



ANNUAL REPORT 2020—21

Department of Premier and Cabinet





The Hon. Dominic Perrottet MP
Premier
52 Martin Place
Sydney NSW 2000

Dear Premier

I am pleased to submit the 2020–2021 Annual Report of the Department of Premier and Cabinet to you for presentation to the NSW Parliament.

This report includes the operations and performance of the department, together with the financial statements for the period 1 July 2020 to 30 June 2021.

It has been prepared in accordance with the provisions of the *Annual Reports (Departments) Act 1985* and the Annual Reports (Departments) Regulation 2015.

Given my predecessor's stewardship of the agency in 2020–2021, I have left his foreword to the annual report unchanged.

Michael Coutts-Trotter

Secretary
29 October 2021

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Publication date
November 2021

Author
Department of Premier and Cabinet

Contact for enquiries
contact_us@dpc.nsw.gov.au
(02) 9228 5555
dpc.nsw.gov.au

ISSN 1836-4721 (Online)
ISSN 1835-5277 (Print)



Acknowledgement of Country

The NSW Department of Premier and Cabinet acknowledges the Traditional Custodians of the lands where we work and live. We pay respect to Ancestors and Elders past, present and future. We recognise and learn from the strengths of First Nations peoples of New South Wales and their continuing connection to, and unique cultural and spiritual relationship with, Country.

From the former Secretary

I am incredibly proud of NSW Premier and Cabinet and the leadership we have demonstrated throughout 2020-21.

Our role in leading the NSW Public Service was once again undertaken with professionalism, urgency, humility, and with a complete focus on community outcomes. That is a hallmark of those who work in the very heart of the NSW Government.

This year was all about momentum.

The response to the Covid-19 pandemic continued to dominate our priorities. However, we also made sure that the Government continued to deliver its broader commitments to the NSW community encompassing: economic recovery, infrastructure delivery, social programs, investment attraction, creative industries and the arts, aboriginal affairs and future planning across NSW. There has been an enormous amount of work undertaken to keep driving these across the State.

The NSW Public Service has proven itself to be world class.

Our people have continued to deliver services throughout many crises including the pandemic, storms and floods and incredible disruption to the daily lives of every person in the State. It remains an absolute honour to be a part of the largest workforce in Australia. It is both a proud and humbling achievement to play a stewardship role for this place we call home.

I again simply thank everyone for their passion and dedication in delivering for the people of NSW.



A handwritten signature in black ink, consisting of a stylized 'T' followed by a cursive 'R' and 'eardon'.

Tim Reardon

**Former Secretary,
Department of
Premier and Cabinet**

Who we are

Department of Premier and Cabinet

The Department of Premier and Cabinet leads the NSW public sector to deliver on the NSW Government's commitments and priorities. Our single, unified purpose is to make NSW a great place to live, work and visit by enhancing the lives of the eight million people who call our state home.

The Premier and Cabinet cluster is accountable for the leadership of more than 400,000 people in the NSW Public Service with a focus on:

- driving economic development
- investment attraction
- infrastructure delivery
- arts and creativity
- promoting Indigenous culture
- integrity of government
- long term resilience
- social and environmental outcomes.

We partner across government and with the private sector to grow our state's economy. Collectively, we are focused on delivery.

The Premier and Cabinet Statement of Purpose and Intent 2020–2023 reflects our commitment to delivering the government's priorities:

We put the people of NSW at the heart of everything we do, to deliver better services, drive government priorities and foster a culture of respect.

The cluster also retains its functions relating to government integrity.

As at 30 June 2021, the department comprised of four groups working across the spectrum of government supporting the Premier and Cabinet to deliver the government's objectives and facilitated stewardship of the public service. The department provided expert advice on policy and cross government coordination to lead the state's response to the COVID pandemic and natural disaster recovery.

Leadership of NSW Premier and Cabinet

Our people

Premier and Cabinet, at the heart of government, is accountable for delivering results including economic growth, jobs, business attraction, strategy, service delivery and driving the Premier's Priorities.



Michael Coutts-Trotter

Secretary



Amy Brown

Deputy Secretary
Strategy and Delivery
until 29 March 2021



Sarah Cruickshank

Deputy Secretary
Transformation



Kate Boyd

Deputy Secretary
General Counsel



Kate Foy

Deputy Secretary
Community
Engagement



Samara Dobbins

Deputy Secretary
People and Operations

We're here to spearhead growth, serve our community and build a better state for the generations to come.

Community Engagement Group

The Community Engagement Group drives better outcomes across government. It provides support for the Special Minister of State and Minister for the Public Service and Employee Relations, Aboriginal Affairs and the Arts in delivering the key policy priorities for those portfolios.

