or issued by the Treasurer.

Property, plant and equipment are measured at fair value. Other financial report items are prepared in accordance with the historical cost convention.

Judgements, key assumptions and estimations management has made, are disclosed in the relevant notes to the financial report.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

(c) Statement of compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(d) Income recognition

Income is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of income are discussed below.

(i) Parliamentary appropriations and contributions

Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as revenue when the agency obtains control over the assets comprising the appropriations/contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash.

An exception to the above is when appropriations are unspent at year end. In this case, the authority to spend the money lapses and generally the unspent amount must be repaid to the Consolidated Fund in the following financial year. As a result, unspent appropriations are accounted for as liabilities rather than revenue.

The liability is disclosed in Note 15 as part of 'Current Liabilities — Other'. The amount will be repaid and the liability will be extinguished next financial year.

The reconciliation between the operating statement, statement of summary of compliance with financial directives and the total appropriations is disclosed in Note 5.

(ii) Sale of goods

Revenue from the sale of goods is recognised as revenue when the agency transfers the significant risks and rewards of ownership of the assets.

(iii) Rendering of services

Revenue is recognised when the service is provided or by reference to the stage of completion.

(iv) Investment revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*.

(e) Employee benefits and other provisions

(a) Salaries and wages, annual leave, sick leave and on-costs

Liabilities for salaries and wages (including non monetary benefits), annual leave and paid sick leave that fall due wholly within 12 months of the reporting date are recognised and measured in respect of employees' services up to the reporting date at undiscounted amounts based on the amounts expected to be paid when the liabilities are settled.

Long term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 Employee Benefits.

Unused non vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised.

(b) Long service leave and superannuation

The Department's liabilities for long service leave and defined benefit superannuation are assumed by the Crown Entity. The Department accounts for the liability as having been extinguished resulting in the amount assumed being shown as part of the non monetary revenue item described as 'Acceptance by the Crown Entity of employee benefits and other liabilities'.

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 09/ 04) to employees with five or more years of

service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

(c) Other provisions

Other provisions exist when: the Department has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation.

(f) Insurance

The Department's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past experience.

(g) Accounting for the Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where:

- the amount of GST incurred by the Department as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense, and
- receivables and payables are stated with the amount of GST included.

Cash flows are included in the cash flow statement on a gross basis. However, the GST components of cash flows arising from investing and financing activities which is recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.

(h) Acquisitions of assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Department. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other Australian Accounting Standards.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

Fair value is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

(i) Capitalisation thresholds

Property, plant and equipment and intangible assets costing \$5,000 (or the amount determined by the Department) and above individually (or forming part of a network costing more than \$5,000) are capitalised.

(j) Revaluation of property, plant and equipment

Physical non current assets are valued in accordance with the 'Valuation of Physical Non Current Assets at Fair Value' Policy and Guidelines Paper (TPP 07-1). This policy adopts fair value in accordance with AASB 116 Property, Plant and Equipment and AASB 140 *Investment Property*.

Property, plant and equipment is measured on an existing use basis, where there are no feasible alternative uses in the existing natural, legal, financial and socio political environment. However, in the limited circumstances where there are feasible alternative uses, assets are valued at their highest and best use.

Fair value of property, plant and equipment is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the

asset's fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost.

The Department has non specialised assets with short useful lives. Consequently these are measured annually at depreciated historical cost, as a surrogate for fair value.

When revaluing non current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation are separately restated.

For other assets, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are credited directly to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the surplus/ deficit, the increment is recognised immediately as revenue in the surplus/ deficit.

Revaluation decrements are recognised immediately as expenses in the surplus/ deficit, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the asset revaluation reserve.

As a not for profit entity, revaluation increments and decrements are offset against one another within a class of non current assets, but not otherwise.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation reserve in respect of that asset is transferred to accumulated funds.

(k) Impairment of property, plant and equipment

As a not for profit entity with no cash generating units, the Department is effectively exempted from AASB 136 Impairment of Assets and impairment testing. This is

because AASB 136 modifies the recoverable amount test to the higher of fair value less costs to sell and depreciated replacement cost. This means that, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

(l) Impairment of financial assets

All financial assets, except those measured at fair value through profit and loss, are subject to an annual review for impairment. An allowance for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due. The amount of the impairment loss is recognised in the Operating Statement.

Any reversals of impairment losses are reversed through the Operating Statement, where there is objective evidence.

(m) Depreciation of property, plant and equipment

Depreciation is provided for on a straight line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Department.

All material separately identifiable components of assets are depreciated over their shorter useful lives.

Depreciation rates

Plant and equipment	%
Office furniture and fittings	10
Computer equipment	25
General plant and equipment	14
Leasehold improvements — over the period of the lease	

(n) Restoration costs

The estimated cost of dismantling and removing an asset and restoring the site is included in the cost of an asset, to the extent it is recognised as a liability.

(o) Maintenance

Day to day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a component of an asset, in which case the costs are capitalised and depreciated.

(p) Leased assets

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

Where a non current asset is acquired by means of a finance lease, the asset is recognised at its fair value at the commencement of the lease term. The corresponding liability is established at the same amount. Lease payments are allocated between the principal component and the interest expense.

Operating lease payments are charged to the Operating Statement in the periods in which they are incurred.

(q) Intangible assets

The Department recognises intangible assets only if it is probable that future economic benefits will flow to the Department and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

The useful lives of intangible assets are assessed to be finite.

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the Department's intangible assets, the assets are carried at cost less any accumulated amortisation.

The Department's intangible assets are amortised using the straight line method over a period of four years for computer software.

In general, intangible assets are tested for impairment where an indicator of impairment exists. However, as a not for profit entity with no cash generating units, the Department is effectively exempted from impairment testing.

(r) Loans and receivables

Loans and receivables are non derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are accounted for in the operating statement when impaired, derecognised or through the amortisation process.

Short term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(s) Other assets

Other assets are recognised on a cost basis.

(t) Equity transfers

The transfer of net assets between agencies as a result of an administrative restructure, transfers of programs / functions and parts thereof between NSW public sector agencies is designated as a contribution by owners and recognised as an adjustment to 'Accumulated Funds'. This treatment is consistent with AASB 1004 Contributions and Australian Interpretation 1038 *Contributions by Owners Made to Wholly Owned Public Sector Entities*.

All other equity transfers are recognised at fair value, except for intangibles. Where an intangible has been recognised at (amortised) cost by the transferor because there is no active market, the Department recognises the asset at the transferor's carrying amount. Where the transferor is prohibited from recognising internally generated intangibles, the Department does not recognise that asset.

(u) Payables

These amounts represent liabilities for goods and services provided to the Department and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short term payables with no stated interest rate are

measured at the original invoice amount where the effect of discounting is immaterial.

(v) Budgeted amounts

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, s 21A, s 24, and s 26 of the *Public Finance and Audit Act 1983*.

The budgeted amounts in the operating statement and the cash flow statement are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the balance sheet, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts; i.e. per the audited financial statements (rather than carried forward estimates).

(w) Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

(x) New Australian Accounting Standards issued/ amended but not effective

At reporting date, the following new Australian Accounting Standards/ Interpretations have been issued/ amended but are not yet operative and have not been early adopted by the Department. NSW Treasury mandate not to early adopt any of the new Standards/ Interpretations.

AASB Compiled Standards

AASB 1 'First time Adoption of Australian Accounting Standards'.

AASB 3 'Business Combinations'.

AASB 8 'Operating Segments'.

AASB 101 'Presentation of Financial Statements'.

AASB 123 'Borrowing Costs'.

AASB 127 'Consolidated and Separate Financial Statements'.

AASB 1039 'Concise Financial Reports.

AASB 2007 3 'Amendments to Australian Accounting Standards arising from AASB 8'.

AASB 2007 6 'Amendments to Australian Accounting standards arising from AASB 123'.

AASB 2007 8 'Amendments to Australian Accounting Standards arising from AASB 101'.

AASB 2007 10 'Further Amendments to Australian Accounting Standards arising from AASB 101'.

AASB 2008 1 'Amendments to Australian Accounting Standards — Share based Payments'.

AASB 2008 2 'Amendments to Australian Accounting Standards — Puttable Financial Instruments and Obligations arising on Liquidation'.

AASB 2008 3 'Amendments to Australian Accounting Standards arising from AASB 3 and AASB 127'.

AASB 2008 5 'Amendments to Australian Accounting Standards arising from the annual Improvements Project'.

AASB 2008 6 'Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project'.

AASB 2008 7 'Amendments to Australian Accounting Standards — Cost of an Investment in a Subsidiary, Jointly controlled entity or associate'.

AASB 2008 8 'Amendments to Australian Accounting Standards Eligible Hedged Items'.

AASB 2008 9 'Amendments to AASB 1049 for consistency with AASB 101'.

AASB 2008 11 'Amendments to Australian Accounting Standard — Business Combinations Among Not for Profit Entities'.

AASB 2008 13 'Amendments to Australian Accounting Standards arising from AASB Interpretation 17 — Distributions of Non cash Assets to Owners'.

AASB 2009 1 'Amendments to Australian Accounting Standards — Borrowing Costs of Not for Profit Public Sector Entities'.

AASB 2009 2 'Amendments to Australian Accounting Standards — Improving Disclosures about Financial Instruments'.

AASB 2009 3 'Amendments to Australian Accounting Standards — Embedded Derivatives'.

AASB 2009 4 'Amendments to Australian Accounting Standards arising from the Annual Improvements Project'.

AASB 2009 5 'Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project'.

AASB 2009 6 'Amendments to Australian Accounting Standards'.

AASB 2009 7 'Amendments to Australian Accounting Standards'.

Accounting

The Department has reviewed the new accounting standards and at this stage does not anticipate any material impact on the figures reported in this financial report.

The Department anticipates that the adoption of these Standards and Interpretations in future periods will have no material financial impact on the financial statements.

2 Expenses Excluding Losses

(a) Employee related expenses

	2009 \$'000	2008 \$'000
Salaries and wages (including recreation leave)	79,860	76,288
Superannuation — defined benefit plans	2,054	2,300
Superannuation — defined contribution plans	5,199	4,989
Long service leave*	(2,022)	6,914
Workers compensation insurance	82	401
Payroll tax and fringe benefit tax	8,502	6,539
Redundancy Payments	5,716	1,487
	99,391	98,918

*The Department's Crown accepted liabilities for long service leave decreased significantly between 2008 and 2009.

(b) Other operating expenses include the following:

	2009 \$'000	2008 \$'000
Auditor's remuneration — audit or review of the financial reports	134	131
Consultancy costs	3,650	991
Contractors	9,792	8,181
Fees for services rendered	9,682	7,771
Insurance	109	123
Legal costs	4,344	3,061
Motor vehicle expenses	2,281	2,866
Operating lease rental expense — minimum lease payments	20,083	20,650
Telephone	2,238	1,861
Printing	1,455	1,522
Training (staff development)	692	645
Travel	2,267	2,694
Other expenses	7,768	7,132
Advertising and community information	1,285	1,742
Committee fees and expenses	158	221
Corporate services	10,738	11,160
Security	2,579	2,377
Special functions	1,178	1,103
Maintenance expenses *	1,527	762
	81,960	74,993
<i>* Reconciliation — Total maintenance</i>		
Maintenance expense — contracted labour and other (non-employee related), as above	1,527	762
Employee related maintenance expense included in Note 2(a)	-	-
Total maintenance expenses included in Note 2(a) + 2(b)	1,527	762

(c) Depreciation and amortisation expense

Depreciation		
Plant and equipment	2,159	1,896
Total Depreciation	2,159	1,896
Amortisation		
Leasehold improvements	685	1,414
Intangible Assets	951	773
	3,795	4,083

(d) Grants and subsidies

	2009 \$'000	2008 \$'000
Miscellaneous grants approved by the Premier	2,183	2,815
Grants to other budget sector Agencies	1,397	2,280
Grants to external organisations *	12,861	29,358
Regional and Rural Miscellaneous grants	740	1,261
Aboriginal Trust Fund Repayment Scheme	429	381
	17,610	36,095

* In 2007–08 the grants to external organisations included \$21 million paid to Events NSW Pty Ltd. In 2008–09 this payment to Events NSW is treated as a transfer payment. (Refer Note 5)

(e) Other expenses

Australia Day Council	1,239	1,209
Parliamentary Remuneration Tribunal	115	112
Protocol expenses	1,839	1,636
Special reports and unforeseen expenses	332	324
	3,525	3,281

3 Revenues

(a) Sale of goods and services

Administrative services and projects	22	165
Publication sales	131	129
Training / seminars	1,115	869
Functions and events	185	185
Other	267	262
	1,720	1,610

(b) Investment revenue

Interest	1,349	754
	1,349	754

(c) Grants and contributions

Commonwealth Government	708	950
Local Councils	-	35
NSW Budget sector entities	2,126	2,011
NSW Non Budget sector entities	50	-
Private sector	2,458	2,925
Public Trading Enterprises	317	310
	5,659	6,231

(d) Other revenue

	2009 \$'000	2008 \$'000
Motor Services Unit recovery	130	859
Other	426	428
	556	1,287

4 Gain / (Loss) on Disposal

Gain/ (loss) on disposal of plant and equipment		
Proceeds from disposal	-	2
Written down value of assets disposed	-	(20)
Net gain/ (loss) on disposal of plant and equipment	-	(18)

5 Appropriations

Recurrent appropriations		
Total recurrent drawdowns from NSW Treasury (per Summary of Compliance)	223,404	203,316
Less: Liability to Consolidated Fund (per Summary of Compliance)	2,150	4,194
	221,254	199,122
Comprising:		
Recurrent appropriations (per Operating Statement)	191,254	199,122
Transfer payments *	30,000	-
	221,254	199,122

* Transfer payment to Events NSW Pty Ltd. In the financial year 2007–08 this payment was included in the recurrent appropriation.

Capital appropriations		
Total capital drawdowns from NSW Treasury (per Summary of Compliance)	1,313	2,843
	1,313	2,843
Comprising:		
Capital appropriations (per Operating Statement)	1,313	2,843
	1,313	2,843

6 Acceptance by the Crown Entity of Employee Benefits and other Liabilities

The following liabilities and/ or expenses have been assumed by the Crown Entity:

	2009 \$'000	2008 \$'000
Superannuation	2,059	2,300
Long Service Leave*	(2,020)	6,914
Payroll tax	122	125
	161	9,339

* The Department's Crown accepted liabilities for long service leave decreased significantly between 2008 and 2009.

7 Service Groups of the agency

(a) Service Group 2.1 State Plan Leadership and Support

Objective:

This service group covers the provision of leadership and support in implementing the State Plan. Services include working with Government agencies to support the development of agency action plans and assisting in the development of performance measurement systems to deliver results against targets.

(b) Service Group 2.2 Economic and Regional Coordination

Objective:

This service group covers the support of major Government and non Government initiatives that aid major investment and infrastructure development in New South Wales. This service group seeks to expedite the delivery of key Government infrastructure projects; and the strategic management of projects and issues, often involving multiple stakeholders, across regional and metropolitan New South Wales.

(c) Service Group 2.3 Services and Capabilities Improvement

Objective:

This service group covers the enhancement of service delivery performance of the public sector through undertaking agency, program, functional and major structural reviews involving multiple agencies; developing sector wide management improvement strategies; providing strategic advice on employee relations issues and public sector management; and assisting agencies in resolving complex industrial relations and employee matters, workforce planning, capability development, recruitment, redeployment, occupational health and safety and equity and diversity.

(d) Program 2.4 Policy Support

Objective:

This service group covers the provision of integrated, sector wide policy advice, counsel and legislative support services; and policy advice to the Premier in coordinating the Government's response to the threat of terrorism and recovery from major disasters.

(e) Program 2.5 Administrative Support for Government

Objective:

This service group covers a range of administrative and coordination functions to support the Governor, Premier, Executive Government; Cabinet and Remuneration Tribunals; managing State protocol; coordinating special events; providing logistic and information services; supporting special inquiries; and delivering corporate governance and support services.

8 Current Assets — Cash and Cash Equivalents

For the purpose of the Cash Flow Statement, cash and cash equivalents include cash at bank and cash on hand.

	2009	2008
	\$'000	\$'000
Cash at bank and on hand	22,299	25,907

Cash and cash equivalent assets recognised in the Balance sheet are reconciled at the end of the financial year to the Cash Flow Statement as follows:

Cash and cash equivalents (per Balance sheet)	22,299	25,907
Closing cash and cash equivalents (per Cash Flow Statement)	22,299	25,907

Refer Note 22 for details regarding credit risk, liquidity risk, and market risk arising from financial instruments.

9 Current Assets — Receivables

Sale of Goods and Services	1,885	2,212
Less: Allowance for impairment	(209)	(209)
Goods and Services Tax recoverable from ATO	1,915	2,300
Other debtors	496	572
Prepayments	131	94
	4,218	4,969
<i>Movement in the allowance for impairment</i>		
Balance at 1 July	209	212
Amounts written off during the year	-	(3)
Balance at 30 June	209	209

10 Non-Current Assets — Property, Plant and Equipment

	Plant and equipment
	\$'000
At 1 July 2008 — fair value	
Gross carrying amount	35,427
Less: Accumulated Depreciation and impairment	(23,766)
Net carrying amount	11,661
At 30 June 2009 — fair value	
Gross carrying amount	36,300
Less: Accumulated Depreciation and impairment	(26,553)
Net carrying amount	9,747

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below.

	Plant and equipment \$'000
Year ended 30 June 2009	
Net carrying amount at start of year	11,661
WIP	11
Transfer to Additions from WIP	242
Additions	688
Transfer to Expense from WIP	(11)
Depreciation and amortisation expenses	(2,844)
Net carrying amount at end of year	9,747
At 1 July 2007 — fair value	
Gross carrying amount	34,716
Less: Accumulated Depreciation	(20,998)
Net carrying amount	13,718
At 30 June 2008 — fair value	
Gross carrying amount	35,427
Less: Accumulated Depreciation	(23,766)
Net carrying amount	11,661

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the previous reporting period is set out below.

Year ended 30 June 2008	
Net carrying amount at start of year	13,718
WIP	253
Additions	2,341
Disposals	(20)
Acquisitions through administrative restructures	(1,244)
Other movements	(76)
Depreciation and amortisation expenses	(3,311)
Net carrying amount at end of year	11,661

11 Intangible Assets

	Software \$'000
At 1 July 2008	
Cost (gross carrying amount)	6,881
Accumulated amortisation and impairment	(3,703)
Net carrying amount	3,178
At 30 June 2009	
Cost (gross carrying amount)	7,336
Accumulated amortisation and impairment	(4,623)
Net carrying amount	2,713
Year ended 30 June 2009	
Net carrying amount at start of year	3,178
Additions	486
Amortisation (recognised in depreciation and amortisation)	(951)
Net carrying amount at end of year	2,713
At 1 July 2007	
Cost (gross carrying amount)	4,853
Accumulated amortisation and impairment	(2,941)
Net carrying amount	1,912
At 30 June 2008	
Cost (gross carrying amount)	6,881
Accumulated amortisation and impairment	(3,703)
Net carrying amount	3,178
Year ended 30 June 2008	
Net carrying amount at start of year	1,912
Additions	794
Transfer from WIP	1,244
Amortisation	(772)
Net carrying amount at end of year	3,178

12 Restricted Assets

	2009 \$'000	2008 \$'000
Current		
Cash	4,782	3,907

Restricted cash include funding from Commonwealth for various Aboriginal Programs and from various other agencies for Public Sector Workforce Programs.

13 Current Liabilities — Payables

	2009 \$'000	2008 \$'000
Accrued salaries, wages and on-costs	1,521	1,980
Creditors	6,552	7,067
	8,073	9,047

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 22.

14 Current/ Non Current Liabilities — Provisions

Current		
Employee benefits and related on-costs		
Recreation leave	8,296	9,041
On costs on long service leave liability	830	705
Payroll tax on leave liability	1,278	1,030
	10,404	10,776
Other provisions		
Restoration cost	223	223
	223	223
Total current provisions	10,627	10,999
Non-current		
Employee benefits and related on-costs		
On costs on long service leave	44	37
Payroll tax on long service leave liability	44	66
	-	-
Total non current provisions	88	103
Total provisions	10,715	11,102

Aggregate employee benefits and related on-costs		
Provisions — current	10,404	10,776
Provisions — non-current	88	103
Accrued salaries, wages and on-costs (Note 13)	1,521	1,980
	12,013	12,859

15 Current Liabilities — Other

Liability owing to consolidated fund	2,150	4,194
Crown Finance Entity	-	23
	2,150	4,217

16 Changes in Equity

	Accumulated Funds		Total Equity	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
Balance at the beginning of the financial year	21,349	17,551	21,349	17,551
Changes in equity — transactions with owners as owners				
Increase in net assets from equity transfers (Note 17)	959	-	959	-
Total	959	-	959	-
Changes in equity — other than transactions with owners as owners				
Surplus/ (deficit) for the year	(4,269)	3,798	(4,269)	3,798
Total	(4,269)	3,798	(4,269)	3,798
Balance at the end of the financial year	18,039	21,349	18,039	21,349

17 Increase/ Decrease in Net Assets from Equity Transfers

The World Youth Day Coordination Authority (WYDCA) was abolished in December 2008 and the assets and liabilities were transferred to the Department.

	2009 \$'000	2008 \$'000
Assets transferred from WYDCA		
Cash	6,803	-
Receivables	1,007	-
Total assets	7,810	-
Liabilities transferred from WYDCA		
Payables	(84)	-
Employee entitlements	(2)	-
Liability to Confund	(1,418)	-
Total Liabilities	(1,504)	-
Total equity transferred	6,306	-
Cash transferred to the Crown	6,765	-
Net equity retained by Department	959	-

18 Commitments for Expenditure

(a) Other expenditure commitments

Aggregate other expenditure for the acquisition of goods and services contracted for at balance date and not provided for:

	2009 \$'000	2008 \$'000
Not later than one year	333	925
Total (including GST)	333	925

The expenditure above includes input tax credits of \$0.03 million that are expected to be recoverable from the ATO (2008 \$0.084 million).

(b) Operating lease commitments

Future non cancellable operating lease rentals not provided for and payable:

	2009	2008
Not later than one year	22,647	22,357
Later than one year and not later than five years	70,471	85,111
Later than five years	8,057	25,233
Total (including GST)	101,175	132,701

The operating lease commitments relate to leasing of office space and motor vehicles. The expenditure above includes input tax credits of \$9.198 million that are expected to be recoverable from the ATO (2008 \$12.064 million).

19 Contingent Liabilities and Contingent Assets

The Department is not aware of any contingent liabilities and/ or contingent assets associated with its operations.

20 Budget Review

Net cost of services

Actual net cost of services exceeded budget by \$5.670 million. Expenditure was over budget by \$10.284 million and revenue was \$4.614 million over budget.

Expenditure exceeded budget primarily due to expenditure on projects for which supplementation was received, such as the Georges River City Project, Victorian Bushfire Appeal and *Keep Them Safe* implementation.

Revenue was higher than budget due to grants and contributions revenue exceeding budget and increased interest income.

Assets and liabilities

Current assets were lower than budget by \$2.550 million, primarily due to lower than budgeted cash and cash equivalents.

Current liabilities were lower than budget by \$3.413 million, mainly due to a lower than budgeted liability to confund in 2009.

Cash flows

Net cash flows from operating activities were lower than budget by \$2.604 million, primarily due to higher than budgeted payments.

21 Reconciliation of Cash Flows from Operating Activities to Net Cost of Services

	2009 \$'000	2008 \$'000
Net cash flows from operating activities	(2,095)	14,698
Cash flows from Government / Appropriations	(192,567)	(201,965)
Acceptance by the Crown Entity of employee benefits and other liabilities	(161)	(9,339)
Equity transferred from WYDCA	(959)	-
Depreciation	(3,795)	(4,083)
Decrease/ (increase) in provisions	387	990
Increase/ (decrease) in prepayments and other assets	(751)	(2,821)
Decrease/ (increase) in creditors	2,944	(4,778)
Other movements in assets	-	(190)
Net gain/ (loss) on sale of plant and equipment	-	(18)
Net cost of services	(196,997)	(207,506)

22 Financial Instruments

The Department's principal financial instruments are cash deposits held within the NSW Treasury Banking System, short term receivables and payables. These instruments expose the Department primarily to interest rate risk on cash balances held within the NSW Treasury Banking System and credit risk on short term receivables. The Department does not enter into or trade financial

instruments for speculative purposes. The Department does not use financial derivatives.

The Executive has overall responsibility for the establishment and oversight of risk management and agrees and reviews policies for managing risk. Compliance with policies is reviewed by internal auditors on a continuous basis.

(a) Financial instrument categories

			Carrying Amount	
			2009 \$'000	2008 \$'000
Financial Assets	Note	Category		
Class:				
Cash and cash equivalents	8	N/A	22,299	25,907
Receivables	9	Loans and receivables (at amortised cost)	2,172	2,575
Financial Liabilities	Note	Category		
Class:				
Payables	13	Financial liabilities measured at amortised cost	7,512	8,421

(b) Credit risk

Credit risk arises when there is the possibility of the Department's debtors defaulting on their contractual obligations, resulting in a financial loss to the Department. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the Department, including cash and receivables. No collateral is held by the Department and it has not granted any financial guarantees.

Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11 am unofficial cash rate, adjusted for a management fee to NSW Treasury.

Receivables — trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts which are known to be uncollectible are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 14 day terms.

The Department is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. There are no debtors which are currently not past due or impaired whose terms have been renegotiated.

The only financial assets that are past due or impaired are 'sales of goods and services' in the 'receivables' category of the balance sheet in Note 10.

	\$'000		
	Total	Past due but not impaired	Considered impaired
2009			
< 3 months overdue	1,499	1,499	-
3 months — 6 months overdue	32	32	-
> 6 months overdue	281	72	209
2008			
< 3 months overdue	1,584	1,584	-
3 months — 6 months overdue	7	7	-
> 6 months overdue	753	544	209

(c) Liquidity risk

Liquidity risk is the risk that the Department will be unable to meet its payment obligations when they fall due. The Department continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the use of overdrafts, loans and other advances. No asset has been pledged as collateral and the Department's exposure to liquidity risk

is deemed insignificant based on prior periods data and current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer's Direction 219.01 allows the Premier to award interest for late payment. There were no late payment penalties paid by the Department.

The table below summarises the maturity profile of the Department's financial liabilities, together with the interest rate exposure.

Maturity Analysis and interest rate exposure of financial liabilities

	\$'000			
	Nominal Amount	Maturity Dates		
		< 1 yr	1-5 yrs	> 5 yrs
2009				
<i>Payables:</i>				
Accrued salaries, wages and on costs	1,521	1,521	-	-
Creditors	5,991	5,991	-	-
Total	7,512	7,512	-	-
2008				
<i>Payables:</i>				
Accrued salaries, wages and on costs	1,980	1,980	-	-
Creditors	6,441	6,441	-	-
Total	8,421	8,421	-	-

(d) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Department's exposure to market risk is primarily through interest rate movements on cash and cash equivalents. The Department has no exposure to foreign currency risk and does not enter into commodity contracts and does not trade in derivatives of any nature.

Interest rate risk

Exposure to interest rate risk arises primarily through the Department's interest bearing liabilities. This risk is minimised by undertaking mainly fixed rate borrowings, primarily with NSW TCorp. The Department does not account for any fixed rate financial instruments at fair value through profit or loss or as available for sale. Therefore, for these financial instruments, a change in interest rates would not affect profit or loss or equity. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. The Department's exposure to interest rate risk is set out below.

	\$'000				
	Carrying Amount	-1%		+1%	
		Profit	Equity	Profit	Equity
2009					
<i>Financial assets</i>					
Cash and cash equivalents	22,999	(230)	(230)	230	230
Receivables	2,172	-	-	-	-
<i>Financial liabilities</i>					
Payables	(7,512)	-	-	-	-
Total increase/decrease	17,659	(230)	(230)	230	230
2008					
<i>Financial assets</i>					
Cash and cash equivalents	25,907	(259)	(259)	259	259
Receivables	2,575	-	-	-	-
<i>Financial liabilities</i>					
Payables	(8,421)	-	-	-	-
Total increase/decrease	20,061	(259)	(259)	259	259

(e) Fair value

The cost of financial instruments recognised in the balance sheet approximates the fair value, because of the short term nature of many of the financial instruments.

The carrying value of receivables less any impairment provision and payables is a reasonable approximation of their fair value due to their short term nature.

23 After Balance Date Events

As a result of the Public Sector Employment and Management (Departmental Amalgamations) Order 2009, The Ministry for Police and the Department of Local Government will be transferred to the Department. Staff comprising the Office of Western Sydney and staff relating to volunteering will be transferred out to Communities NSW. These changes will take effect in July 2009.

End of audited financial statements

Infrastructure Implementation Corporation

The Infrastructure Implementation Corporation (IIC) is a statutory corporation representing the Crown, managed by the Director General of the Department of Premier and Cabinet and subject to the control and direction of the Minister. The IIC is constituted by the *Infrastructure Implementation Corporation Act 2005*.

The ICC has the following functions:

- to carry out a major infrastructure project if authorised to do so by a project authorisation Order
- to be responsible, in accordance with a project authorisation Order, for a major infrastructure project that is carried out by, or that involves, another public authority
- such other functions as are conferred or imposed on it by or under the Act or any other Act.

The Corporation was not activated during the reporting period.

Infrastructure Implementation Corporation

Financial report for the year ended 30 June 2009



New South Wales Government
Department of Premier and Cabinet

Statement by the Director General of the Department of Premier and Cabinet

Pursuant to section 41C of the *Public Finance and Audit Act 1983*, I state to the best of my knowledge and belief that:

- a) The accompanying financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the Financial Reporting Code for Budget Dependent General Government Sector Agencies, the applicable clauses of the Public Finance and Audit Regulation 2005 and the Treasurer's Directions;
- b) The statements exhibit a true and fair view of the financial position of the Infrastructure Implementation Corporation as at 30 June 2009, and transactions for the year then ended;
- c) There are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.


John Lee
Director General

Governor Macquarie Tower, 1 Farrer Place, Sydney NSW 2000
GPO Box 5341, SYDNEY NSW 2001 | T: (02) 9228 5555 F: (02) 9228 5249
www.dpc.nsw.gov.au



GPO BOX 12
Sydney NSW 2001

INDEPENDENT AUDITOR'S REPORT
Infrastructure Implementation Corporation

To Members of the New South Wales Parliament

I have audited the accompanying financial report of Infrastructure Implementation Corporation (the Corporation), which comprises the balance sheet as at 30 June 2009, the income statement, statement of recognised income and expense and cash flow statement for the year then ended, a summary of significant accounting policies and other explanatory notes.

Auditor's Opinion

In my opinion, the financial report:

- presents fairly, in all material respects, the financial position of the Corporation as at 30 June 2009, and its financial performance for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- is in accordance with section 41B of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2005.

My opinion should be read in conjunction with the rest of this report.

The Director-General's Responsibility for the Financial Report

The Director-General of the Department of Premier and Cabinet is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the PF&A Act. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on my audit. I conducted my audit in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the Corporation's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Director-General, as well as evaluating the overall presentation of the financial report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

My opinion does *not* provide assurance:

- about the future viability of the Corporation,
- that it has carried out its activities effectively, efficiently and economically, or
- about the effectiveness of its internal controls.

Independence

In conducting this audit, the Audit Office of New South Wales has complied with the independence requirements of the Australian Auditing Standards and other relevant ethical requirements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General, and
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their role by the possibility of losing clients or income.



P J Boulous-CA
Director, Financial Audit Services

20 October 2009
SYDNEY

Start of Audited Financial Statements

Operating statement for the year ended 30 June 2009

	Notes	2009 \$'000	2008 \$'000
Revenue		-	-
Total Revenue		-	-
Expenses		-	-
Total Expenses		-	-
Surplus/ (Deficit) for the year		-	-

The accompanying notes form part of these financial statements.

Statement of recognised income and expense for the year ended 30 June 2009

	Notes	2009 \$'000	2008 \$'000
TOTAL INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY		-	-
Surplus/ (Deficit) for the year		-	-
TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR		-	-

The accompanying notes form part of these financial statements.

Balance sheet as at 30 June 2009

	Notes	2009 \$'000	2008 \$'000
ASSETS			
Current Assets			
Total Current Assets		-	-
Non Current Assets			
Total Non Current Assets		-	-
Total Assets		-	-
LIABILITIES			
Current Liabilities			
Total Current Liabilities		-	-
Non Current Liabilities			
Total Non Current Liabilities		-	-
Total Liabilities		-	-
Net Assets		-	-
EQUITY			
Accumulated Funds			
Total Equity		-	-

The accompanying notes form part of these financial statements.

Cash Flow Statement for the year ended 30 June 2009

	Notes	2009 \$'000	2008 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments		-	-
Receipts		-	-
Net Cash flows from operating activities		-	-
CASH FLOWS FROM INVESTING ACTIVITIES			
Net Cash flows from investing activities		-	-
NET INCREASE (DECREASE) IN CASH		-	-
Opening cash and cash equivalents		-	-
Closing cash and cash equivalents		-	-

The accompanying notes form part of these financial statements.

Notes to the financial statements for the year ended 30 June 2009

1 Statement of Significant Accounting Policies

(a) Reporting entity

The Infrastructure Implementation Corporation (the Corporation), being incorporated by the *Infrastructure Implementation Corporation Act 2005* which commenced on 24 February 2006, is a separate reporting entity.

General functions of the Corporation include the carrying out of major infrastructure projects if authorised to do so by a project authorisation Order, whether by itself or with another public authority. No project authorisation Order was issued in the reporting period.

Therefore, the Corporation was not operational during the 2008–09 financial period. Thus there was no financial activity to report.

The financial report was authorised for issue by the Director General of the Department of Premier and Cabinet on 20 October 2009.

(b) Basis of preparation

The Corporation's financial statements are a general purpose financial report which has been prepared on an accrual basis and in accordance with:

- Applicable Australian Accounting Standards (which include Australian Accounting Interpretations);
- The requirements of the *Public Finance and Audit Act 1983* and Regulations; and
- The *Infrastructure Implementation Corporation Act 2005*.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

(c) Statement of compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

2 Audit fee

No audit fee has been charged to the Corporation for the 2009 financial year (nil in 2008). The auditors received no other benefits.

3 Contingent liabilities

The Corporation is not aware of any contingent liabilities in existence as at 30 June 2009 (Nil in 2008).

4 After balance date events

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely to affect significantly the operations of the Corporation, the results of those operations or the state of affairs of the Corporation in subsequent financial years.

End of audited financial statements

appendices

Occupational health and safety

The Department is committed to maintaining the best possible standard of occupational health and safety (OHS) for everyone who works in and visits our workplaces.

The Department continued to measure progress towards meeting the targets of the *Working Together Strategy*. The Strategy has now concluded and the final reports were received in June 2009. Statistics showed that all target areas had improved except for the proportion of injured workers remaining off work at 8, 12 and 26 weeks from the date of injury.

The OHS committee organised an independent review of the existing OHS Management System against the Occupational Health and Safety and Injury Management Improvement Standard.

The OHS committee continued to work on a number of priorities and focused on:

- developing an OHS plan based on the outcomes of the independent audit
- developing an OHS responsibilities policy
- developing a new risk assessment tool
- reviewing and developing the process workflow for injury management and risk assessment
- organising training for managers and supervisors on OHS responsibilities.