There are four branches within the group:

- Aboriginal Affairs NSW works with Aboriginal communities to promote social, economic and cultural wellbeing through opportunity, choice, healing, responsibility and empowerment. It also assists the Minister for Aboriginal Affairs to administer the *Aboriginal Land Rights Act 1983* and the *Aboriginal Languages Act 2017*.
- Create NSW supports the NSW Government's strategic objectives of developing and sustaining the arts, culture and screen sectors. It supports diverse communities across NSW and is built on the ambitions of excellence, access and strength.
- Create Infrastructure oversees the cultural infrastructure needs of the state, shaping NSW as a place where creative excellence thrives. It ensures NSW is known for its dynamic arts and cultural ecology on a global scale. The team collaborates with the sector, industry and community to deliver cultural infrastructure projects, programs and property management services on behalf of government.
- Heritage NSW works closely with the community to understand, celebrate and care for our state heritage. It is responsible for delivering on Aboriginal and non-Aboriginal cultural heritage. This includes: supporting heritage owners; working with Aboriginal communities on Aboriginal Place declarations, repatriations and site conservation; managing the State Heritage Register; and administering heritage grants.
- The State Archives and Records Authority (SARA) and Sydney Living Museums (SLM) together form the fifth branch of the Group. SARA is the custodian of the State Archives Collection, preserving and providing access to the nation's oldest archive valued at more than \$1 billion. SARA supports government, the sector, universities and local councils to meet their recordkeeping obligations under the *State Records Act 1998*. It also operates

a commercial services arm which provides records storage, digitisation and related services to the sector. SLM is a State Cultural Institution that has responsibility for ensuring 12 historic houses, gardens and museums across the state of NSW are available to the public.

Strategy and Delivery Group

Until 29 March 2021, the Strategy and Delivery Group created a better NSW for our citizens – now and into the future – by enabling government to successfully deliver its goals. It did this by:

- providing expert strategic analysis and advice to the Premier across the areas of social policy and human services, infrastructure and complex projects, energy and resources, and economic policy
- informing and driving the economic strategy of NSW
- bringing together multiple agencies and leading the development of whole of government strategy and policy
- effectively evaluating policies, programs and projects
- participating in and adding value to project governance and delivery
- delivering projects and programs on behalf of government where the department is best placed to do so. This includes supporting the Premier and Cabinet to coordinate the NSW response to the COVID pandemic and the economic response and recovery of the State.

Between July 2020 and 29 March 2021, Strategy and Delivery Group consisted of three branches:

- Strategic Coordination
- Commercial Delivery
- Economics.

Following the establishment of Investment NSW on 29 March 2021, the Strategy and Delivery Group ceased to exist. The Commercial Delivery and Economics branches transitioned to form part of the new executive agency, while the Strategic Coordination branch joined the Transformation Group within Premier and Cabinet to consolidate the department's policy expertise and skills.

Transformation Group

The Transformation Group helps create a better NSW for our citizens by:

- positioning NSW to take advantage of big changes affecting citizens, communities, services, and places over the long term
- providing high quality, timely and whole of government advice on key social and environmental issues
- driving results in the Premier's Priorities
- leveraging our partnerships with the Commonwealth and other governments to deliver resources, drive priorities and mitigate risks
- supporting the Premier and NSW Government to engage with citizens and stakeholders, including through media, major events, and community and international visits.

There are four branches within the group:

- Shaping Futures
- Partnerships & Engagement
- Premier's Implementation Unit
- Strategic Coordination (from 29 March 2021).

Office of the General Counsel

The Office of the General Counsel develops and implements policy reforms within the portfolios of the Premier and the Special Minister of State, Minister for the Public Service and Employee Relations, Aboriginal Affairs, and the Arts. It also assists with whole of government priority reforms; manages the department's litigation and external legal services (except employment matters); and provides legal and policy advice to the department. The Office of the General Counsel supports the operation and coordination of Cabinet and leads the corporate governance function.

The office is made up of two branches:

- Cabinet and Governance Branch supports Cabinet (including committees and National Cabinet) and leads the department's corporate governance culture and practice. It coordinates the Premier and Cabinet Cluster, cabinet business for the Premier, the Special Minister of State, Minister for the Public Service and Employee Relations, Aboriginal Affairs, and the Arts and the Minister for Jobs, Investment, Tourism and Western Sydney.



Top: New graduates meeting the former Secretary of DPC

Middle: Film crew recording the Carla Zampatti state funeral service

Bottom: 2021 Anzac Day March

- Legal Branch provides legal advice to the Premier, the Special Minister of State, Minister for the Public Service and Employee Relations, Aboriginal Affairs, and the Arts and the department. It provides sector leadership on whole of government legal issues. The branch also supports the Premier and the Special Minister of State, Minister for the Public Service and Employee Relations, Aboriginal Affairs, and the Arts on constitutional, integrity and electoral legislation. It also provides secretariat support for the Executive Council.

The Information and Privacy Unit within Legal Branch manages the department's compliance with the *Government Information (Public Access) Act 2009* and the *Privacy and Personal Information Protection Act 1998* and coordinates the Government's response to calls for papers made by the Legislative Council under Standing Order 52.