DPC has full workers' compensation, motor vehicle accident, property, liability and miscellaneous insurance cover, provided by the Treasury Managed Fund (TMF).

Our annual premium for 2008–09 workers compensation reflected the decrease in lodged and open claims during the period.

We put considerable effort into the prevention of accidents, early notification of any injuries and close, supportive management of any claims to facilitate a speedy return to work. In 2008–09, six new workers compensation claims were lodged which represented a 54 per cent decrease from the previous year.

The Department continued to implement elements of A *Healthy Workforce* Policy to improve the health and well being of our employees. As part of this Policy, voluntary

flu vaccinations were offered, employees participated in events like the J P Morgan Chase Corporate Challenge and workplace assessments were carried out as part of the injury prevention strategy.

Future priorities

In 2009–10 the OHS strategy will focus on:

- continuing the implementation of the OHS Action Plan
- monitoring risk assessment outcomes
- implementing further Healthy Workforce Policy initiatives.

Industrial relations policies and practices

The Department, its staff and the Public Service Association of NSW have maintained a strong commitment to joint consultation. The Joint Consultative Committee (JCC) ensures that workplace issues and organisational changes are discussed and resolved quickly and effectively.

During the year eleven JCC meetings were held. Issues that were discussed included: the Department's restructure, occupational health and safety programs and the introduction of a new Coaching and Performance System.

No industrial disputes involving the Department arose during the year.

Privacy Management Plan

Section 33(3) of the *Privacy and Personal Information Protection Act 1998* ("the PPIPA") requires each agency to report on privacy compliance issues within each agency and to provide statistical details of any Internal Review carried out under Part 5 of the PPIPA.

In compliance with the provisions of the PPIPA, DPC has a Privacy Management Plan and has a designated Privacy Officer. Mechanisms have been established to make the Department's staff aware of the PPIPA and their privacy obligations. New staff members are briefed on the Privacy Management Plan at induction when joining the

Department, and our Privacy Policy is clearly set out at Point 10 of the Code of Conduct.

The Privacy Officer can be contacted at:

Executive Director, Legal Branch
Legal Branch
Department of Premier and Cabinet
GPO Box 5341
SYDNEY NSW 2000
Ph 02 9228 4441
Fax 02 9228 5542

The Privacy Management Plan, which is being reviewed at the time of publication due to the recent departmental mergers, is available at www.dpc.nsw.gov.au.

Internal reviews

No internal reviews were conducted by or on behalf of the Department under Part 5 of the *Privacy and Personal Information Protection Act 1998*.

Waste management

During the reporting year, DPC continued to take a proactive approach to the sustainability management of its processes, with strategies to reduce waste and increase the purchase of materials with recycled content. These included:

- accommodation projects set a priority to reuse and recycle building and workstation components wherever possible, thus reducing landfill — this also reduces the need for newly manufactured components
- photocopiers were purchased with email and duplexing facilities (staff are strongly encouraged to use double sided printing and electronic publishing, to reduce waste)
- using recycled paper — our total amount of copy paper purchased during the reporting period averaged to be 85 per cent recycled paper — we now purchase copy paper that uses between 50 to 100 per cent recycled content
- waste recycling stations have now been implemented on every floor in Bligh House to capture glass, aluminium, plastic and steel.

Work continues to progress to move DPC into an electronic document management (EDM) environment for information management.

The Department continues (through its service provider ServiceFirst) to utilise electronic procurement (e-procurement). For a number of years DPC has used online stationery ordering and smartbuy, an e-procurement system managed by the Department of Commerce, for purchase of products available on NSW procurement contracts. Eprocure@ServiceFirst enables online requisitioning for procurement that falls outside the product range of NSW procurement contracts.

One hundred and sixty three redundant computers, 68 printers, flatbed scanners and other assorted IT equipment were recycled through WorkVentures to assist community groups and disadvantaged and unemployed people.

Risk management and insurance

The Audit and Risk Management Committee provides the Director General with independent oversight of internal controls, financial information, and the Department's compliance with laws, codes and Government policy. The Audit and Risk Management Committee met quarterly in 2008–09 with Mr Peter Whitehead continuing as the independent chair. From October 2008, Deloitte replaced IAB Services as the Department's Internal Auditor.

During the year, DPC completed an organisation wide risk assessment and initiated nine internal reviews. Completed reviews included World Youth Day and the Parliamentary Counsel Legislative Database. Other internal reviews included financial management, credit cards, attendance recording, redundancy administration and compliance with internal audit best practice.

The Audit and Risk Management Committee also oversaw the project management and delivery of significant statewide projects undertaken by DPC such as e-Recruitment and workforce profile systems.

DPC contributes to the Treasury Managed Fund for workers compensation, motor vehicle accident, property loss, public liability and various other insurance risks.

Restructuring within the Department and the retrospective hindsight adjustment, effectively prevents a valid comparison of premium contributions between years.

Our 2008–09 workers compensation premium, as provided by Allianz Australia Insurance Limited, was \$374,803. This slight decrease reflects the reduction in the number of claims lodged.

The Department continued to focus on prevention, early intervention and early notification of injuries. In 2008–09, compared to the number of claims lodged the previous year, the number of workers compensation claims lodged decreased by 54 per cent.

The Department's 2008–09 premiums, as provided by GIO General Limited, for motor vehicle, public liability, property and miscellaneous cover, totalled \$223,040.

Electronic self service

The Department of Premier and Cabinet continues to provide services and information to the public sector and community on behalf of the Premier and Government on the Department's website at www.dpc.nsw.gov.au.

The major website sections are designed and built around the Department's strategic roles in community, business and public sector services. Within the website people can see and access services and policy documents. The information is provided in eight main sections.

1 Premier and Government

History of our Premiers | Government | Community Cabinet Meetings | Register of Lobbyists | FOI Reform — Open Government Information

2 Communities

Community Programmes — Links | Community Programmes — Participation | Regional and Rural Communities | Boards and Committees | Volunteering | Community Awards | Community War Memorials Fund | Veterans Affairs

3 Business

Doing Business in NSW | Working in NSW

4 Public Sector Employment

Pay and Conditions | Creating and Filling Jobs | Workforce Profile and Planning | NSW Public Sector Capability Framework | Education and Training | Finding a Job in the Public Sector | Working in the NSW Public Sector | Redeployment | HR eXpert | Honours and Awards | Ethics and Conduct | Equal Employment Opportunity | Senior Executive Service | Workplace Safety

5 About Us

Who We Are | What We Do | How We Do It | Our Structure | Our Executive | Freedom of Information

6 Publications

News | Memos and Circulars | Ministerial Media Releases | Personnel Handbook | Prequalifications Scheme | Training Facilities | The Classroom | Grants Administration | Strategic Management Framework | Service Principles and Obligations | Privacy Management Plan

7 Related Websites

8 Contact Us

The DPC website is a quick and accurate way of providing information on important and new events or initiatives. This year, for example, the Register of Lobbyists and Lobbyist Code of Conduct were made public on the website. In addition, DPC published details of the NSW Government Pre Apprenticeship Program as part of the Government's response to the Jobs Summit.

The Department's website is undergoing changes that take advantage of new technology and systems to provide our customers with easier access to valuable public sector information. The changes will feature a new information architecture and a more accurate search engine as well as a web based memorandum and circulars system that will enable 'current' links and attachment tracking. In addition, an upgrade of the existing content management system will provide features with dynamic content such as online forums.

Exceptional movements in employee wages, salaries or allowances

A salary increase of four per cent, effective 1 July 2008, was paid to clerical officers and senior officers in accordance with the Crown Employees (Public Sector – Salaries) Award 2008.

The Statutory and Other Offices Remuneration Tribunal determined a performance based increase of 2.5 per cent for SES officers, effective 1 October 2008. All increases were subject to satisfactory assessment of performance.

Value of recreation leave

As at June 30 2009, the value of accrued recreation leave was \$8.296 million and long service leave \$16.466 million.

Major assets and land disposal

The Department of Premier and Cabinet had no acquisitions or disposals of land or major assets.

Responses to significant matters raised in the ongoing audit reports

No significant matters were raised in the ongoing audit reports.

Statement of responsibility (credit card use)

The Director General certifies that credit card use in the Department has met best practice guidelines in accordance with Premier's memoranda and NSW Treasury directions.

Controlled entities

The Department of Premier and Cabinet is a separate reporting entity with no other entities under its control.

Major assets other than land holding

	Major additions 2008–09 \$'000	Total assets (net) as at 30 June 2009 \$'000
Computer equipment	665	2,554
Intangibles — software	486	2,713
Leasehold improvements	132	5,449
General plant and equipment	375	1,733
Work in progress	11	11
TOTAL	1,669	12,460

Human resource statistics

Senior Executive Service profile

Total SES officers by level on 30 June	30 June 2008	30 June 2009
Level 8	1	1
Level 7	8	4
Level 6	6	3
Level 5	3	2
Level 4	8	4
Level 3	13	12
Level 2	2	1
Level 1	8	4
Total	42	31

Total CES/SES positions filled by women on 30 June

Year	Positions filled by women
2009	11
2008	14
2007	13
2006	6
2005	5
2004	8
2003	7
2002	8

Percentage of staff by grading — Full Time Equivalent (FTE)

LEVEL	Total staff (number)	Subgroup as percentage of total staff at each level			Subgroup as estimated percentage of total staff at each level				
		Respondents	Men	Women	Aboriginal People and Torres Strait Islanders	People from racial, ethnic, ethno religious minority groups	People whose language first spoken as a child was not English	People with a disability	People with a disability requiring work related adjustment
< \$36,677	1			100					
\$36,677–\$48,172	4	75		100		33		100	100.0
\$48,173–\$53,854	19	68	26	74		15	15	15	15.4
\$53,855–\$68,147	78	78	22	78	3.3	30	25	3	1.6
\$68,148–\$88,127	173	64	40	60	1.8	24	16	5	
\$88,128–\$110,160	118	72	41	59		11	13	6	3.5
> \$110,160 (non SES)	69	70	43	57		15	13	6	2.1
> \$110,160 (SES)	31	71	65	35		14	9	5	
TOTAL	493	69	39	61	1.2	19	16	6	2.8

Staff profile

LEVEL	Total staff	2008–09		2007–08	
		Men	Women	Men	Women
< \$36,677	1	0	1	0	3
\$36,677–\$48,172	4	0	4	0	3
\$48,173–\$53,854	19	5	14	5	18
\$53,855–\$68,147	78	17	61	22	58
\$68,148–\$88,127	173	70	103	70	108
\$88,128–\$110,160	118	48	70	50	88
> \$110,160 (non SES)	69	30	39	29	40
> \$110,160 (SES)	31	20	11	28	14
TOTAL	493	190	303	204	332

Parliamentary annual report tables

Trends in the representation of EEO groups (FTE)

Representation	Department of Premier and Cabinet %	Benchmark or Government target %
Women	61	50
Aboriginal People and Torres Strait Islanders	1.2	2
People whose language first spoken as a child was not English	16	20
People with a disability	6	12
People with a disability requiring work related adjustment	2.8	7

Trends in the distribution of EEO groups (FTE)

Distribution index	Department of Premier and Cabinet	Benchmark
Women	93	100
Aboriginal People and Torres Strait Islanders	n/a	100
People whose language first spoken as a child was not English	95	100
People with a disability	91	100
People with a disability requiring work related adjustment	n/a	100

Account payment performance

Aged analysis at the end of each quarter

Quarter	Current (i.e. within due date) \$	Less than 30 days overdue \$	Between 30 days and 60 days overdue \$	Between 60 days and 90 days overdue \$	More than 90 days overdue \$
September	2,628,444.75	0	34,169.27	10,760.98	0
December	968,780.77	0	20,357.23	0	0
March	322,813.00	0	0	0	0
June	25,802.00	0	0	0	0

Accounts paid on time within each quarter

Quarter	Total accounts paid on time			Total amount paid (\$)
	Target %	Actual %	\$	
September	88	92	29,399,629	30,386,040
December	88	92	38,340,342	40,221,488
March	88	89	39,092,086	44,452,735
June	88	91	41,953,147	44,367,519

During 2008–09 there were no instances where penalty interest was paid in accordance with section 18 of the Public Finance and Audit (General) Regulation 1995. There were no significant events that affected payment performance during the reporting period.

Executive remuneration and senior executive performance statements

Mr Don Colagiuri SC Parliamentary Counsel Parliamentary Counsel's Office

Appointed: 14 February 2006, SES Level 7
Remuneration at 30 June 2009: \$401,250

The Director General has expressed satisfaction with Mr Colagiuri's performance as Parliamentary Counsel and head of the Parliamentary Counsel's Office throughout the 2008–09 period.

Mr Colagiuri has successfully met the performance criteria contained in his performance agreement, especially in regard to the provision of legislative drafting services to the Government, enhanced online public access to legislation, and the effective management of the Parliamentary Counsel's Office.

Specific achievements in 2008–09 include:

- managed the drafting and development of Bills for introduction into Parliament and regulations, environmental planning instruments and other statutory instruments, including the drafting work arising from the Staged Repeal of Subordinate Legislation Program and the Statute Law Revision Program. The work also involved personally drafting, or closely supervising the drafting of, a wide range of Bills including many prepared to very short deadlines
- took a leading role in uniform legislation for COAG, SCAG and other Ministerial Councils, by coordinating inter jurisdictional drafting projects as Secretary of the Australasian Parliamentary Counsel's Committee and by an active involvement in the drafting of those projects
- significantly enhanced public access to NSW legislation by managing the development and delivery of the redesigned NSW legislation website, the official authorisation of legislation published online and the online notification of the making of statutory instruments
- maintained the overall improvement in turnaround times for environmental planning instruments.

Ms Vicki D'Adam Assistant Director General Policy and Strategy

Appointed: 7 July 2005, SES Level 5
Remuneration at 30 June 2009: \$259,850

The Director General has expressed satisfaction with Ms D'Adam's performance throughout the 2008–09 period.

Specific achievements in 2008–09 included:

- acted as Deputy Director General Policy and Strategy
- led the development, management and coordination of the NSW Government's approach to the 2008 Council of Australian Governments' (COAG) reform agenda and Council for the Australian Federation (CAF) work program, particularly for the human services related working groups, and the overall COAG process
- represented NSW on the COAG Productivity Agenda Working Group and chaired the Schooling subgroup. The subgroup developed the new National Education Agreement that aims to lift literacy and numeracy outcomes for all students as well as school retention rates. Additionally, the subgroup developed two significant reform National partnerships on Teacher Quality and Improving Educational Outcomes for low socio economic school communities
- represented NSW on the Early Childhood subgroup of the COAG Productivity Agenda Working Group and the COAG Working Group on Indigenous Reform
- led the development of the NSW Government's response to the Special Commission of Inquiry into the Child Protection System. This included the five year action plan, *Keep Them Safe: A shared approach to child wellbeing*, new legislation and funding, to drive comprehensive change to the NSW child protection system to share responsibility across Government and non Government organisations and better support children and families
- provided high level strategic policy advice to the NSW Government on human services, justice, infrastructure, economic, transport, environmental, women issues, intergovernmental matters and State Plan priorities; supported collective decision making by Cabinet and a range of Cabinet Committees; and delivered on whole of Government priorities

- led the restructure to combine and realign several areas of the Department to form the new Policy and Strategy Division to provide additional strategic policy, project and delivery capacity
- changed the focus of the Office for Women from program and grants to the Office of Women's Policy, with a whole of Government policy role in promoting issues of significance to women, including part time work, and national work on indicators for women.

Mr Peter Duncan
Deputy Director General
Government Coordination

Appointed: 4 February 2009, SES Level 7
 Remuneration at 30 June 2009: \$366,250

The Director General has expressed satisfaction with Mr Duncan's performance throughout the 2008–09 period.

Specific achievements in 2008–09 include:

- directed and managed the Division including the Office of the Coordinator General (until November 2008) in supporting major initiatives and whole of Government focus on major projects and infrastructure policy, planning, coordination and delivery in NSW including transport, health, freight, water management, energy and commercial development projects, such as Barangaroo
- led and directed the coordination and support of major Government and non Government initiatives and achieved better alignment with the planning, investment and delivery of major projects
- facilitated a number of key inter agency negotiations to ensure optimal outcomes for NSW, including the State's contribution to the Infrastructure Australia Audit and hospital development projects
- established and led the newly created Government Coordination Division which drives coordinated cross agency action to deliver key priorities and outcomes for Government. The Division incorporates Regional Coordination, Program Delivery, Major Projects Coordination, Security and Recovery Coordination and Program Development

- provided effective support to the NSW Nation Building and Jobs Plan Task Force and developed policies and procedures to support the *Nation Building and Jobs Plan (State Infrastructure Delivery) Act 2009*, e.g. planning guidelines, developer contributions policy and assessment procedures
- provided high level, expert and strategic advice to the Director General, Premier and NSW Government on matters regarding major projects and significant issues, including the response to the Influenza A (H1N1) virus and contributing to the national International Students Strategy
- implemented the Regional Coordination Program Review recommendations and strengthened the Regional Governance Framework
- facilitated the implementation of Youth Conduct Orders
- regularly contributed to a number of significant committees such as the NSW Innovation Council and chaired the Government Asset Management Committee and the Marine Parks Authority
- administrated the Jenolan Caves Reserve Trust from 1 January 2009 to 30 June 2009.

Mr John Lee
Director General

Appointed: 27 October 2008, SES Level 8
 Remuneration at 30 June 2009: \$495,000
 (The remuneration amount includes a special responsibilities allowance of \$10,000 for concurrently holding the Office of the Director General of the Office for Children.)

As a result of the changes arising from the Public Sector Employment and Management (Departmental Amalgamations) Order 2009, the Director General's remuneration was decreased by \$10,000 effective from 1 July 2009.

The Premier has expressed satisfaction with Mr Lee's performance throughout the period of his employment with the Department.