People and Operations Group

The People and Operations Group delivers corporate services, information and assistance across the Premier and Cabinet Cluster and NSW public sector. This includes supporting the Governor of NSW by providing staff and corporate services to Government House. An enabler of best practice, the group facilitates efficiency, effectiveness and continuous improvement in the delivery of strategic objectives and consists of six business branches:

- Finance, Strategy and Performance Branch delivers financial planning, monitoring, analysis and reporting services to the department, cluster and ministry. It acts as a strategic partner on financial matters to branches and groups within the department and the wider cluster.
- Digital and Information Branch leads the strategic information management and technology function for the department, cluster and ministry. It delivers cyber security expertise and a robust electronic document management system.
- People, Culture and Talent Branch partners with the department and ministry to provide expert HR advice. The branch also drives transformative change projects that enhance the culture, performance, engagement and productivity of the workforce.
- Change and Engagement Branch develops communications to inform and engage people across the department, cluster, sector and ministry. Responsible for delivering strategic change management, it also provides high quality support services to the Premier and Minister.
- Workplaces Branch plans and delivers place management, security and high-quality facilities for the department and ministry at all locations.
- Transport Services Team provides high quality transport services for the ministry and other VIPs.
- Employee Relations Branch leads industrial relations practice, compliance and reform for the NSW public sector by providing innovative and principles-based advice and guidance to department, cluster and sector industrial relations and human resource practitioners. During this period, the Employee Relations branch moved from the Community Engagement Group to the People and Operations Group to better align business operations.



Artist rendering of the Advanced Manufacturing Research Facility at Bradfield City Centre

Premier and Cabinet Cluster

We are the lead department of the Premier and Cabinet cluster. As at 30 June 2021, the cluster included the following agencies under the *Government Sector Employment Act 2013*:

- Art Gallery of NSW
- Australian Museum
- Greater Sydney Commission
- Infrastructure NSW
- Investment NSW
- Library Council of NSW
- Parliamentary Counsel's Office
- Resilience NSW
- Sydney Opera House
- Trustees of the Museum of Applied Arts and Sciences
- Western Parkland City Authority

The cluster also included the following independent entities:

- Audit Office of NSW
- Independent Commission Against Corruption
- Law Enforcement Conduct Commission
- Office of the Inspector of the Law Enforcement Conduct Commission
- New South Wales Electoral Commission
- Ombudsman's Office
- Public Service Commission

The entities above that are required to produce annual reports do so separately to the department's annual report.



Cultural attractions on display as part of the Macquarie Street East precinct. Image: James Horan for Sydney Living Museums.

Premier and Cabinet Purpose and Intent 2020–2023

Our purpose

We put the people of NSW at the heart of everything we do, to deliver better services, drive government priorities and foster a culture of respect.

Areas of focus

We are focused on supporting the NSW Government to deliver on its priorities. In 2020, the NSW Government set out five areas of focus to 2023:

- a strong economy
- highest quality education
- well-connected communities with quality local environments
- putting the customer at the centre of everything we do
- breaking the cycle of disadvantage.

We drive delivery of these priorities through high standards of service and advice to government and effective community engagement and service delivery. The strategic direction of Premier and Cabinet's activities is also guided by the Premier's Priorities.

State outcomes

The NSW Government is delivering health, education, strong communities, economic growth and a better life for the people of NSW. Premier and Cabinet is responsible for delivering four central outcomes across the government:

Accountable and responsible government

Ensuring a robust democracy, upholding the integrity of government, fighting corruption, enhancing public sector capability and improving service delivery.

Effective and coordinated government

Coordinating government initiatives, overseeing

infrastructure investment and facilitating the delivery of key urban renewal precincts.

Empowering Aboriginal communities

Transforming the relationship between Aboriginal people and the NSW Government through the delivery of Opportunity, Choice, Healing, Responsibility and Empowerment.

Excellence in arts, culture and heritage

Developing and supporting arts and culture, increasing attendance at culture events, and sustaining cultural precincts and infrastructure. Protecting, preserving and enabling public access to our state's heritage.

Our values

We embrace and promote the NSW public sector core values.