Specific achievements in 2008–09 included:

- provided leadership in restructuring the Department of Premier and Cabinet so it focuses on coordination and strategic policy issues

- finalised agreements and commenced implementation of the COAG reform agenda in NSW
- commenced the process for the reforms to the structure of the NSW public sector
- provided sector wide leadership and support to agencies in meeting their commitments under the State Plan
- contributed to a number of major Government reform initiatives, including the areas of community services, transport and public sector employment (apprentices and cadetships)
- provided leadership of the NSW public sector in the coordination of a number of significant areas for the State, including the Jobs Summit and the establishment of the NSW Nation Building Taskforce.

Ms Diane Leeson

Director

Major Projects Coordination

Appointed: 6 July 2006, SES Level 5

Remuneration at 30 June 2009: \$241,644

The Director General has expressed satisfaction with Ms Leeson's performance throughout the 2008–09 period.

Specific achievements in 2008–09 included:

- provided high level support and assistance to agencies delivering priority projects including the Barangaroo Redevelopment – Request for detailed proposals process, the Liverpool Hospital redevelopment and the South West Rail Link
- provided planning and strategic advice regarding significant policy and project initiatives such as the establishment of the Metro Authority, Nation Building and Jobs Plan Planning Approvals User Guide, COAG Major Projects Approval Review, National Aviation Policy and the Sydney Airport Master Plan
- coordinated and provided advice on strategic development options for complex sites including the Westmead/Cumberland Hospital Precinct, Newcastle CBD renewal, Bays Precinct and the University of Sydney (Cumberland Campus land transaction)
- facilitated and negotiated the disposal of land from the Cumberland College Campus to the University of Sydney.

Ms Rosemary Milkins

Assistant Director General

Public Sector Workforce

Appointed: 9 April 2009, SES Level 6

Remuneration at 30 June 2009: \$280,000

The Director General has expressed satisfaction with Ms Milkins' performance throughout the 2008–09 period.

Specific achievements in 2008–09 include:

- provided high level strategic advice to the NSW Government and agencies on a range of public sector employment matters including industrial relations issues, workforce policy and planning, sector capability and development and equity issues
- developed and implemented strategies to deliver 6,000 apprenticeships and cadetships across the public sector over the next four years
- delivered a range of initiatives to address emerging workforce priorities including support for workforce planning, the capability framework, a new action plan for Aboriginal employment, and recruitment and retention strategies
- provided sector wide monitoring of workforce trends including the implementation of a centralised process for non frontline recruitment to achieve sector wide efficiencies. Additionally made improvements to the collection and analysis of workforce information
- successfully moved the e-Recruitment project into its second phase. This project provides a sector wide electronic recruitment system and involves the replacement of jobs.nsw
- restructured the previous Public Sector Workforce Office to improve the delivery of workforce, industrial and human resources policy and enhance strategies for Government priorities and agency needs.

Ms Leigh Sanderson
Deputy Director General
General Counsel

Appointed: 27 June 2007, SES Level 7
Remuneration at 30 June 2009: \$338,250

The Director General has expressed satisfaction with Ms Sanderson's performance throughout the 2008–09 period.

Specific achievements in 2008–09 include:

- managed the Government's legislative agenda and advised on major legislative projects and legal policy issues. These included freedom of information reform and political donations reform
- advised on Special Commissions of Inquiry, including the Government's response to the inquiry into Child Protection and the inquiry into Acute Care Services in NSW Public Hospitals
- with Legal Branch, implemented the NSW Government Lobbyist Code of Conduct and Register of Lobbyists
- managed redomicile and funding shortfall issues under the Final Funding Agreement with James Hardie Industries NV and served as a NSW Government appointed director on Asbestos Injuries Compensation Fund Limited
- represented NSW on the COAG Business Regulation and Competition Working Group, pursued NSW reforms in relation to COAG deregulation priorities and, with the Better Regulation Office, led the implementation of State Plan Priority P3.

Mr John Trevillian AM
Assistant Director General
Community Engagement and Events

Appointed: 4 February 2009, SES Level 6
Remuneration at 30 June 2009: \$292,050

The Director General expressed satisfaction with Mr Trevillian's performance throughout the 2008–09 period.

Specific achievements in 2008–09 include:

- established a successful working relationship with Events NSW to assist in developing proposals, bidding for events and coordinating Government agency support for the delivery of these events

- represented DPC in assisting the World Youth Day Coordination Authority in planning, delivery, communications and protocol activities
- transformed the Office of Protocol and Special Events into the Community Engagement and Events Division of DPC, to include the delivery of Community Cabinet meetings and community consultation
- coordinated the involvement of Government agencies in marketing, communication and event delivery for major events such as New Year's Eve, Festival First Night, Australia Day, Anzac Day, Remembrance Day, City to Surf, Mardi Gras, Sydney Running Festival, Moore Park events and Big Day Out
- oversaw the successful coordination of official visits and guests of Government protocol programs. In addition, represented the New South Wales Government in coordinating the Order of Australia and the Australian Bravery Decoration Awards
- developed appropriate policies regarding the delivery of special events in NSW.

Representatives on significant committees

Joint Consultative Committee

Facilitates communication between management, staff and unions in matters affecting the workplace

Management staff

John Lee
Rosemary Milkins
Emanuel Sklavounos

Union representatives

Emma Nicholson
Paul Petersen
Graeme Gandy

PSA

Garry Harris
Shane Howes

Audit and Risk Management Committee

Members

Peter Whitehead, Public Trustee (Chair)
John Lee, DPC
Peter Duncan, DPC
Fran McPherson, DPC
Michael Petrie (DG nominee)
Emanuel Sklavounos (Rosemary Milkins), DPC

Observers

Peter Boulous (Jack Kheir), Audit Office
John Cantlon (Robert Hayek), Audit Office
Stephen Kent, IAB Services (to October 2008)
Clare Bower, Deloitte (from October 2008)
Rob Mathie, Deloitte (from October 2008)
Geeta Nayak, Service First
Paul Pace, DPC

Occupational Health and Safety Committee

The Department's platform to drive change, improve communication and deliver our commitment to occupational health and safety.

Staff representatives

Sharon Boyd
Stephanie Tritton
Krissy Ukena
Tara Connell
Patrick Callaghan

Support

Emanuel Sklavounos
Michael Armitage

Employment Equity and Diversity Committee

The Department's Employment Equity and Diversity Committee provides a consultative forum and directly supports our efforts to develop and maintain a culture that is supportive of employment equity and diversity.

Our commitment to equity and diversity in employment is founded on a recognition of the value of, and respect for, social and cultural diversity. Committee members are available and welcome the opportunity to discuss relevant issues with other DPC employees. Our committee members are:

Ian Archer-Wright
Kerrie-Ann King
Louise Beehag
Graham Moore
Sarah Bradshaw
Emma Nicholson
Elspeth Dyer
Melinda Savvides
Andrew Grimes
Emanuel Sklavounos
Cathryn Jenkins
Barbra Wagner

Consultants

Consultancies of value less than \$30,000

Category	\$ Cost
Finance and accounting	34,269
Legal	10,500
Organisational review	55,901
Management services	89,024
Training	60,835
Total number of individual consultancies less than \$30,000 is 18	250,529

Consultancies equal to or more than \$30,000

Category	Title/nature	\$ Cost
Finance and accounting		
Lazard Carnegie Wylie	James Hardie asbestos compensation issues	50,000
PriceWaterhouseCoopers	Quantify cost savings of selected red tape reduction reforms	45,360
Legal		
Gilbert & Tobin	James Hardie asbestos compensation issues	456,581
Herne Gray and Associates	Employee complaint investigation	34,705
Environmental		
IPART	Review of NSW Climate Change measures (costs shared with NSW Treasury and DECC)	116,666
Organisational review		
Mercer	Review of CES/SES Remuneration Structure in the NSW public sector	148,769
Mercer	Executive Benchmarking project	35,000
PriceWaterhouse Coopers	Executive Benchmarking review of the Workforce Profile function	90,000
Mercer	Implementation and finalisation of the NSW public sector Capability Framework	96,615
Boston Consulting Group	Environmental scanning and advice	253,000
Management services		
Deloitte	e-Recruitment industry partner	369,850
Ernst & Young	Design of a network of Child Wellbeing Units in six NSW Government Agencies	424,000
The Nous Group	e-Recruitment performance data	139,740
Pinpoint	e-Recruitment Implementation	483,130
LEK Consulting	Public Transport fares reform and governance changes	238,046
Training		
Synergetic People Development Pty Ltd	Development and delivery of an e-Mentoring program for women in the NSW public sector	84,625
NSW Department of Community Services (Bendelta)	Training and cultural change management arising from <i>Keep Them Safe</i> reforms	100,000
Mercer	Development and delivery of a workforce planning training module	172,007
Customer service		
Ipsos-Eureka Social Research Institute	Independent surveys of customer satisfaction with Government services	155,904
TOTAL number of individual consultancies with a value equal to or more than \$30,000 is 19		3,493,998

Freedom of Information

During 2008–09, the Department of Premier and Cabinet processed 107 Freedom of Information applications, compared with 91 in 2007–08. Of the applications processed by the Department:

- 21 applications were discontinued (either because they were transferred to other agencies, they were withdrawn or the applicant did not pay an advance deposit)
- for 45 applications, access to documents was granted in full or the documents were otherwise available
- for 21 applications, access to documents was granted in part or the documents were otherwise available
- nine applications were refused in full on the basis of exemptions
- for 11 applications, no documents were held.

At 30 June 2009, eight applications remained to be completed.

During 2008–09, compliance with the provisions of the *Freedom of Information Act 1989* had no significant impact on the administration of the Department of Premier and Cabinet.

There were five applications for Internal Reviews lodged with the Department during this reporting period.

There were no FOI matters finalised by the Administrative Decisions Tribunal (ADT) at the end of this reporting period and one NSW Ombudsman’s review was finalised.

This statistical summary is set out in accordance with the provisions of the *Freedom of Information Act 1989*, the *Freedom of Information Regulation 2000* and the Premier’s Department FOI Procedure Manual, August 2007 (that applies for this reporting year).

Section A — New FOI applications

How many FOI applications were received, discontinued or completed?

	Number of FOI applications					
	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
A1 New	3	2	92	103	95	105
A2 Brought forward	0	1	6	9	6	10
A3 Total to be processed	3	3	98	112	101	115
A4 Completed	1	2	67	84	68	86
A5 Discontinued	1	1	22	20	23	21
A6 Total processed	2	3	89	104	91	107
A7 Unfinished (carried forward)	1	0	9	8	10	8

Section B — Discontinued applications

Why were FOI applications discontinued?

	Number of discontinued FOI applications					
	Personal		Other		Total	
	2007-08	2008-09	2007-08	2008-09	2007-08	2008-09
B1 Request transferred out to another agency (s.20)	0	1	4	8	4	9
B2 Applicant withdrew request	1	0	3	7	4	7
B3 Applicant failed to pay advance deposit (s.22)	0	0	15	4	15	4
B4 Applicant failed to amend a request that would have been an unreasonable diversion of resources to complete (s.25(1)(a1))	0	0	0	1	0	1
B5 Total discontinued	1	1	22	20	23	21

Note: If a request is discontinued for more than one reason, the reason that first occurs in the above table is selected.

Section C — Completed applications

What happened to completed FOI applications?

	Number of completed FOI applications					
	Personal		Other		Total	
	2007-08	2008-09	2007-08	2008-09	2007-08	2008-09
C1 Granted or otherwise available in full	1	1	36	44	37	45
C2 Granted or otherwise available in part	0	1	19	20	19	21
C3 Refused	0	0	8	9	8	9
C4 No documents held	0	0	4	11	4	11
C5 Total completed	1	2	67	84	68	86

Note: A request is granted or otherwise available in full if all documents requested are either provided to the applicant (or the applicant's medical practitioner) or are otherwise publicly available.

Section D — Applications granted or otherwise available in full

How were the documents made available to the applicant?

	Number of FOI applications (granted or otherwise available in full)					
	Personal		Other		Total	
	2007-08	2008-09	2007-08	2008-09	2007-08	2008-09
All documents requested were:						
D1 Provided to the applicant	1	1	36	44	37	45
D2 Provided to the applicant's medical Practitioner	0	0	0	0	0	0
D3 Available for inspection	0	0	0	0	0	0
D4 Available for purchase	0	0	0	0	0	0
D5 Library material	0	0	0	0	0	0
D6 Subject to deferred access	0	0	0	0	0	0
D7 Available by a combination of any of the reasons listed in D1-D6 above	0	0	0	0	0	0
D8 Total granted or otherwise available in full	1	1	36	44	37	45

Section E — Applications granted or otherwise available in part

How were the documents made available to the applicant?

	Number of FOI applications (granted or otherwise available in part)					
	Personal		Other		Total	
	2007-08	2008-09	2007-08	2008-09	2007-08	2008-09
Documents made available were:						
E1 Provided to the applicant	0	0	19	19	19	19
E2 Provided to the applicant's medical Practitioner	0	0	0	0	0	0
E3 Available for inspection	0	0	0	1	0	1
E4 Available for purchase	0	0	0	0	0	0
E5 Library material	0	0	0	0	0	0
E6 Subject to deferred access	0	1	0	0	0	1
E7 Available by a combination of any of the reasons listed in E1-E6 above	0	0	0	0	0	0
E8 Total granted or otherwise available in part	0	1	19	20	19	21

Section F — Refused FOI applications

Why was access to the documents refused?

	Number of refused FOI applications					
	Personal		Other		Total	
	2007-08	2008-09	2007-08	2008-09	2007-08	2008-09
F1 Exempt	0	0	8	9	8	9
F2 Deemed refused	0	0	0	0	0	0
F3 Total refused	0	0	8	9	8	9

Section G — Exempt documents

Why were the documents classified as exempt? (identify one reason only)

	Number of FOI applications (refused or access granted or otherwise available in part only)					
	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
G1 Cabinet documents (Clause 1)	0	0	13	16	13	16
G2 Executive Council documents (Clause 2)	0	0	0	1	0	1
G3 Documents affecting law enforcement and public safety (Clause 4)	0	0	0	0	0	0
G4 Documents affecting counter terrorism measures (Clause 4A)	0	0	0	0	0	0
G5 Documents affecting intergovernmental relations (Clause 5)	0	0	0	0	0	0
G6 Documents affecting personal affairs (Clause 6)	0	1	9	7	9	8
G7 Documents affecting business affairs (Clause 7)	0	0	3	2	3	2
G8 Documents affecting the conduct of research (Clause 8)	0	0	0	0	0	0
G9 Schedule 2 exempt agency	0	0	0	0	0	0
G10 Documents containing information confidential to Olympic Committees (Clause 22)	0	0	0	0	0	0
G11 Documents relating to threatened species, Aboriginal objects or Aboriginal places (Clause 23)	0	0	0	0	0	0
G12 Documents relating to threatened species conservation (Clause 24)	0	0	0	0	0	0
G13 Plans of management containing information of Aboriginal significance (Clause 25)	0	0	0	0	0	0
G14 Private documents in public library collections (Clause 19)	0	0	0	0	0	0
G15 Documents relating to judicial functions (Clause 11)	0	0	0	0	0	0
G16 Documents subject to contempt (Clause 17)	0	0	0	0	0	0
G17 Documents arising out of companies and securities legislation (Clause 18)	0	0	0	0	0	0
G18 Exempt documents under interstate FOI Legislation (Clause 21)	0	0	0	0	0	0
G19 Documents subject to legal professional privilege (Clause 10)	0	0	0	2	0	2
G20 Documents containing confidential material (Clause 13)	0	0	1	0	1	0
G21 Documents subject to secrecy provisions (Clause 12)	0	0	0	0	0	0
G22 Documents affecting the economy of the State (Clause 14)	0	0	0	0	0	0
G23 Documents affecting financial or property interests of the State or an agency (Clause 15)	0	0	0	0	0	0
G24 Documents concerning operations of Agencies (Clause 16)	0	0	0	0	0	0
G25 Internal working documents (Clause 9)	0	0	1	1	1	1
G26 Other exemptions (eg., Clauses 20, 22A and 26)	0	0	0	0	0	0
G27 Total applications including exempt documents	0	1	27	29	27	30

Note: Where more than one exemption applies to a request, the exemption category that first occurs in the above table is selected. The figures in G27 should correspond to the sum of the figures in C2 and F1.

Section H — Ministerial Certificates (S.59)

How many Ministerial Certificates were issued?

	Number of Ministerial Certificates	
	2007-08	2008-09
H1 Ministerial Certificates issued	0	0

Section I — Formal consultations

How many formal consultations were conducted?

	Number	
	2007-08	2008-09
I1 Number of applications requiring formal consultation	22	26
I2 Number of persons formally consulted	347	93

Section J — Amendment of personal records

How many applications for amendment of personal records were agreed or refused?

	Number of applications for amendment of personal records	
	2007-08	2008-09
J1 Agreed in full	0	0
J2 Agreed in part	0	0
J3 Refused	0	0
J4 Total	0	0

Section K — Notation of personal records

How many applications for notation of personal records were made (s.46)?

	Number of applications for notation	
	2007-08	2008-09
K1 Applications for notation	0	0

Section L — Fees and costs

What fees were assessed and received for FOI applications processed (excluding applications transferred out)?

	Assessed costs		Fees received	
	2007-08	2008-09	2007-08	2008-09
L1 All completed applications	\$18,757.50	\$11,972.50	\$8,870.00	\$4,065.00

Section M — Fee discounts

How many fee waivers or discounts were allowed and why?

	Number of FOI applications (where fees were waived or discounted)					
	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
M1 Processing fees waived in full	0	1	25	56	25	57
M2 Public interest discount	0	0	1	0	1	0
M3 Financial hardship discount — pensioner or child	0	0	0	4	0	4
M4 Financial hardship discount — non profit organisation	0	0	0	1	0	1
M5 Total	0	1	26	61	26	62

Section N — Fee refunds

How many fee refunds were granted as a result of significant correction of personal records?

	Number of refunds	
	2007–08	2008–09
N1 Number of fee refunds granted as a result of significant correction of personal records	0	0

Section O — Days taken to complete request

How long did it take to process completed applications? (Note: calendar days)

	Number of completed FOI applications					
	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
O1 0–21 days — statutory determination period	2	1	50	56	52	57
O2 22–35 days — extended statutory determination period for consultation or retrieval of archived records (S.59B)	0	1	24	19	24	20
O3 Over 21 days — deemed refusal where no extended determination period applies	0	0	5	3	5	3
O4 Over 35 days — deemed refusal where extended determination period applies	0	0	10	6	10	6
O5 Total	2	2	89	84	91	86

For 2007–08, O5 = 91 (A4 = 68 + A5 = 23) i.e. discontinued applications are included.

Section P — Processing time: hours

How long did it take to process completed applications?

	Number of completed FOI applications					
	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
P1 0–10 hours	2	2	65	70	67	72
P2 11–20 hours	0	0	18	11	18	11
P3 21–40 hours	0	0	6	3	6	3
P4 Over 40 hours	0	0	0	0	0	0
P5 Total	2	2	89	84	91	86

For 2007–08, 05 = 91 (A4 = 68 + A5 = 23) i.e. discontinued applications are included.

Section Q — Number of reviews

How many reviews were finalised?

	Number of completed reviews	
	2007–08	2008–09
Q1 Internal reviews	11	5
Q2 Ombudsman reviews	1	1
Q3 ADT reviews	2	0

Section R — Results of internal reviews

What were the results of internal reviews finalised?

Grounds on which the internal review was requested	Number of internal reviews					
	Personal		Other		Total	
	Original agency decision					
	Upheld	Varied	Upheld	Varied	Upheld	Varied
R1 Access refused	0	0	3	0	3	0
R2 Access deferred	0	0	0	0	0	0
R3 Exempt matter deleted from documents	0	0	0	0	0	0
R4 Unreasonable charges	0	0	2	0	2	0
R5 Failure to consult with third parties	0	0	0	0	0	0
R6 Third parties views disregarded	0	0	0	0	0	0
R7 Amendment of personal records refused	0	0	0	0	0	0
R8 Total	0	0	5	0	5	0

FOI applications lodged with Ministers' Offices — 2008–09

The *Freedom of Information Act 1989* (FOI Act) and the Department of Premier and Cabinet's FOI Procedure Manual require that Ministers provide the Premier (as Minister responsible for the FOI Act) with a return on FOI applications that are lodged with Ministers' Offices during the reporting period.

During 2008–09, 20 Freedom of Information applications were reported as received or carried forward, compared with 54 in 2007–08. Of the 20 applications finalised by Ministers' Offices:

- six applications were discontinued (either because they were transferred to an agency, they were withdrawn or the applicant did not pay an advance deposit)
- for four applications, access to documents was granted in full or the documents were otherwise available
- for one application, access to documents was granted in part or the documents were otherwise available
- two applications were refused in full on the basis of exemptions
- for six applications, no documents were held.

At 30 June 2009, one application was not finalised.

The following bracketed code letters are used to identify Ministers who dealt with FOI applications in 2007–08:

- Premier, and Minister for Citizenship (P)
- Deputy Premier, Minister for Transport, and Minister for Finance (DP)
- Minister for Education and Training, Minister for Industrial Relations (IR)
- Minister for Planning, Minister for Redfern Waterloo, and Minister for the Arts (PL)
- Minister for Health (H)
- Minister for Police, Minister for Illawarra (PO)
- Minister for Roads and Minister for Commerce (R)
- Minister for Primary Industries, Minister for Energy, Minister for Mineral Resources, and Minister for State Development (PI)

- Minister for Lands, Minister for Rural Affairs, Minister for Regional Development, and Vice President of the Executive Council (L)
- Minister for Housing, Minister for Tourism (HS)
- Minister for Fair Trading, Minister for Youth, and Minister for Volunteering (FT)
- Minister for Local Government, Minister for Aboriginal Affairs, and Minister Assisting the Minister for Health (Mental Health) (LG)
- Minister for Climate Change and the Environment, Minister for Science and Medical Research, Minister Assisting the Minister for Health(Cancer) (W)
- Minister for Gaming and Racing, Minister for Sport and Recreation (GR)

The following bracketed Code letters are used to identify Ministers who dealt with FOI applications in 2008–09:

- Premier, and Minister for the Arts (P)
- Minister for Transport, and Minister for the Illawarra (T)
- Minister for Education and Training, and Minister for Women (E)
- Minister for Planning, and Minister for Redfern Waterloo (PL)
- Minister for Finance, Minister for Infrastructure, Minister for Regulatory Reform, and Minister for Ports & Waterways (F)
- Minister for Primary Industries, Minister for Energy, Minister for Mineral Resources, and Minister for State Development (PI)
- Minister for Gaming and Racing, and Minister for Sport and Recreation (GR)
- Minister for Roads (R)
- Minister for Water, Minister Regional Development (W)

Data in relation to former Ministers' offices or where there has been a change in the portfolio responsibilities during the financial year is incorporated in the data for the Minister exercising the relevant portfolio responsibility as at 30 June 2009.

The Department has not been able to locate data, however, for some Ministers who ceased to hold office during the financial year or changed portfolio responsibilities.

Section A — New FOI applications

How many FOI applications were received, discontinued or completed?

	Number of FOI applications					
	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
A1 New	3(HS) 1(DP) 2(IR) 2(PI) 6(PL) 1(L) 1(H)	1(T) 3(F) 1(PI) 1(W)	1(R) 5(DP) 3(IR) 2(PO) 5(L) 6(W) 3(H) 2(LG) 1(GR) 1(FT) 7(P)	4(P) 1(E) 1(PL) 5(PI) 1(GR) 1(R)	52	19
A2 Brought forward	0	0	1(P) 1(R)	1(PI)	2	1
A3 Total to be processed	16	6	38	14	54	20
A4 Completed	12	3	24	10	36	13
A5 Discontinued	4	2	11	4	15	6
A6 Total processed	16	5	35	14	51	19
A7 Unfinished (carried forward)	0	1(W)	2(R) 1(DP)	0	3	1

Note: The FOI applications that were unfinished and carried forward for 2007–08 do not correspond with the 'brought forward' figures of 2008–09. It is noted that during 2008–09 there were changes to a number of Ministerial portfolios.

Section B — Discontinued applications

Why were FOI applications discontinued?

	Number of discontinued FOI applications					
	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
B1 Request transferred out to another agency (s.20)	1(HS) 1(DP) 1(H)	1(F) 1(PI)	5(W) 1(H) 1(P) 2(LG)	2 (PI)	12	4
B2 Applicant withdrew request	1(IR)	0	0	1(P)	1	1
B3 Applicant failed to pay advance deposit (s.22)	0	0	2(P)	1 (PI)	2	1
B4 Applicant failed to amend a request that would have been an unreasonable diversion of resources to complete (s.25(1)(a1))	0	0	0	0	0	0
B5 Total discontinued	4	2	11	4	15	6

Note: If a request is discontinued for more than one reason, the reason that first occurs in the above table is selected.

Section C — Completed applications

What happened to completed FOI applications?

	Number of completed FOI applications					
	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
C1 Granted or otherwise available in full	0	1(T)	2(DP) 1(IR) 1(PO) 1(GR) 1(FT)	1(P) 1(PL) 1(GR)	6	4
C2 Granted or otherwise available in part	2(PL)	1(F)	2(DP) 1(L) 1(W) 1(P)	0	7	1
C3 Refused	1(PI) 2(PL) 1(L)	0	1(L) 1(P)	1(E) 1(R)	6	2
C4 No documents held	2(HS) 1(IR) 1(PI) 2(PL)	1(F)	2(IR) 1(PO) 3(L) 2(H) 3(P)	2(P) 3(PI)	17	6
C5 Total completed	12	3	24	10	36	13

Note: A request is granted or otherwise available in full if all documents requested are either provided to the applicant (or the applicant's medical practitioner) or are otherwise publicly available.

Section D – Applications granted or otherwise available in full

How were the documents made available to the applicant?

All documents requested were:	Number of FOI applications (granted or otherwise available in full)					
	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
D1 Provided to the applicant	0	1(T)	2(DP) 1(IR) 1(PO) 1(FT) 1(GR)	1(P) 1(PL) 1(GR)	6	4
D2 Provided to the applicant's medical Practitioner	0	0	0	0	0	0
D3 Available for inspection	0	0	0	0	0	0
D4 Available for purchase	0	0	0	0	0	0
D5 Library material	0	0	0	0	0	0
D6 Subject to deferred access	0	0	0	0	0	0
D7 Available by a combination of any of the reasons listed in D1-D6 above	0	0	0	0	0	0
D8 Total granted or otherwise available in full	0	1	6	3	6	4

Section E — Applications granted or otherwise available in part

How were the documents made available to the applicant?

Documents made available were:	Number of FOI applications (granted or otherwise available in part)					
	Personal		Other		Total	
	2007-08	2008-09	2007-08	2008-09	2007-08	2008-09
E1 Provided to the applicant	2(PL)	1(F)	2(DP) 1(L) 1(W) 1(P)	0	7	1
E2 Provided to the applicant's medical Practitioner	0	0	0	0	0	0
E3 Available for inspection	0	0	0	0	0	0
E4 Available for purchase	0	0	0	0	0	0
E5 Library material	0	0	0	0	0	0
E6 Subject to deferred access	0	0	0	0	0	0
E7 Available by a combination of any of the reasons listed in E1-E6 above	0	0	0	0	0	0
E8 Total granted or otherwise available in part	2	1	5	0	7	1

Section F — Refused FOI applications

Why was access to the documents refused?

	Number of refused FOI applications					
	Personal		Other		Total	
	2007-08	2008-09	2007-08	2008-09	2007-08	2008-09
F1 Exempt	2(PL) 1(PI) 1(L)	0	1(L) 1(P)	1(E) 1(R)	6	2
F2 Deemed refused	0	0	0	0	0	0
F3 Total refused	4	0	2	2	6	2

Section G — Exempt documents

Why were the documents classified as exempt?

(identify one reason only)	Number of FOI applications (refused or access granted or otherwise available in part only)					
	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
G1 Cabinet documents (Clause 1)	1(P)	0	1(P) 1(DP) 1(W) 1(P)	1(E) 1(R)	5	2
G2 Executive Council documents (Clause 2)	0	0	0	0	0	0
G3 Documents affecting law enforcement and public safety (Clause 4)	0	0	0	0	0	0
G4 Documents affecting counter terrorism measures (Clause 4A)	0	0	0	0	0	0
G5 Documents affecting intergovernmental relations (Clause 5)	0	0	0	0	0	0
G6 Documents affecting personal affairs (Clause 6)	1(L)	0	2(L) 1(DP)	0	4	0
G7 Documents affecting business affairs (Clause 7)	0	0	0	0	0	0
G8 Documents affecting the conduct of research (Clause 8)	0	0	0	0	0	0
G9 Schedule 2 exempt agency	0	0	0	0	0	0
G10 Documents containing information confidential to Olympic Committees (Clause 22)	0	0	0	0	0	0
G11 Documents relating to threatened species, Aboriginal objects or Aboriginal places (Clause 23)	0	0	0	0	0	0
G12 Documents relating to threatened species conservation (Clause 24)	0	0	0	0	0	0
G13 Plans of management containing information of Aboriginal significance (Clause 25)	0	0	0	0	0	0
G14 Private documents in public library collections (Clause 19)	0	0	0	0	0	0
G15 Documents relating to judicial functions (Clause 11)	0	0	0	0	0	0
G16 Documents subject to contempt (Clause 17)	0	0	0	0	0	0
G17 Documents arising out of companies and securities legislation (Clause 18)	0	0	0	0	0	0
G18 Exempt documents under interstate FOI Legislation (Clause 21)	0	0	0	0	0	0
G19 Documents subject to legal professional privilege (Clause 10)	4(PL)	0	0	0	4	0
G20 Documents containing confidential material (Clause 13)	0	1(F)	0	0	0	1
G21 Documents subject to secrecy provisions (Clause 12)	0	0	0	0	0	0
G22 Documents affecting the economy of the State (Clause 14)	0	0	0	0	0	0
G23 Documents affecting financial or property interests of the State or an agency (Clause 15)	0	0	0	0	0	0
G24 Documents concerning operations of Agencies (Clause 16)	0	0	0	0	0	0
G25 Internal working documents (Clause 9)	0	0	0	0	0	0
G26 Other exemptions (eg., Clauses 20, 22A and 26)	0	0	0	0	0	0
G27 Total applications including exempt documents	6	1	7	2	13	3

Note: The figures in G27 should correspond to the sum of the figures in C2 and F1.

Section H — Ministerial Certificates (S.59)

How many Ministerial Certificates were issued?

	Number of Ministerial Certificates	
	2007-08	2008-09
H1 Ministerial Certificates issued	0	0

Section I — Formal consultations

How many formal consultations were conducted?

	Number	
	2007-08	2008-09
I1 Number of applications requiring formal consultation	3(DP) 1(W) 1(P)	0
I2 Number of persons formally consulted	4(DP) 2(W) 1(P)	0

Section J — Amendment of personal records

How many applications for amendment of personal records were agreed or refused?

	Number of applications for amendment of personal records	
	2007-08	2008-09
J1 Agreed in full	0	0
J2 Agreed in part	0	0
J3 Refused	0	0
J4 Total	0	0

Section K — Notation of personal records

How many applications for notation of personal records were made (s.46)?

	Number of applications for notation	
	2007-08	2008-09
K1 Applications for notation	0	0

Section L — Fees and costs

What fees were assessed and received for FOI applications processed (excluding applications transferred out)?

	Assessed costs		Fees received	
	2007-08	2008-09	2007-08	2008-09
L1 All completed applications	\$60(R) \$30(HS) \$120(DP) \$705(PL) \$60(PO) \$150(L) \$990(W) \$90(H) \$30(GR) \$600(FT) \$210(P) \$60(PI)	\$120(P) \$30(T) \$30(E) \$30(PL) \$60(F) \$90(PI) \$30(GR) \$30(R)	\$60(R) \$120(DP) \$60(PI) \$705(PL) \$60(PO) \$150(L) \$990(W) \$90(H) \$30(GR) \$30(FT) \$210(P)	\$120(P) \$30(T) \$30(E) \$30(PL) \$60(F) \$90(PI) \$30(GR) \$30(R)
	Total \$3,105	Total \$410	Total \$2,505	Total \$410

Section M — Fee discounts

How many fee waivers or discounts were allowed and why?

	Number of FOI applications (where fees were waived or discounted)					
	Personal		Other		Total	
	2007-08	2008-09	2007-08	2008-09	2007-08	2008-09
M1 Processing fees waived in full	2(IR)	0	3(IR)	0	5	0
M2 Public interest discount	0	0	0	0	0	0
M3 Financial hardship discount — pensioner or child	1(PL)	0	0	0	1	0
M4 Financial hardship discount — non profit organisation	0	0	0	0	0	0
M5 Total	3	0	3	0	6	0

Section N — Fee refunds

How many fee refunds were granted as a result of significant correction of personal records?

	Number of refunds	
	2007-08	2008-09
N1 Number of fee refunds granted as a result of significant correction of personal records	0	0

Section O — Days taken to complete request

How long did it take to process completed applications? (Note: calendar days)

	Number of completed FOI applications					
	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
O1 0–21 days — statutory determination period	2(HS) 1(IR) 2(PI) 5(PL) 1(L)	1(T) 2 (F)	1(DP) 1(IR) 2(PO) 5(L) 2(H) 1(GR) 1(FT) 2(P)	3(P) 1(E) 1(PL) 3(PI) 1(R)	26	12
O2 22–35 days — extended statutory determination period for consultation or retrieval of archived records (S.59B)	1(PL)	0	2(DP) 1(IR) 1(W) 2(P)	0	7	0
O3 Over 21 days — deemed refusal where no extended determination period applies	0	0	1(DP) 1(P)	0	2	0
O4 Over 35 days — deemed refusal where extended determination period applies	0	0	1(IR)	1 (GR)	1	1
O5 Total	12	3	24	10	36	13

Section P — Processing time: hours

How long did it take to process completed applications?

	Number of completed FOI applications					
	Personal		Other		Total	
	2007–08	2008–09	2007–08	2008–09	2007–08	2008–09
P1 0–10 hours	2(HS) 1(IR) 2(PI) 5(PL) 1(L)	1(T) 2(F)	3(DP) 3(IR) 5(L) 2(H) 1(GR) 2(PO) 5(P)	3 (P) 1(E) 1(PL) 3(PI) 1(R)	32	12
P2 11–20 hours	1(PL)	0	1(DP) 1(FT)	1 (GR)	3	1
P3 21–40 hours	0	0	1(W)	0	1	0
P4 Over 40 hours	0	0	0	0	0	0
P5 Total	12	3	24	10	36	13

Section Q — Number of reviews

How many reviews were finalised?

	Number of completed reviews	
	2007–08	2008–09
Q1 Internal reviews	n/a	n/a
Q2 Ombudsman reviews	n/a	n/a
Q3 ADT reviews	1(P)	0

* FOI applications for Ministers' documents are not subject to internal review (s.51 refers).

** The NSW ombudsman has no jurisdiction to investigate determinations relating to Ministers' documents (s.52 (5)(b) refers).

Statement of Affairs

Under section 14 of the *Freedom of Information Act 1989*, the Department of Premier and Cabinet is required to publish an annual Statement of Affairs, describing the structure and functions of the Department, how these functions affect the public, and how the public can participate in the Department's policy development. Additionally, the Statement of Affairs must identify categories of Departmental documents and how these can be accessed or amended by members of the public.