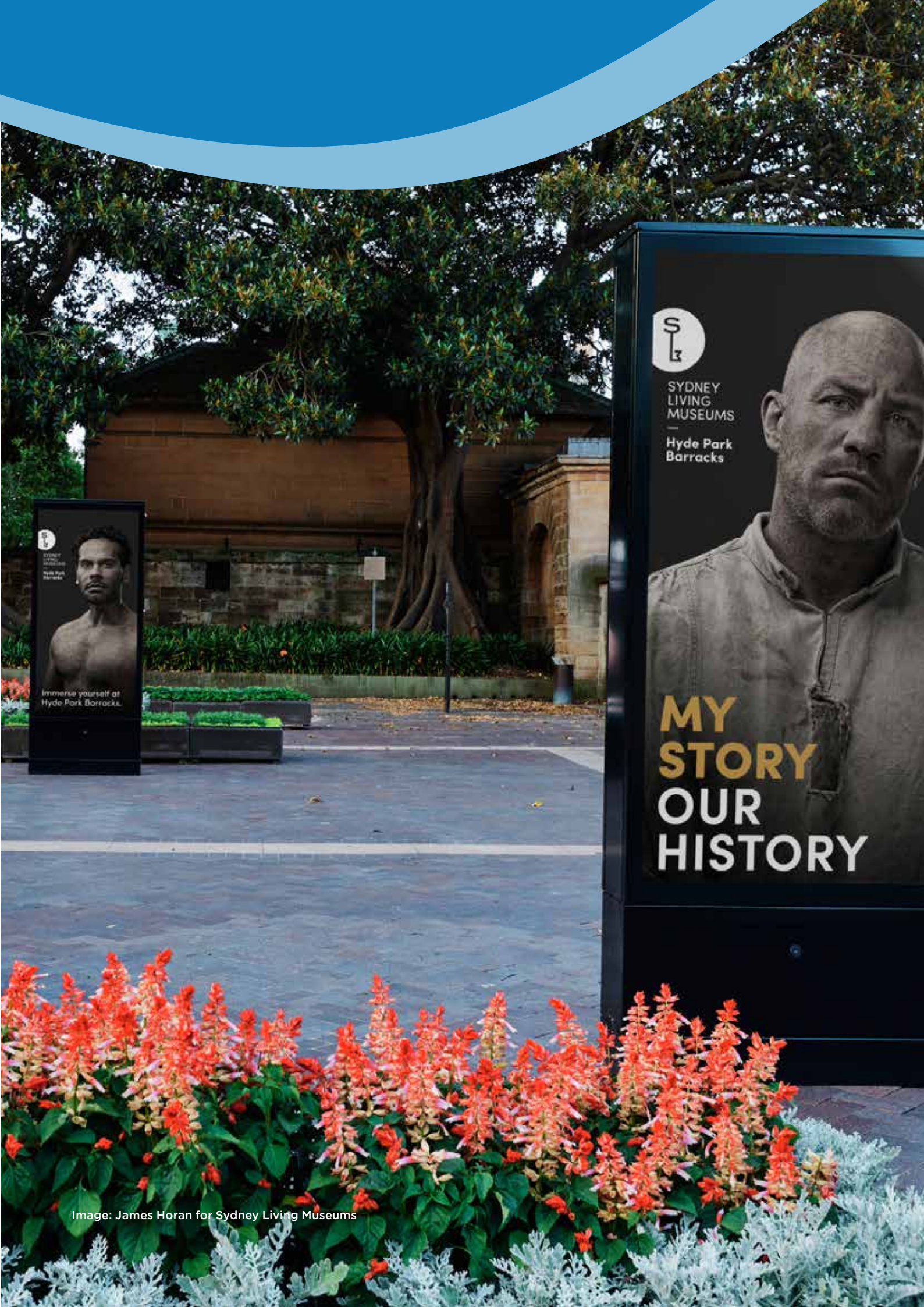
Integrity – Act professionally with honesty, consistency and impartiality

Trust – Appreciate difference and welcome learning from others

Service – Provide services fairly with a focus on customer needs

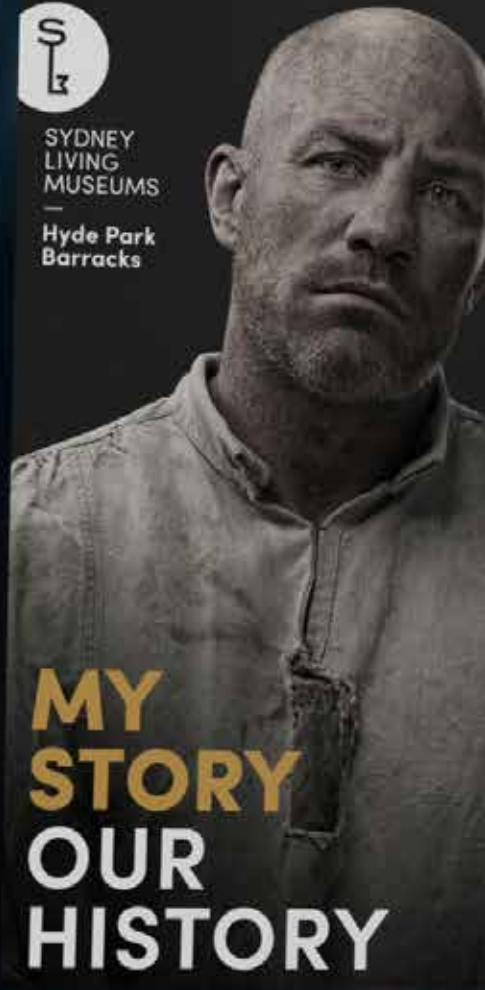
Accountability – Take responsibility for decisions and actions

We respect Aboriginal peoples as the first peoples and custodians of NSW.



SYDNEY
LIVING
MUSEUMS

Hyde Park
Barracks



**MY
STORY**
**OUR
HISTORY**



SYDNEY
LIVING
MUSEUMS

Hyde Park
Barracks

Immerse yourself at
Hyde Park Barracks.

Image: James Horan for Sydney Living Museums

Our impact



Our people



Over **834** team members*



82% of our people are satisfied with their flexible work arrangements



206 members of the Diversity and Inclusion Network across the cluster, including seven executives and four focus workstreams



66% employee engagement score



65% of our leaders are women



4.4% of our people work with a disability



14.5% of our people are Aboriginal and/or Torres Strait Islanders

* Source: Public Service Commission Workforce Profile 2021 Diversity Report



Our customers

166 orders were coordinated under Standing Order 52

121 Public Health Orders were supported

94 valid applications under the *Government Information (Public Access) Act 2009* were coordinated

43,760 letters of correspondence for the Premier

\$849,999 recovered for NSW workers

Over **13,000 telephone** and **1,935 email** inquires were received by Industrial Relations

260 Construction Compliance Workplace Relations Management Plans and site inspections delivered by Employee Relations

Assumed responsibility for the delivery of the **New Years' Eve fireworks** to ensure 2021 commenced with sense of optimism after a challenging year

Delivered **7 State Funerals** and **Memorials** for individuals in recognition of their achievement and service to the NSW community.