Structure and functions

The purpose of the Department is to support the Premier and Cabinet, the Minister for Regulatory Reform, the Minister for the Central Coast, the Minister for the Hunter, the Minister for the Illawarra, the Minister for Infrastructure, the Minister Assisting the Premier on Veterans' Affairs, the Minister for Public Sector Reform, the Special Minister of State, and the Minister for Women and, as of 1 July 2009 also to support the Minister for Local Government and the Minister for Police, to achieve the Government's objectives. Prior to 1 July, the Department also supported the Minister for Western Sydney.

The Department's primary responsibility is to serve and advise the Premier as the head of Government and the head of the State's administration. This includes coordinating policy and administration between Government agencies. The structure of the Department as at 30 June 2009 is detailed elsewhere in this Annual Report. Since 1 July 2009, the former Department of Local Government has become the Division of Local Government within the Department. The former Ministry of Police has also become part of a new Law Enforcement and Security Coordination Division within the Department.

Information on the current structure and functions of the Department is publicly available on the Department's website, www.dpc.nsw.gov.au. Further information about the functions of the Division of Local Government, formerly the Department of Local Government, is also available at www.dlg.nsw.gov.au.

Effect of functions on members of the public

The functions of the Department have a direct effect on members of the public through the provision of services and indirectly through the provision of policy advice. These services include the management of State resources, improving management practices across the public sector and implementing Government policies. Policy advice given by the Department (which includes the provision of advice, information and specialised services such as policy development and coordination across a range of functions to serve the people of NSW) which is accepted by Government via the Cabinet process is generally given effect by other Government agencies.

Public participation in policy development

Members of the public are welcome to participate in the policy development process within the Department. The Department can be contacted by mail addressed to GPO Box 5341 Sydney NSW 2001, by telephone on 02 9228 5555 or by fax on 02 9228 3522. Information about electronic access to the Department (internet and email) can be obtained at www.dpc.nsw.gov.au.

Categories of documents held by the Department

A list of DPC's policy documents that are publicly available is published in the Government Gazette and online every six months in the Summary of Affairs, as required under the *Freedom of Information Act 1989*.

A copy of the most recent Summary of Affairs can be obtained from the Government Gazette or www.dpc.nsw.gov.au for the Department of Premier and Cabinet, www.dlg.nsw.gov.au for the former Department of Local Government, and from the Ministry of Police's 2008–09 Annual Report for the former Ministry of Police.

These documents include:

- policy documents including Memoranda and Circulars
- documents on internal administration of the Department
- policy and planning documents.

In addition, the Department also maintains the following categories of documents:

- documents prepared for submission to Cabinet and Cabinet Committees
- official records of Cabinet and Cabinet Committees
- deliberations or decisions of Cabinet and Cabinet Committees
- documents prepared for submission to the Executive Council
- deliberations or advice of the Executive Council
- Premier's and Minister's briefing papers
- correspondence with the Commonwealth
- correspondence with the other States and Territories
- correspondence with members of the public
- correspondence with Ministers and other Members of Parliament
- internal working papers of the Department.

The following categories of documents are held by the Parliamentary Counsel's Office (which is a separate Office within the Department):

- documents describing the functions etc of the Office, including:
 - manual for the Drafting of non Government Legislation
 - manual for the Preparation of Legislation
 - NSW Legislation Paper Reprints Policy
- documents associated with the preparation of draft legislation
- electronic documents and records associated with the Office's legislative drafting and publishing activities and its compilation of the NSW Legislation Database and Website.

Documents relating to the internal administration of the Department including recruitment, personnel files, accommodation, staff establishment, financial and expenditure matters, and internal audit are held by Service First within the former Department of Commerce (from 1 July 2009, the Department of Services, Technology and Administration).

Members of the public may contact the Senior Project Officer (FOI and Parliamentary Matters) to ascertain which of these documents may be available under Freedom of Information legislation. In these cases an application fee and processing charges may apply.

Accessing and amending Departmental documents

Documents may be accessed in several ways. Publicly available documents may be accessed via the internet at www.dpc.nsw.gov.au or by contacting the relevant Departmental officer as shown in the Summary of Affairs or the Senior Project Officer (FOI and Parliamentary Matters).

Applications for access to other documents of the Department that are made under the provisions of the *Freedom of Information Act 1989* should be in writing, accompanied by the \$30 application fee and directed to:

Executive Director, Legal Branch
Department of Premier and Cabinet
GPO Box 5341
SYDNEY NSW 2000
Ph 02 9228 4441 (during office hours)
Fax 02 9228 5542

Applications to amend or notate documents held by the Department that relate to a person's own personal affairs may also be made to the Executive Director, Legal Branch.

Events with a significant effect on the succeeding year after the balance date

As a result of the *Public Sector Employment and Management (Departmental Amalgamations) Order 2009*, all branches of the Ministry for Police and the Department of Local Government are to be added to the Department of Premier and Cabinet. Staff involved in volunteering and the Office of Western Sydney are to be removed from the Department of Premier and Cabinet and added to Communities NSW. These changes will take effect in July 2009.

Grants

Program area: 2.2 Economic and regional coordination

Organisation and nature of grant	Amount paid \$
Bathurst Regional Council: Kelso Community Centre contribution to coordinator's salary	20,000
Berrigan Shire Council: Youth Initiatives Project	10,000
Boorowa Council: contribution to community sports and recreation facility	7,000
Capital Region Development Board: contribution towards Leadership Program 2009–10	3,000
City of Newcastle: contribution to Islington Street lighting	50,000
Coffs Harbour Aboriginal Land Council: contribution to Ferguson Cottage project	4,800
Coonamble Neighbourhood Centre: Women's Gathering 2008	1,000
Coonamble Rural Transaction Centre Inc: Save a Mate project, alcohol and other drug emergencies training	2,364
Council of the Shire of Wentworth: Youth Strategy Support program	10,000
Cynthia Street Neighbourhood Centre: Aboriginal community information and access day	5,000
Department of Housing: contribution to funding Community 2770 Project Officer 2008–09	10,000
Department of Housing: contribution to interagency collaboration improvement workshop	2,500
Department of Housing: recreation and education activities for youth in Coledale, Tamworth	20,000
Department of Juvenile Justice: Graffiti removal program	5,000
Department of Primary Industries: Kalang River water quality project	13,000
Department of State and Regional Development: Sponsorship of the Cumberland Courier newspapers 2009 True Local Business Awards	10,000
Eastern Access Community Health: contribution towards Armidale Midnight Basketball tournament	15,000
Eurobodalla Shire Council: Wallaga Lake Community Wellbeing project	30,000
Grenfell Henry Lawson Festival of the Arts Inc: Sponsorship of Henry Lawson Festival 2009	1,000
Healthy Cities Illawarra Inc: Shoalhaven Safe Community Aboriginal Partnership	4,000
Hunter Councils Inc: Illegal Trail Bike project	5,000

Organisation and nature of grant	Amount paid \$
Hunter Councils Inc: Islington Community Solutions Brokerage project	5,000
Hunter Councils Inc: Port Stephens Biodiversity Certification program	15,000
Hunter Councils Inc: Spatial Data Analysis project	5,000
Hunter Councils Inc: Two Ways Together project	5,000
Illawarra Aboriginal Corporation: Aboriginal community based work group	4,000
Illawarra Aboriginal Corporation: Aboriginal Government Employees Network (AGEN) initiatives	8,000
Link Up (NSW) Aboriginal Corporation: support and practical assistance for claimants of the Aboriginal Trust Fund Repayment Scheme	100,000
Maari Ma Health: NAIDOC Week 2009	1,000
Marayong House: Doonside Community Hub project	9,800
Mid North Coast Social Development Council: Integrated Service Delivery Pilot project — mental health, drug and alcohol services Kempsey	2,000
Mid North Coast Social Development Council: Visioning Workshop with mid North Coast Local Government Community Services Group	2,500
Multicultural Council of Wagga Wagga: Multicultural training for service providers	5,000
Nimbin Neighbourhood Centre: Nimbin Integrated Services project	3,000
Northern Rivers Social Development Council: Aboriginal Drivers Licensing Forum in Lismore	7,000
Northern Rivers Social Development Council: Visioning Workshop with Northern Rivers Local Government Community Services Group	2,500
NSW Women in Agriculture Inc: sponsorship for Annual Conference 2009	1,000
Snowy River Shire Council: Education Sector Growth project	10,000
South Eastern Sydney Illawarra Area Health Service: Southern Integrated Case Management project	5,000
Spastic Centre of NSW: contribution to Change Disability Employment program	4,035
University of Western Sydney: Young People and Social Engagement in Rural Communities Research project	20,000
Upper Lachlan Shire Council: Community Services in the East Region	10,000
Walgett Primary School: NAIDOC Week 2009	1,000
Wyong Shire Council: Human Services Impact Assessment Project	30,000
Total	384,499

Program area: 2.5 Administrative support for the Government

Miscellaneous grants approved by the Premier

Organisation and nature of grant	Amount paid \$
Amateur Fishermens Association of NSW Inc (The): fishing equipment for youth groups	2,500
ANZAC Memorial Trust: recurrent grant — administration expenses	390,000
ANZAC Memorial Trust: ANZAC Memorial security during World Youth Day	6,324
Assistance Dogs Australia Limited: purchase of computer equipment	2,057
Associazione Isole Eolie: San Bartolomeo Festa — Italian Festival	2,000
Associazione Nazionale Carabinieri — Sezione di Sydney: funding for social activities of Italian exservicemen's association	1,000
Australian Red Cross: annual NSW Government contribution to the Red Cross Calling appeal	200,000
Australian American Fulbright Commission: Fulbright New South Wales Scholarship	250,000
Bankstown Sports Club: Dunc Gray Velodrome maintenance costs	200,000
Blacktown District Cricket Club Incorporated: provision of shade shelters at Whalan Reserve	20,000
Blacktown Police and Community Youth Club (PCYC): funding for PCYC Christmas carols	4,000
Blue Mountains District Rugby Football Club: purchase of sporting equipment	2,500
Campbelltown City Council, Campbelltown Child and Family Centre Aids: school holiday program for 5 to 12 year old children	1,020
Campbelltown City Council, Campbelltown Seniors Issues Group: funding for Seniors Outreach Program	250
Campbelltown Senior Citizens: purchase of computer equipment	1,500
Campbelltown Veterans Recreation Centre Incorporated: purchase of equipment for centre	2,745
Christian Community Aid Eastwood: purchase of a photocopier	3,000
Claymore Public School: Drumming and Dancing Program for students	9,000
Co.As.It: Senior Citizens Events at Conca d'Oro at Riverwood	3,000
Concord Garden Club Inc: contribution to Annual Garden Show	500
Day of Difference Foundation: annual Charity Fundraiser Ball	25,000
Drummoyne Community Centre Inc: recognition of volunteers' assistance	1,000

Organisation and nature of grant	Amount paid \$
Engadine Community Services Incorporated: funding for Services relocation pamphlet	2,500
Enough is Enough: relocation costs	120,000
Enough is Enough: contribution to the Peacemaker Program	50,000
Essere (To Be) Living Skills Inc: donation to Essere Charity Ball	30,000
Exodus Foundation (The): funding to support community welfare services	205,000
Glenquarie Anglican Church Break the Cycle Program: replacement of stolen Christmas hampers and presents for disadvantaged families	10,000
Greek Orthodox Community of NSW: funding support for 2009 Greek Festival	10,000
Handital NSW Inc: disability assistance funding for Italian community	5,000
Helensburgh Scouts: replacement of Scout Hall doors	2,500
Independent Commission Against Corruption: Australian Public Sector Anti Corruption Conference 2009	9,090
Jesuit Refugee Service: fundraising ball for Asylum Seekers Homeless Shelter in Kings Cross	5,500
Kingsgrove High School: purchase of a minibus	5,000
Kokoda Track Walkway: repairs to Kokoda Track water feature	48,000
Menai High School: school Team Bio Hazard representing Australia in international competition in London	5,000
Muscular Dystrophy Association: Tour Duchenne charity bike ride	10,000
NSW Baton Twirling Association: expenses for International Baton Twirling Championships at Dunc Gray Velodrome	2,000
NSW delegate to UNYA Conference (Timothy Matthews): attendance at 48th United Nations Youth Association Conference, Brisbane	850
NSW Police Force Parramatta Local Command: International Students Safety Programs	10,000
NSW Police Legacy Ltd: donation to the NSW Police Legacy Blue Ribbon Dinner	4,500
Nuwarra Public School at Moorebank: Christmas carols school event	1,000
Oncology Children's Foundation (The): grant to support research programs for critically ill children	5,000
Oxfam Community Aid Abroad: Oxfam Trailwalker Sydney community event	40,000
Parramatta Mission: emergency accommodation for rural and regional families with sick children at Westmead Hospital	100,000

Organisation and nature of grant	Amount paid \$
Parramatta Park Trust: Sydney Symphony in Parramatta Park — staging costs	20,000
Pendle Hill Crisis Centre: funding to build pergola at centre	3,300
Reserve Forces Day Council Incorporated: support for Sydney 2009 parade	6,805
RSL Australia NSW Branch: annual contribution for ANZAC Day	48,000
Salvation Army: Annual Red Shield Appeal contribution	200,000
Scouts Australia (NSW Branch): graffiti proofing of three local Scout Halls in Menai	2,000
St Ambrose Primary School: purchase of interactive white board	2,500
St Andrew's Cathedral Healing Ministry: emergency accommodation for families of rural and regional patients at Royal Prince Alfred Hospital	2,000
St George Medical Research Foundation: Cancer research at St George Hospital	5,000
St John Ambulance Service Hawkesbury Division: funding towards purchase of new ambulance	2,500
St Mark's Primary School: literacy grant to support Kindergarten reading program	2,500
St Paul's Anglican Church Menai: installation of chapel lighting equipment	7,680
Sydney Cancer Centre Foundation: donation to fundraising gala dinner	5,000
Sydney Opera House: RSL sails lighting for Remembrance Day	14,850
Sydney Peace Prize 2008: funding for Aboriginal Mooramilla Voices Choir	5,000
Sydney Showgrounds Steering Group: contribution towards Sydney Showgrounds Main Arena Concept Plan	44,750
Thirroul Junior Football Club Inc: purchase of football equipment	2,000
UNIFEM Australia: contribution to broadcast advertisements for prevention of violence against women	5,000
Vision Australia: annual contribution to Vision Australia	60,000
Westmead Children's Hospital Limb Clinic: contribution to Infant Limb Deficiency Syndrome fundraising event	1,000
White Ribbon Foundation NSW: advertising to promote prevention of violence against women	65,000
Youth Off the Streets Australia: fundraising for Father Chris Riley's Youth Off the Streets program	20,000
Total	2,333,221

Rural and regional grants

Organisation and nature of grant	Amount paid \$
Aboriginal Elders Corporation —Korewal Elouera Jerrungarugh: NAIDOC Week celebration in Port Kembla	2,500
Armidale Police and Community Youth Club Ltd: purchase of equipment for the club	5,000
Australian Men's Shed Association: seed funding for association	30,000
Bendick Murrell Hall Committee: purchase of curtains for the hall	1,000
Boggabri Home and Community Care: purchase of a self recliner chair for residents	1,000
Boggabri Sub Branch of the RSL: purchase of a laptop computer and printer	2,000
Budgewoi Precinct Committee: seed funding for committee	1,000
Bungonia Progress Association Inc: installation of ceiling and insulation in Bungonia Progress Hall	15,000
Cessnock Regional Art Gallery: children's education program	5,000
Christo Youth Service Port Macquarie: funding for reverse cycle air conditioning unit for refuge	9,625
Coast Shelter — Central Coast Emergency Accommodation Services Ltd: accommodation for homeless	100,000
Combined Pensioners Association of NSW Portland Branch: painting of Portland School of Arts building	5,000
Curlewis Progress Association: replacement of gates at bush cemetery	2,900
Darcy Goodwin: repairs to 'Meals on the Street Caring is Sharing' Vehicle	2,000
Far South Coast Branch Surf Life Saving Association of Aust (NSW): purchase of emergency kits	20,000
Friends of the Children's Memorial Garden: funding for Children's Memorial Garden	1,000
Gilgai Tennis Club Incorporated: upgrading of tennis courts	5,000
Harden Men's Shed: purchase of equipment for the shed	5,000
Ken Falkenmire Cricket Academy: purchase of cricket equipment	2,600
Lake Macquarie Police and Community Youth Club (PCYC): purchase of a minibus for police programs	30,000
Largs School of Arts: replacement of hall fence	10,822

Organisation and nature of grant	Amount paid \$
Lifeline Mid Coast NSW: replacement of office equipment	10,000
Lions Club of Corrimal: playground equipment at Towradgi Public School	20,000
Lions Club of Glen Innes Inc: purchase of a chip cooker for catering van	2,500
Lions Club Of Woonona Inc: refurbishment of a BBQ Trailer	3,000
Loomberah Hall Committee: upgrading of kitchen facilities at Loomberah Hall	10,000
Maitland diabetes Support Group: purchase of a laptop, projector and screen	2,520
Maitland PCYC: funding for audio visual equipment — Traffic Offenders Intervention Program	9,173
Maitland Repertory Society: funding to upgrade facilities on premises	40,000
Narromine Shire Council: erecting a bronze statue of Glenn McGrath	30,000
New England Volunteer Air Transport (NEVAT) Inc: installation of upgraded radio and weather equipment at aircraft base	15,000
Newcastle District Council of RSL Sub Branches: hire of public address system for ANZAC Dawn Service	2,000
Newcastle City Council: children's play equipment at Empire Park Bar Beach	50,000
Newcastle City Council: remediation works at Corroba Oval	30,000
Opera at the Channon Committee: assistance for opera production costs	4,700
Parkes Men's Shed Inc: repair and conversion of open shed to permanent building	10,000
Portland Youth Centre Council Inc: administration costs for opening of Portland Youth Centre	10,000
Queanbeyan City Council: construction of a covered stage with improved lighting and sound	40,000
Reserve Forces Day Council Incorporated Taree: 'Manning Muster' parade at Taree	900
San Remo Community Men's Shed: purchase of equipment and tools for the shed	4,602
St John Ambulance Australia (NSW) Maitland Cadet Division: purchase of cardiopulmonary resuscitation equipment	2,691
St John Cadet Division Bathurst: funding for equipment, uniforms and sponsorship of divisional activities	5,000

Organisation and nature of grant	Amount paid \$
St Mark's Anglican Church Nyngan: disabled access ramp for church hall	24,350
St Pauls Anglican Parish of Emmaville: upgrading of church hall kitchen	5,000
St Paul's Church Maitland Park: replacement of bell ropes	2,300
Stephen Sanig Research Institute: attendance at world conference in meningococcol disease	30,000
Tamworth Sub Branch RSL (NSW Branch): school children coach transport to Battle for Australia Commemoration Service	474
Toukley Sailing Club: funding for repairs to sailing club roof, verandah and kitchen	10,000
Toukley Senior Citizens Club: funding to repair club roof	36,000
Tumut High School: kitchenette for special needs students at Tumut High School	5,000
Tuross Rescue Squad: funding for building of a rescue boat	55,000
Ulladulla Men's Shed Committee: funding for construction of men's shed	5,000
Upper Lachlan Wood Guild: funding for Dalton Hall building renovation, equipment and electrical wiring	5,000
Warialda Girl Guides: attendance of guides at Australian Centenary Girl Guides Event	5,000
Wycare Incorporated: funding for new roof on Wycare premises	3,520
Wyong Family History Group Incorporated: hosting of annual conference	5,000
Total	750,177

Community war memorials

Bingara RSL Sub Branch: restoration of Bingara War Memorial garden and surrounds	3,585
Braidwood RSL Sub Branch: Braidwood War Memorial restoration	4,878
Branxton RSL Sub Branch: exterior painting of Branxton Memorial Hall	7,000
Burringbar RSL Sub Branch: repairs and conservation of WWI Burringbar Cenotaph	2,600
Burwood Council: Burwood Park War Memorial Arch repair work	10,000
Camden RSL Sub Branch: restoration of Macarthur Park Memorial and gates	5,000

Organisation and nature of grant	Amount paid \$
City of Penrith RSL Sub Branch: redevelopment of Memory Park Memorial, Penrith	10,000
Coffs Harbour RSL Sub Branch: beautification of Simpson and His Donkey Cenotaph ANZAC Park surrounds	10,000
Coledale RSL Sub Branch: Coledale Memorial and surrounds restoration	12,000
Community Guardians of the O'Connell ANZAC Memorial: O'Connell ANZAC Memorial Avenue restoration	10,000
Coolah Development Group Inc: Coolah ANZAC display	500
Council of RAAF Transport Flight Vietnam and No 35 Squadron: production of honour rolls and banners	2,571
Dapto RSL Sub Branch: building of display cases for war memorabilia at Dapto Memorial Hall	3,000
Deniliquin Council: Deniliquin Cenotaph restoration	10,000
Fairfield City Council and Fairfield RSL Sub Branch: Fairfield War Memorial repairs	2,690
Goulburn Mulwaree Council and Goulburn RSL Sub Branch: Boer War Memorial restoration, Belmore Park	4,500
Government Architect's Office: relocation option plans for ANZAC Obelisk ANZAC Parade Moore Park	5,000
Great Lakes Council: restoration of honour boards and preservation work for: Bungwahl Historical Hall, 1,600 Coolongolook and District Memorial Hall, 1,320 Booral Soldiers' Memorial Hall, 2,050 Monkerai School of Arts Hall, 1,760 Bulahdelah School of Arts, 1,000	7,730
Illabo Progress Association: Illabo Cenotaph and Memorial Grounds restoration	5,500
Kokoda Track Memorial Walkway Trust: restoration of Coast Watchers Lookout and two timber bridges	3,356
Ku-ring-gai Council: Turramurra War Memorial Gates restoration	10,000
Ku-ring-gai Council: Avenue to the Fallen Memorial Gates, Lindfield restoration	10,000
Lithgow City RSL Sub Branch: repairs to Cenotaph Statue Queen Elizabeth Park, Lithgow	10,000
Maitland Vietnam Veterans and Services Legion Inc: memorial plaque at Private PZ Trzecinski Bridge	2,500
Medowie RSL Sub Branch: Medowie War Memorial restoration	5,000
Mendooran and District Development Group Inc: Mendooran-Merrygoen Memorial Club Honour Wall	10,000
Miranda RSL Sub Branch: relocation plan for Miranda War Memorial	4,000

Organisation and nature of grant	Amount paid \$
Narromine Shire Council: relocation of Narromine War Memorial	33,000
Newcastle City Council: restoration of Vietnam Veterans War Memorial, Civic Park	10,000
RSL Australia NSW Branch: painting of Concord Hospital Veterans' Day Centre	4,260
Sugarloaf and Districts Action Group Inc: upgrade of West Wallsend War Memorial	10,000
The Oaks Public School: Boer War Memorial repairs	3,700
Toukley RSL Club: Toukley RSL Cenotaph drainage work to surrounds	10,000
Warilla RSL Sub Branch: Shellharbour War Memorial repairs	4,091
Wellington RSL Sub Branch: Cameron Park Wellington restoration work to WWII howitzer-gun	3,000
Total	249,461

Other grants

Enough is Enough: contribution to various victim support programs	321,000
Total	321,000

Program area: 2.4 Policy support

Australian Rugby League: contribution to the Let's Tackle Domestic Violence Program	50,000
Ethnic Communities Council of NSW: sponsorship of registration and conference fees	2,000
Family Child Care Services Central Coast Inc: Babes with Babes project to assist young mothers to further their education	31,560
Friends of Startts: sponsorship of the 4 th Annual African Women's Dinner Dance	500
Gurehlgam Corporation Limited: funding for Sexual Assault Awareness Day held in Kempsey October 2008	1,000
Guthrie House Cooperative Limited: to assist with organisational development and case management training for staff to provide services to women involved in the NSW criminal justice system	25,000
Mirang Din Aboriginal Women's Resource Centre Inc: for the provision of a 'safe space' for Aboriginal women affected by domestic violence	40,000
National Council of Women of New South Wales Inc: sponsorship of National Council of Women Australia Day Awards	1,000

Organisation and nature of grant	Amount paid
National Foundation for Australian Women: Australian Women's Archive Project Broken Hill	3,000
NSW Department of Primary Industries: contribution to the Rural Industries Research and Development Corporation NSW Rural Women's Award	2,000
NSW Rape Crisis Centre: for the establishment of an online support group for adolescents who have experienced sexual assault	67,329
Older Women's Network: to assist the NSW Theatre Group to deliver its anti violence message through performances	3,000
Queanbeyan City Council: sponsorship of the Australian Local Government Women's Association Conference	2,000
St Vincent's Mater Hospital: maternity bereavement workshop	3,000
Sydney International Women's Day Collective: contribution to production costs for Sydney International Women's Day events	5,000
The Australian Federation of University Women Inc: sponsorship of Australian Federation of University Women Triennial conference	2,000
The Infants' Home: to reprint the history book and the pictorial and information display for the Infant's Home Child and Family Services 135 th anniversary celebrations	2,000
The Women's College: support for the Women's Education Worldwide Conference to assist female students from rural NSW	2,000
UNIFEM: grant for broadcasting anti violence against women commercials at NRL grand finals	15,000
University of South Australia: Clare Burton Memorial Lecture	500
Women in Prison Advocacy Network: sponsorship of the attendance of presenters to the 'Discovering Balance: Prisons Reform, Restorative Justice and Human Rights' Conference	3,000
Women in Prison Advocacy Network: to assist with the development of programs that support women and children in, or affected by, detention	96,720
Women on Boards: sponsorship of second Diversity on Boards Conference	2,250
Women with Disabilities Australia: assisting Women With Disabilities Australia to participate in inaugural World Conference of Women's Shelters	3,000
YWCA: delivery of Hip Pocket program to regional areas of NSW	10,000
Total	372,859

International Women's Day

Funds of up to \$1,000 were approved to 119 Councils to raise awareness of International Women's Day. The participating Councils are listed below.

- Albury City Council
- Armidale Dumaresq Council
- Ashfield Municipal Council
- Auburn Council
- Ballina Shire Council
- Balranald Shire Council
- Bankstown City Council
- Bega Valley Shire Council
- Blacktown City Council
- Blue Mountains City Council
- Bogan Shire Council
- Boorowa Council
- Brewarrina Shire Council
- Burwood Council
- Byron Shire Council
- Camden Council
- Campbelltown City Council
- City of Canada Bay Council
- City of Canterbury Council
- City of Newcastle Council
- City of Ryde Council
- Clarence Valley Council
- Cobar Shire Council
- Coffs Harbour City Council
- Coolaman Shire Council
- Coonamble Shire Council
- Cootamundra Shire Council
- Council of the City of Broken Hill Council
- Cowra Shire Council
- Deniliquin Council
- Dubbo City Council
- Dungog Shire Council
- Eurobodalla Shire Council
- Fairfield City Council
- Forbes Shire Council
- Gilgandra Council
- Glenn Innes Severn Council
- Gloucester Shire Council
- Greater Taree City Council
- Griffith City Council
- Gundagai Shire Council
- Guyra Shire Council
- Gwydir Shire Council
- Harden Shire Council

• Hawkesbury City Council
• Hay Shire Council
• Hills Shire Council
• Holroyd City Council
• Hurstville City Council
• Inverell Shire Council
• Jerilderie Shire Council
• Junee Shire Council
• Kempsey Shire Council
• Kiama Municipal Council
• Kogarah Council
• Ku-Ring-Gai Council
• Kyogle Council
• Lachlan Shire Council
• Lake Macquarie City Council
• Lane Cove Council
• Leichhardt Council
• Lismore Shire Council
• Liverpool Council
• Liverpool Plains Shire Council
• Maitland City Council
• Manly Council
• Marrickville Council
• Mid-Western Regional Council
• Moree Plains Shire Council
• Mosman Municipal Council
• Murray Council
• Murrumbidgee Shire Council
• Muswellbrook Shire Council
• Narrabri Shire Council
• Narrandera Shire Council
• Narromine Shire Council
• North Sydney Council
• Oberon Council
• Orange City Council
• Palerang Council
• Parkes Shire Council
• Parramatta City Council
• Penrith City Council
• Port Macquarie-Hastings Council
• Randwick City Council
• Rockdale City Council
• Shellharbour City Council
• Shire of Gunnedah Council
• Shoalhaven City Council
• Singleton Council
• Snowy River Shire Council
• Strathfield Shire Council
• Sutherland Shire Council
• Tamworth Regional Council

• Temora Shire Council
• Tumbarumba Shire Council
• Tumut Shire Council
• Tweed Shire Council
• Upper Lachlan Shire Council
• Uralla Shire Council
• Wagga Wagga Council
• Walgett Shire Council
• Warren Shire Council
• Warringah Council
• Warrumbungle Shire Council
• Waverley Council
• Wellington Council
• Willoughby City Council
• Wingecarribee Shire Council
• Wollondilly Shire Council
• Wollongong City Council
• Woollahra Municipal Council
• Wyong Shire Council
• Yass Valley Council
• Young Council

Organisation and nature of grant	Amount paid \$
ALICE Inc: <i>Drawing the Line</i> aims to reduce incidents of domestic violence through awareness programs, information sessions on legal matters and counselling.	16,800
Anglicare: The Sudanese Program, which has organised basic information about domestic violence to the Sudanese community in South West Sydney.	45,000
Anglicare Canberra and Goulburn: continuation of a project already running to increase awareness, training, intervention and support regarding domestic violence.	50,000
Ballina-Byron Family Centre: the Project will comprise two components — a domestic violence worker and a child and adolescent domestic violence worker.	110,000
Barnardos Australia: a project that will be run in the community, as well as in the Wellington jail, to raise awareness of the affects of domestic violence on children aged between 0-8 years of age.	50,000
Bathurst Women and Children's Refuge: a support group targeted at women who are experiencing or have experienced Domestic Violence.	10,122
Benevolent Society — Central Coast: to deliver 25 learning and development sessions on responding to domestic violence to 400 Central Coast DV workers.	100,000
Blue Mountains Women's Health Centre: <i>Young Women Safe and Free project</i> – works with women under 25 years old who are victims of domestic and family violence.	87,000

Organisation and nature of grant	Amount paid \$
Burwood Community Welfare Service: <i>Safety after Separation: Support for Women</i> project will provide two support groups for women and children who have recently left a violent relationship.	13,100
Christian Life Centre Inverell: a project that involves empowering and raising women's self esteem, through activities.	12,000
Coomealla Health Aboriginal Corporation: the project will case manage members of families identified as suffering from domestic and family violence, and address issues including housing, alcohol and substance abuse. It works with the whole family.	103,000
Coonamble Community Radio: the project will use the medium of radio to inform the community about domestic violence and where to access help.	65,450
Far West Community Legal Centre: employment of a case worker to help victims of domestic violence in crisis and provide follow up care after referrals from Police.	57,000
Forbes Women's Refuge: a group program for women suffering from domestic violence which aims to empower them to identify the abusive cycle, gain knowledge about the justice system and understand the impact of violence on themselves and their children.	56,500
Immigrant Women's Speak out Association: the project will train 25 bicultural support workers for Culturally and Linguistically Diverse (CALD) women annually for three years to provide specialist support to Government and non Government service providers to raise their ability to provide services (including domestic violence services) to CALD women.	100,000
Little Yuin Aboriginal Preschool: a project to support Aboriginal families and children that are experiencing domestic and family violence.	12,000
Marrickville Legal Centre: support to all victims of domestic violence as soon as possible after an incident by providing support and referrals to appropriate services through collaboration with partner Agencies working closely together.	80,000
Merana Aboriginal Community Association for the Hawkesbury Inc: project will attempt to address the issue of Aboriginal women being over represented as victims of domestic violence.	100,500
NAPCAN: RESPECT(ED) – A whole of School Approach to the Prevention of Violence Against Women and Children builds on the foundations of their LOVE BITES program.	50,000
Older Women's Network: Implementing the prevention of Violence Against Older Women Strategy aims to develop strategies, Partnerships and collaborative practices (including further research) on preventing violence against older women.	35,000

Organisation and nature of grant	Amount paid \$
People With Disability Australia: program to equip the disability service sector with skills and knowledge about domestic violence, early intervention, prevention and access to domestic violence services.	100,000
Redfern Legal Centre: a liaison officer to work with police, court support services and welfare Agencies to enhance the effectiveness of services provided to women and children dealing with domestic violence.	115,000
Salvation Army: a program to provide an emergency bed for 72 hours for women escaping domestic violence.	50,000
Salvation Army – Catherine Haven Refuge: an outreach program aimed at providing support and improved living skills to aid in preventing the reoccurrence of clients, indigenous and non indigenous, attending the refuge.	57,240
Snowy Mountains Neighbourhood Centre: a part time Project Worker for three days a week who will undertake anti domestic violence related activities.	100,000
South Coast Medical Service Aboriginal Corp: a worker to work with schools, families and Aboriginal health and welfare services to respond to the ongoing needs of children who live in families with domestic violence.	100,000
St Vincent de Paul: a project that will furnish a number of temporary accommodation dwellings and establish a pool of money to provide furnishing for women when they obtain their own longer term accommodation.	60,000
St. Vincent de Paul Society (Amelie House): Amelie House Outreach Service – provides support, case work and referral for women experiencing domestic violence.	53,000
Sutherland Shire Family Services: support for victims by establishment of GP referral system ('blue card') and also early intervention and prevention programs and referral services.	100,000
Swansea Community Cottage: a series of practical self help classes that give women who have experienced domestic violence the tools to increase their self esteem and provide them with the skills to feel comfortable with traditionally male tasks.	7,000
SydWest Multicultural Services: two programs that will assist newly arrived refugees and migrants to access domestic violence services.	150,000
Tamworth Youth Care: an education program.	3,050
Tamworth Youth Care: an educational program.	9,902
Tharawal Aboriginal Corporation: Strong Black Women of South Western Sydney will provide crisis care and case management for clients experiencing family violence and sexual assault.	200,000
The Infants Home: program for mothers and children who have experienced or are experiencing domestic violence.	24,000

Organisation and nature of grant	Amount paid \$
Warrina Women and Children's refuge: two workers who specifically work with Indigenous women and children will work with the police to develop the referral service and create a continuum of support to the victims.	100,000
WILMA Women's Health Centre: project to run deaf women's domestic violence counselling and consultancy in the region.	44,000
Wiringa Baiya: reprint <i>The Little Black Book for Strong Black Women</i> for 2009, 2010 and 2011.	94,201
Wollongong Women's Centre: working in partnership with Local Area Command Police to assist victims of domestic violence.	150,000
Women's Legal Services NSW: project to provide assistance to disadvantaged women in diverse communities.	150,000
Total	2,820,865

Seventy nine local domestic violence committees received \$1,000 each under the Office for Women's Policy's Grants Program to undertake activities during the November 2008 *White Ribbon Day* and *16 Days of Activism to Prevent Violence Against Women* campaigns. These Committees are listed below:

• Port Macquarie Hastings DV Committee
• Inverell Refugee Centre Inc
• Coonamble DV Collective
• Queanbeyan DV Interagency
• Tamworth Local DV Committee
• Outer West DV Network
• Yass DV Committee
• Canterbury DV Liaison Committee
• Blue Mountains Coalition Against Violence and Abuse
• Gloucester DV Monitoring Committee
• Bankstown DV Liaison Committee
• Byron Shire Committee Against DV
• Griffith Local DV Committee
• Coffs Harbour and Bellingen DV Committee
• Tenterfield DV Liaison Committee
• Nepean DV Network
• Lismore DV Liaison Committee
• Wellington DV Collective
• Hornsby Ku-ring-gai DV Committee
• Forbes DV Committee
• Ballina DV Liaison Committee
• Nyngan DV Collective
• Tolland Community Centre Management Committee
• Nowra DV Committee
• Leichhardt/Marrickville DV Liaison Committee
• Tweed Valley Committee Against DV
• Mudgee People Against Violence Committee
• Southern Highlands DV Committee
• Wagga DV Committee

• Eurobodalla Family and DV Committee
• Cootamundra DV Committee
• Kempsey Family Support Service Inc
• Fairfield DV Committee
• Richmond Valley Family Violence Liaison Committee
• Illawarra Committee Against DV
• Sutherland Shire Local DV Committee
• Kyogle Interagency Against DV
• Ulladulla DV Committee
• Kiama-Shellharbour DV Committee
• Gilgandra DV Committee
• Eastlakes DV Committee
• Tumut Anti Family Violence Committee
• Hawkesbury Action Network Against DV
• Campbelltown DV Committee
• Grafton DV Committee
• Gunnedah DV and Child Protection Interagency
• Newcastle DV Committee
• Deniliquin DV Liaison Group
• Liverpool DV Liaison Committee
• Westlakes DV Committee
• Northern Beaches Local DV Committee
• Yawarra Meamei Women's Group Inc Safe House
• Warren Linking Women with Safety Collective
• DV Committees Coalition — Liverpool
• Cowra DV Committee
• Inner West DV Liaison Committee
• Cessnock Anti Violence Network
• Lithgow DV Interagency
• Bathurst DV Liaison Committee
• Eastern Suburbs DV Network
• Each and All Stronger Together — EAST
• Nimbin DV Committee
• Great Lakes Communities Against Family Violence
• Manning Valley DV Monitoring Committee
• Narrabri DV Action Committee
• Brungle Health and Community Centre
• Mudgin-gal Aboriginal Women's Centre
• Singleton DV Committee
• Dubbo Violence Prevention Collective
• Goulburn Domestic and Family Violence Committee
• Parramatta — Holroyd DV Committee
• Orange DV Action Group
• Central Coast DV Committee
• Albury DV Committee
• Maitland DV Committee
• Nambucca Valley Family Violence Action Group
• Broken Hill Multicultural Women's Resource and Information Centre
• Hunter Region Working Women's Group
• Bega Valley Domestic and Sexual Violence Committee

Overseas visits

Dates, officer, destination and reason for travel

26 June 2009, Elizabeth Lions

America — attended the Chemicals Security Conference.