Our Indigenous community

105,572 sites registered on the Aboriginal Heritage Information Management System with 3,482 new registrations

\$860,602 in Aboriginal languages grants to 19 community organisations and groups, almost tripling the program in one year

2 accords signed between the NSW Government and Aboriginal Alliances

\$1.4 million funding for Aboriginal Community Controlled Organisations through the COVID Aboriginal Community Organisations Support Grants Program

4,115 food and hygiene boxes provided to remote communities during the 2020 COVID response and 853 provided during 2021

4 Stolen Generations Organisations are advising the NSW Government on Unfinished Business through the extension of the Stolen Generations Advisory Committee until May 2023

\$1.4 million in reparations made to Stolen Generations Organisations

\$13.95 million in reparations made to 186 Stolen Generations Survivors

57 personalised apologies made to Stolen Generations survivors

\$300,000 in grants made to Stolen Generations Organisations to preserve former Aboriginal Children's Homes



Our community

\$2 billion investment in arts and culture infrastructure

\$495 million in NSW expenditure and approximately 3,000 jobs supported by the Post, Digital and Visual Effects Rebate

\$100 million to deliver 142 arts and cultural projects in NSW

\$61.7 million funding to 347 arts and cultural organisations and 242 individuals through the Arts and Cultural Funding Program

16 projects supported by the Made in NSW International Footloose Fund, with a total spend in NSW of more than \$825 million

33 local productions produced through the Made in NSW TV Drama Fund, Production Finance and Regional Filming Fund

\$31.9 million to support 384 arts and cultural organisations delivered through the COVID Rescue and Restart package

38 Regional Cultural Fund projects completed during 2021

Over 1,750 permit applications and referrals addressed under the *Heritage Act* and *National Parks and Wildlife Act*, supporting over \$15 billion in development investment

26 State Heritage items and Aboriginal Places listed

\$5.5 million in grants to support 225 heritage projects

\$5 million announced for the new Blue Plaques program



Frontline health workers were projected on the Sydney Opera House as part of the Australia Day Live 2021 concert
Image: NSW Government/Anna Warr

Highlights

The department mandate is to improve the lives of the people of NSW. We do this by driving government priorities, coordinating across government and delivering programs and services.

Delivering for the people of NSW

Leading the sector response to the COVID pandemic

Supporting the implementation of public health orders to keep the community safe

Premier and Cabinet collaborated closely with the Chief Health Officer, NSW Health and other agencies to support the Minister for Health and Medical Research with the making of orders under the *Public Health Act 2010*. This included orders to manage movement and public gatherings, create maximum density rules for a range of business premises and require the wearing of face masks to prevent the spread of COVID.

Given the ongoing nature of the pandemic, the need for public health orders often arose urgently and in response to evolving circumstances. This included COVID outbreaks on the Northern Beaches of Sydney in December 2020 and originating in the Eastern Suburbs of Sydney in June 2021. In each case, the department worked closely with NSW Health, NSW Police and other agencies to deliver a proportionate and immediate legal response to manage the outbreak.

The department also worked with the Parliamentary Counsel's Office and the Department of Customer Service to ensure that all public health orders were available and accessible to the public.

Partnering with Aboriginal communities to respond to the impacts of COVID

Premier and Cabinet provided a brokerage and coordination role with Aboriginal and government leaders to ensure Aboriginal people and their concerns were at the centre of decision making during the pandemic. The department established a COVID Response Group in partnership with Aboriginal communities which responded to the needs of the communities. The results included:

- 18 tailored Community Action Plans that aimed to keep each of those communities safe, developed by the Aboriginal communities and shared by the government

- more than 4,000 emergency food and hygiene hampers provided to Aboriginal households impacted by COVID restrictions
- consistent communications shared with Aboriginal communities to inform decisions to keep themselves and their communities safe. These were developed in partnership with NSW Health and the Department of Customer Service
- \$1.4 million in stimulus funding to 38 organisations administered via the Aboriginal Community Organisations Grant Program to reinvigorate the economy.

The next phase of this work is to support communities to maintain testing rates and retain safe practices until the vaccination program is complete.

Supporting Creative Kids

Premier and Cabinet provided over \$1 million in additional funding to support Creative Kids providers to develop digital programs and take-home art kits, ensuring children across NSW could continue participating in the arts during the height of COVID restrictions.

Continued leadership of COVID emergency operations

Premier and Cabinet continued to deliver a rapid and coordinated response to the evolving pandemic alongside other NSW Government agencies through the COVID State Emergency Operations Centre (SEOC). Liaison officers from the department played a vital coordinating role at the SEOC - established at the NSW Rural Fire Service headquarters - providing advice on a range of complex matters with officers from across NSW Government including NSW Health, NSW Police and Transport for NSW.