19 to 22 April 2009, Michael Harkins and Paula Fitzpatrick

United Arab Emirates and Turkey — to help promote jobs, investments opportunities and trading Partnerships in the UAE and to coordinate and manage the Premier's inaugural ANZAC Memorial Scholarships (for NSW High School students) to Gallipoli, Turkey.

14 to 22 April 2009, John Lee

Berlin, Amsterdam, London, Abu Dhabi and Turkey — discussed public sector reform issues with senior industry and Government officials, plus travelled with the Premier on a trade mission to the UAE and to represent NSW at the official ANZAC Day commemoration at Gallipoli.

6 to 8 December 2008, Paul Clark and Veronica Lee

New Zealand — attended the National Counter Terrorism Committee meeting.

26 November 2008, William Murphy

New Zealand — participated in the ANZSOG Executive Master Public Administration Program.

30 August to 13 September 2008, David Richmond and Michael Harkins

London, Dublin, Madrid, Copenhagen, Hong Kong — Researched and studied metro networks for application in NSW.

7 August 2008, Matt Morcom

London and Edinburgh — Researched Government coordination of major events in the UK, specifically the coordination of the Golden Oldies World Rugby Festival (a bi annual event to be hosted in Sydney in 2010) and the coordination of site capacities for New Years Eve celebrations.

Publications

The following is a list of publications publicly released during 2008–09.

Community Engagement and Events

- Guide to Government Grants
- Guide to Volunteering
- NSW Government Volunteering Web Portal

General Counsel

- Annual Update — Removing Red Tape in NSW
- Assessment Against the Competition Test
- Lobbyist Code of Conduct

- Open Government Information – FOI Reform in NSW
- Promoting Economic Growth and Competition through the Planning System Discussion Paper
- Review of the Dust Diseases Claims Resolution Process – Issues Paper
- Review of Licensing of Selected Occupations Discussion Paper
- Review of Licensing of Selected Occupations Final Report
- Review of the Plumbing and Drainage Framework Discussion Paper
- Risk Based Compliance
- Second IPART progress report
- Third IPART Progress Report

Government Coordination

- Aboriginal Trust Fund Repayment Scheme Brochure
- Aboriginal Trust Fund Repayment Scheme Revised Guidelines
- New South Wales Counter Terrorism Plan
- NSW Nation Building and Jobs Plan (State Infrastructure Delivery) Act 2009 – Planning Approvals User Guide

Policy and Strategy

Human Services and Justice Branch, National Reform Unit

- Keep Them Safe: A shared approach to child wellbeing

Office for Women's Policy

- Discussion Paper on NSW Domestic and Family Violence Strategic Framework
- Discussion paper (Chinese Summary)
- Discussion paper (Spanish Summary)
- Discussion paper (Turkish Summary)
- Discussion paper (Vietnamese Summary)
- Discussion paper (Arabic Summary)
- Discussion paper (Dinka Summary)
- Honouring NSW Women 2009 – NSW Honour Roll Booklet
- International Women's Day Poster
- NSW Women – Issue 10

Strategy and Project Delivery

- Central Coast Regional Delivery Update 2008
- Greater Western Sydney Regional Delivery Update 2008
- Hunter Regional Delivery Update 2008
- Illawarra Regional Delivery Update 2008
- Investing in a Better Future — NSW Government Response to the NSW Jobs Summit
- New England/North West Regional Delivery Update 2008
- NSW State Plan Annual Report 2008

- NSW State Plan Regional Updates 2008
- North Coast Regional Delivery Update 2008
- Riverina/Murray Regional Delivery Update 2008
- South East Regional Delivery Update 2008

Public Sector Management Reform

Corporate Governance

- Annual Report 2007–08

Performance Improvement Review

- Customer Service Baseline Report
- Prequalification Scheme: Audit and Risk Committees
- Prequalification Scheme: Performance and Management Services

Public Sector Workforce

- Capability Framework Briefing Session Presentation
- Capability Framework FAQs
- Making the Public Sector Work Better for Women
- Managing Excess Employees
- Managing Sick Leave Policy
- Memorandum of Understanding between the NSW Government and Unions NSW
- NSW Public Sector Capability Framework
- NSW Public Sector Workforce Strategy 2008–2012
- Overview report for the NSW Public Sector Workforce Profile 2008
- Training Management Guidelines
- Workforce Profile Data Specifications Manual 2008

Significant organisation with a Department representative

Name of committee and Department representative

ANZAC House Trust

Darren Mitchell (alternate for the Premier)

ANZAC Memorial Building Trust

Darren Mitchell (proxy for the Premier if the Minister Assisting the Premier on Veterans' Affairs cannot attend)

Australia and New Zealand School of Government

Robyn Kruk/ John Lee

Australia Day Council of New South Wales

John Trevillian

Australian Bravery Decorations Council

John Trevillian, Leanne Byrne (alternate)

Australian Centre for Event Management Advisory Board

John Trevillian

Name of committee and Department representative

Australian Forces Overseas Fund

Darren Mitchell (alternate for the Premier)

Banking and Finance Infrastructure Assurance Advisory Group

Veronica Lee

Barangaroo Steering Committee

David Richmond (part year)

CAF Senior Officials

John Lee

Catchment Management Authorities Review Steering Committee

Marion Bennett (chair)

Central Sydney Operations Group

John Trevillian, Jan Willett, Melanie Booth

CEO Economic Forum

David Richmond (until March 2009)/ John Lee (from March 2009)

CEO Network

Robyn Kruk/ John Lee

Chief Executive Committee

Robyn Kruk/ John Lee

COAG Business Regulation and Competition Working Group

Leigh Sanderson, Georgina Beattie

COAG Climate Change and Water Working Group

Vicki D'Adam

COAG Critical Infrastructure Protection Review Working Group

Veronica Lee

COAG Early Childhood Development Steering Committee

Philip Berry

COAG Hazardous Materials Steering Committee

Veronica Lee

COAG Health and Ageing Working Group

Vicki D'Adam

COAG Housing Working Group

Stephen Powter

COAG Indigenous Reform Working Group

Philip Berry

COAG Influenza Pandemic Preparedness and Prevention Working Group

Veronica Lee

COAG Infrastructure Working Group

Peter Duncan

COAG National Licensing Steering Committee

Nazli Munir

COAG Natural Disaster Arrangements Working Group

Veronica Lee

COAG Productivity Agenda Working Group

Vicki D'Adam

COAG Regional Coordination Project Group

Ross O'Shea

COAG Senior Officers Group on Youth Attainment and Transitions

Philip Berry

Name of committee and Department representative
COAG Senior Officials Robyn Kruk/ John Lee
Communications Sector Infrastructure Assurance Advisory Group Michael Powter
Corruption Prevention Network Kathryn Knevitt
Council for the Order of Australia John Lee, John Trevillian (alternate)
Critical Infrastructure Advisory Council Veronica Lee
Cross Jurisdictional Review Forum Philip Berry (chair)
Customer Service Improvement Senior Officer Group (S8) Graeme Head (chair until November 2008), Don Munro (secretariat)
DNA Management Committee Ben Hewitt
Domestic Violence Senior Officers Group Alexandra Shehadie (chair)
Event Communication Group Katie Melrose
Events NSW Board David Richmond (until March 2009) John Lee (from March 2009)
Families NSW Senior Officers Group Philip Berry
Ferry Reform Steering Committee Rosemary Milkins, Nicholas Davison
Government Asset Management Committee Peter Duncan (chair)
Government Licensing Steering Committee Peter Connelly
Health Efficiency Improvement Taskforce John Lee
Health Infrastructure Board David Richmond
Homelessness Working Group Philip Berry (chair)
Housing and Human Services Senior Officers Group Gillian Ferguson
Housing Review Steering Committee Graeme Head (chair until November 2008)
Illicit Drug and Alcohol Monitoring Group Paul McKnight
Interdepartmental Working Group on <i>Towards 2030</i> Philip Berry (chair)
Intergovernmental Reference Group on Electoral Reform Leigh Sanderson
International Sports Centre (ISC) Trust Ben Chard

Name of committee and Department representative
Justice and Human Services CEOs Forum Vicki D'Adam
Justice and Human Services Senior Officers Group Philip Berry
Keep Them Safe Senior Officers Group Anne Campbell
Marine Parks Authority John Lee (chair)/ Peter Duncan (alternate chair)
Mass Gatherings Infrastructure Assurance Advisory Group Michael Powter
Mental Health Senior Officers Group Vicki D'Adam (chair)
Ministerial Taskforce – Hunter River Remediation Taskforce Peter Duncan (chair)
Moore Park Event Operations Group Jan Willett
Murdi Paaki COAG Groups Ross O'Shea
National Committee for Critical Infrastructure Protection Veronica Lee
National Counter Terrorism Committee Veronica Lee
National Government Advisory Group on Chemical Security Veronica Lee
National Identity Security Coordination Group Seckin Ungur
National Industry Reference Group on Chemical Security Veronica Lee
National Pandemic Emergency Committee John Lee
NSW Chief Executives Counter Terrorism Coordinating Group John Lee, Peter Duncan, Veronica Lee
NSW Drought Welfare Coordinating Committee Peter Duncan (chair)
NSW Government Chemical Security Advisory Group Veronica Lee, Elizabeth Lions
NSW Government CIO Executive Council Ken Dray
NSW Government Immigration and Settlement Planning Committee John Scott
NSW Innovation Council Robyn Kruk (until October 2008)/ Peter Duncan (from November 2008)
NSW Nation Building and Jobs Plan Taskforce Bob Leece (chair), Paul Gilbertson
NSW State Emergency Management Committee Veronica Lee
NSW Transport CEO's Security Committee Veronica Lee

Name of committee and Department representative
Planning and Approvals CEO Group John Lee
Premier's Council for Women Gillian Ferguson (ex officio)
Premier's Council on Preventing Violence Against Women Gillian Ferguson (ex officio)
Public Accounts Committee Annual Reports Advisory Group Ken Dray
Public Accounts Committee Annual Reports Awards Judging Panel Peter Connelly
Public Service Commissioners' Conference Fran McPherson, Rosemary Milkins
Reducing Alcohol Related Crime Implementation Team Michael Ramsey
Report on Government Services Steering Committee Nazli Munir
Round Table for Countering Violent Extremism Veronica Lee
Senior Officers Committee on Drugs and Alcohol Paul McKnight
Shared Services Steering Committee Peter Connelly
State Property Authority Board Peter Duncan (member)
State War Memorials Committee Darren Mitchell (chair)
Staying Home Leaving Violence Executive Committee Alex Shehadie
Two Ways Together Coordinating Committee Philip Berry

acronyms

AASB	Australian Accounting Standards Board
ABS	Australian Bureau of Statistics
ANZSOG	Australia and New Zealand School of Government
ARC	Australian Research Council
ARTC	Australian Rail Track Corporation
ASBPP	Anti Social Behaviour Pilot Project
ATFRS	Aboriginal Trust Fund Repayment Scheme
ATO	Australian Tax Office
AustLII	Australasian Legal Information Institute
CAF	Council for the Australian Federation
CALC	Commonwealth Association of Legislative Counsel
CALD	Culturally and Linguistically Diverse
CBD	Central Business District
CEED	Community Engagement and Events Division
CEC	Chief Executive Committee
CEO	Chief Executive Officer
CES	Chief Executive Service
COAF	Council of the Australian Federation
COAG	Council of Australian Governments
CPP	Crime Prevention Partnership
CWU	Child Wellbeing Unit
DET	Department of Education and Training
DoCS	Department of Community Services
DPC	Department of Premier and Cabinet
DV	Domestic Violence
EDM	Electronic document management
EEO	Equal Employment Opportunity
EFT	Equivalent Full Time
EPI	Environmental Planning Instrument
EWSWG	Emergency Warning Systems Working Group
FOI	Freedom of Information
FTE	Full Time Equivalent
GCD	General Counsel Division
GCD	Government Coordination Division
GST	Goods and Services Tax
H1N1	Hemagglutinin with 1 and Neuramindase with 1 (Human Swine Flu)
HR	Human Resources
HTML	Hypertext markup language
IIC	Infrastructure Implementation Corporation
JCC	Joint Consultative Committee
KiDS	Key Information and Directory System
MIOB	Making it Our Business

MOU	Memorandum of Understanding
MPC	Major Projects Coordination
NAIDOC	National Aboriginal and Islander Day Observance Committee
NATSIWG	National Aboriginal and Torres Strait Islander Women's Gathering
NBJP	National Building and Jobs Plan
NGO	Non Government organisation
NRL	National Rugby League
NSW	New South Wales
OCA	Organise Communicate Act
OFWP	Office for Women's Policy
PCO	Parliamentary Counsel's Office
PCYC	Police and Community Youth Club
PPIPA	<i>Privacy and Personal Information Protection Act 1998</i>
PSA	Public Service Association
PSD	Policy and Strategy Division
PSMR	Public Sector Management Reform
PSW	Public Sector Workforce
RSL	Returned and Services League
SCAG	Standing Committee of Attorneys General
SES	Senior Executive Service
SGML	Standard generalized markup language
STA	State Transit Authority
TMF	Treasury Managed Fund
UNIFEM	United Nations Development Fund for Women
VPCU	Violence Prevention Coordination Unit
WYDCA	World Youth Day Coordination Authority
XML	Extensible markup language
YCO	Youth Conduct Orders

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Metropolitan and regional offices



Premier of New South Wales

The Honourable Nathan Rees MP
Premier and Minister for the Arts
Governor Macquarie Tower
1 Farrer Place
Sydney NSW 2000

Telephone: (02) 9228 5239
Facsimile: (02) 9228 3935

www.nsw.gov.au

Parliamentary Counsel's Office

Level 23, AMP Centre
50 Bridge Street
Sydney NSW 2000

GPO Box 4191
SYDNEY NSW 2001

Telephone: (02) 9321 3333
Facsimile: (02) 9232 4796

www.pco.nsw.gov.au
www.legislation.nsw.gov.au

Parliament House

Macquarie Street
Sydney NSW 2000

Telephone: (02) 9230 2310
Facsimile: (02) 9232 4029

www.parliament.nsw.gov.au

Central Coast

PO Box 1327
Gosford NSW 2250
Telephone: (02) 4337 2311
Facsimile: (02) 4324 2698

Coastal Sydney

GPO Box 5341
SYDNEY NSW 2001
Telephone: (02) 9228 4989
Facsimile: (02) 9228 4096

Hunter

Level 5, PricewaterhouseCoopers Centre
26 Honeysuckle Drive
Newcastle NSW 2300
Telephone: (02) 4927 8799
Facsimile: (02) 4927 8798

Illawarra

PO Box 892
Wollongong East NSW 2520
Telephone: (02) 4228 1401
Facsimile: (02) 8243 9426

New England/North West

PO Box 581
Armidale NSW 2350
Telephone: (02) 6771 5781
Facsimile: (02) 6771 5795

North Coast

PO Box 805
Coffs Harbour NSW 2450
Telephone: (02) 6648 7237
Facsimile: (02) 6648 7232

South East

PO Box 1594
Queanbeyan NSW 2620
Telephone: (02) 6229 7800
Facsimile: (02) 6229 7801

Greater Western Sydney

Locked Bag 5045
Parramatta NSW 2124
Telephone: (02) 8836 4957
Facsimile: (02) 8836 4960

Western

PO Box 865
Dubbo NSW 2830
Telephone: (02) 6884 7404
Facsimile: (02) 6884 7405

PO Box 2460
Wagga Wagga NSW 2650
Telephone: (02) 6921 3588
Facsimile: (02) 6921 4654