Ensuring informed decision making by government

As NSW responded to the pandemic, Premier and Cabinet supported the Premier's ongoing engagement with federal, state and territory governments, progressing key economic and social measures for the benefit of NSW citizens.

During this period there were 21 meetings of National Cabinet, and around 85 Senior Officials meetings. As Cabinet work expanded, the department remained agile, driving multiagency solutions to complex problems.

The department advised on international border and quarantine arrangements to ensure the health and economic security of the state while considering the longer-term outlook and how to use foresight to navigate COVID related uncertainty.

In addition to pandemic response, the department also guided other NSW agencies striving to achieve meaningful agreements on health, education, infrastructure, indigenous welfare and disability services.

Supporting communications to the community during COVID

Premier and Cabinet played an active role in delivering public messaging in response to the pandemic, collaborating closely with NSW agencies, including NSW Health and the Department of Customer Service, to ensure consistent whole of government COVID messaging.

The department participated in various working groups and forums, contributing its expertise to develop state-wide pandemic materials. It also supported tactical communications by embedding resources into the SEOC, delivering COVID Safe messaging for events and public occasions, creating easy to understand social media assets, and producing compelling videos featuring the Premier, ministers and the Secretary. These messages kept residents up to date on vital health information and ensured best practice in COVID safety and the vaccine rollout for NSW.

Delivering the Premier's Priorities

The Premier's Priorities set ambitious targets to tackle complex issues. This was the second year for the current set of 14 priorities, and Premier and Cabinet worked with the government and partners to implement and accelerate multiple initiatives. Such initiatives included the launch of Aboriginal Community Connectors to lift Aboriginal education outcomes, fieldwork with frontline domestic violence services to identify pathways to access services, and the development of tools for quality caseworker practice. The department also developed dashboards to assist multiple priorities including the Towards Zero Suicides priority and the second annual 'NSW street count' for the Reducing Homelessness priority. The department ran multiple workshops and training for teams across government to strengthen program delivery for the priorities.

Establishing Investment NSW

Premier and Cabinet helped deliver machinery of government changes to establish a new executive agency - Investment NSW - on 29 March 2021. Created to consolidate the NSW Government's trade and investment attraction activities, this new agency created a 'one stop shop' for the private sector. Investment NSW is focused on marketing Sydney and NSW on the world stage. The agency works to attract visitors, events, business investment, international students, and global talent to NSW.

Recovering underpayments between employers and employees

The department regulates and administers state based industrial legislation, ensuring employers across the state comply with legislation without needing to take formal enforcement action. Premier and Cabinet worked cooperatively with employers when undertaking complex investigations of provision breaches, providing expert advice and guidance, educating employers, and rectifying breaches.

Negotiating NSW Government Wages Policy

In November 2020, the NSW Government capped the annual remuneration increase for public sector employees at 1.5 per cent to enable greater economic stimulus through investment in job generating infrastructure projects across the state. In June 2021, in response to renewed confidence in the NSW economy, the NSW Government amended its policy to provide for remuneration increases of up to 2.5 per cent per annum for all industrial awards and agreements due to be renewed in FY2021-22. This change in the government's wages policy is forecast to cost approximately \$2.7 billion over the four year forward estimates and is a financial 'thank you' to all public sector workers for their essential work and commitment to service delivery for the people of NSW during the pandemic.

Premier and Cabinet supported the government's wages position by developing and implementing the NSW Public Sector Wages Policy 2021, providing strategic advice to agencies on the development of bargaining proposals, managing negotiations, and ensuring policy compliance. The department also established and provided

support to the Senior Officials Wages Advisory Committee, which has responsibility for oversight of wages matters and provides strategic wages advice to secretaries, ministers and Cabinet.

Coordinating Standing Order 52 responses

Premier and Cabinet continued to coordinate returns by agencies and ministers in response to Standing Order 52 requests. The department coordinated responses to 166 orders for papers passed by the Legislative Council in 2020-21, ensuring the timely and orderly delivery of 1,672 boxes of documents (785 non privileged boxes and 887 privileged boxes) to the Legislative Council. This enabled the House to exercise its legislative functions and ensured transparency in relation to executive action.

Delivering Law Enforcement Conduct Commission reforms

Premier and Cabinet supported the Special Minister of State, Minister for the Public Service and Employee Relations, Aboriginal Affairs, and the Arts to deliver the *Law Enforcement Conduct Commission Amendment (Commissioners) Act 2021*. The Act reconstituted the Commission as a two-member body, in line with recommendations made following the statutory review of the *Law Enforcement Conduct Commission Act 2016*.

Reporting gender diversity on NSW Government Boards and Committees

The department monitored the diversity of appointments to NSW Government boards and committees and reported these findings biannually to the Secretaries Board. These reports supported sector wide forward planning of board and committee appointments, enabling each cluster to consider succession planning and diversity when advising ministers on nominees. Premier and Cabinet also worked to update and consolidate sector guidance on appointments to increase awareness of the importance of diversity.



Top: The Greater Sydney Local Land Services Demonstration Farm in Richmond

Middle: Australian Institute for Innovative Materials at Wollongong

Bottom: QR code check in at the 2021 Anzac Day March

Reviving a strong economy

An Economic Development Strategy for Tech Central and other precincts

The NSW Government adopted a precinct style approach to promoting economic growth and community wellbeing across NSW. Premier and Cabinet developed an Economic Development Strategy Framework to maximise benefits from precinct development and precinct economic development strategies.

The framework established a process to identify a precinct's economic opportunities, taking advantage of its endowments to realise collective gains, including new quantitative tools which analysed:

- productivity benefits from agglomeration
- precincts for prospective industries
- accessibility to labour
- suitability of land values and lot sizes for industries
- the competitiveness of industries located in the precinct.

Delivery of this framework met the broader NSW Government policy objective of improving the productivity of regional and local economies through agglomeration.

This process was applied to Tech Central – a vibrant new innovation and technology precinct in the heart of Sydney's CBD – where it helped define a competitive value proposition, identify prospective industries, select anchor tenants and drive the strategies and actions in the Investment NSW Tech Central delivery plan.

Meadowbank Education and Employment Precinct

The Meadowbank Education and Employment Precinct will be the destination for practical and knowledge-based learning to meet future industry needs for the state. The NSW Government invested \$450 million in education infrastructure into the precinct, including in the relocation of high schools, the new TAFE Multi-Trades and Digital Technology Hub and Institute of Applied Technology Pilot. The precinct has education at its heart, connecting students to training and employment opportunities with local industry. It also offers open, safe public places where locals can access shared facilities and new community spaces, aligning with the NSW Premier's priority of greener public places.

Building on previous work to drive a more coordinated, cross government approach to delivering the precinct, Premier and Cabinet led the development of a place based strategic vision to guide decisions on the planning and delivery of the precinct. The department worked in collaboration with the Greater Sydney Commission on the precinct's master plan.



Construction at the Meadowbank Education and Employment Precinct

Spotlight on Arts and Culture in NSW

Supporting our arts and cultural organisations

Premier and Cabinet continued to provide significant support to the arts, screen and cultural sectors to enrich the lives of residents and visitors to NSW, further contributing to its economic growth. In 2020-21, the department administered a \$50 million Rescue and Restart package which supported NSW arts and cultural organisations. This package was the largest dedicated arts, screen and culture response package of any Australian state. It ensured the sector remained viable during the year and is ready to thrive as soon as it is safe to reopen.

Additional funding was delivered to organisations best positioned to create jobs, develop new work and support, where possible, regional NSW to allow the sector to relaunch sustainably. This package was coupled with additional initiatives by Premier and Cabinet that repurposed funding, reduced red tape and pivoted focus to digital platforms.



Above: *Bennelong*, Bangarra Dance Theatre, Sydney Coliseum Theatre. Image: Daniel Boud

Right: Adult art class, Museum of Art and Culture Lake Macquarie. Image: courtesy Lake Macquarie City Council

Far right: The Hangar. Image: Ange Maloney courtesy New Annual, City of Newcastle



Made in NSW

As an incentive to attract new productions to NSW, Premier and Cabinet's 'Made in NSW' fund was announced, providing incentives of \$175 million over the next five years to attract business. Combined with the state's success in managing the pandemic, the incentives created an unprecedented production boom in NSW which builds on the success of previous investment and ensures a pipeline of future work for the state. To date, 'Made in NSW' has generated more than \$825 million in production expenditure within NSW, generating over 7,000 new jobs across the state. Major international projects were secured, including George Miller's *Mad Max: Furiosa*, a new Marvel film, and the Netflix series *Pieces of Her*. Local dramas flourished, with the likes of *Wolf Like Me* and return series of *Total Control* and *Bump*.

Provisional approvals for the 10 per cent rebate for post-production, digital and visual effects were issued for 66 projects, from standalone visual effects packages, to animated features and post-production, generating expenditure of over \$495 million and approximately 3,000 skilled jobs.

Supporting growth in creative infrastructure projects

Premier and Cabinet continued to support the NSW Government's commitment to investment in cultural infrastructure as outlined in *The Cultural Infrastructure Plan 2025+*. This work contributed to our state's economic growth and development, delivering a backlog of critical building works required to maintain NSW's cultural infrastructure. It also ensured essential upgrades to some of the

state's most significant cultural organisations, and investment in new cultural infrastructure across the state. Major cultural infrastructure achievements in 2020-21 include:

- Progress on major projects including construction of Sydney Modern, which will double the current exhibition space of the Art Gallery of NSW. This additional space will provide more opportunity for diverse art experiences and increased attendance.
- Successful appointment of Trafalgar Entertainment Asia Pacific to operate the Theatre Royal Sydney, whose return to operations and reopening with a Broadway production has brought a much-needed boost to the tourism and arts sector.
- Working with the Australian Museum to successfully complete and open the redeveloped public and exhibition spaces, adding more than 3,000sqm of new public space to attract and stage major international exhibitions.
- The completion of Wharf 4/5 of the Walsh Bay Arts Precinct redevelopment in collaboration with Infrastructure NSW and continuing to oversee construction of Pier 2/3 as scheduled. This area provides resident performance arts companies with purpose-built facilities and rejuvenated performance spaces.
- The completion of 38 Regional Cultural Fund projects, bringing the total number of projects completed to 95 of the 142 projects supported by the \$100 million fund.
- Secured stimulus funding to deliver the Arts Maintenance and Upgrade program of critical building works that will improve accessibility, sustainability and functionality of the state's arts and cultural venues.
- Successful development of the Powerhouse Museum renewal including securing:
 - › approval of the State Significant Development Applications for both Powerhouse Parramatta and Powerhouse Castle Hill
 - › a commitment to renew Powerhouse Ultimo with an estimated total cost of \$480-\$500 million, which will transform the precinct into a creative industries hub with a focus on design and fashion.

Securing our future

Westmead Health and Innovation District

Premier and Cabinet led a coordinated, cross government approach to negotiate the Cumberland Precinct Framework Deed with the University of Sydney. The deed confirmed the University of Sydney as the 'education anchor' for the Westmead Health and Innovation District based on their leading status as a top 100 global university. Comprised of world leading health care, medical research, commercialisation, education and training facilities, the University of Sydney will help transform this district into a powerhouse of invention, commercialisation and creativity with a globally recognised multi-disciplinary university campus at the core. Pending final agreement, the university will deliver exceptional place outcomes, attracting more than 25,000 students and 2,500 staff by 2055 and providing affordable student and staff accommodation. By 2036, it will be home to more than 50,000 health professionals, researchers and innovative new companies that will provide globally leading solutions to the world's most complex health challenges.

Fostering our culture

Continuing to host state events

Premier and Cabinet worked closely with NSW Health, other government agencies and event organisers to stage COVID Safe events for the community. These events strengthened the NSW Government's momentum, including:

- taking over responsibility for delivering the iconic Sydney New Year's Eve fireworks event for 2020 from the City of Sydney, seen online by millions in Australia and around the world and giving a sense of hope and optimism
- the Australia Day concert and harbour show, staged at the Sydney Opera House forecourt, attended by frontline workers and broadcast nationally
- the CBD Anzac events, produced collaboratively with the Returned and Services League and the Dawn Service Trust, attended by a small crowd including many veterans.

The department also delivered COVID Safe state funerals and memorials for Lyall Munro Snr, The Honourable John Fahey AC, Lilliane Brady OAM, The Honourable Ian Armstrong AM OBE, Jack Munday AO, Carla Zampatti AC and Bob Fulton AM.

Partnering with Aboriginal Communities

Closing the Gap

After NSW signed the National Agreement on Closing the Gap in July 2020, Premier and Cabinet coordinated the implementation of the agreement in NSW. This included developing the NSW Implementation Plan, which set out key actions for the state to achieve the five priority reform areas under the National Agreement, as well as baselines for 17 socioeconomic targets. In partnership with the NSW Coalition of Aboriginal Peak Organisations, the department established joint governance arrangements with the NSW Joint Council and NSW Partnership Working Group. This alliance coordinated input from government and Aboriginal partner organisations into the Plan. The Plan was informed by state-wide community consultation in April 2021, joint governance arrangements and dedicated funding in the 2020-21 State Budget.

The Aboriginal Languages Act 2017 (NSW)

The Aboriginal Languages Act 2017 (NSW) commenced in March 2020 with the establishment of the Aboriginal Languages Trust. Nine Aboriginal community practitioners and leaders from across NSW were appointed to the inaugural Aboriginal Languages Trust Board. The Trust provides a coordinated, focused and sustained effort in relation to Aboriginal language activities at local, regional and state levels. The Act and Trust represent historic milestones in the NSW Government's commitment to closing the gap and improving the wellbeing of Aboriginal communities.

Stolen Generations Advisory Committee

The Stolen Generations Advisory Committee was extended for another two years in recognition of its important and ongoing work. To date, the committee has engaged with significant policy issues and contributed to policy discussions on health, aged care, education, school curriculum, privacy and information (Right to Know), child protection and the National Redress



Scheme. The Advisory Committee – comprised of representatives from NSW Stolen Generations Organisations and government departments – played, and will continue to play, a vital role in progressing actions under all Unfinished Business commitments. Its extension until 2023 enables the department to continue to grow meaningful and sustainable relationships between Stolen Generations Survivors and service provider agencies.

Premier and Cabinet provided direct funding to the four NSW Stolen Generations Organisations to support survivor led activities that preserve the sites of former Aboriginal children’s homes as Keeping Places and places of truth telling and remembrance. Funds will continue to support survivors to capture their stories of these sites and to undertake critical site maintenance.

Aboriginal Regional Alliances

Premier and Cabinet continued to work with Aboriginal Regional Alliances through Local Decision Making, negotiating formal accords in partnership with communities committing to jointly address agreed priorities and aspirations. In 2020, a further two accords were signed, between the NSW Government and the Riverina Murray Regional Alliance, and with the Murdi Paaki Regional Assembly.

Partnering with Aboriginal Communities

Premier and Cabinet continued to partner with agencies across the sector to improve the way government engages with Aboriginal communities. The department partnered with:

- Procurement NSW to deliver the new Aboriginal Procurement Policy, which came into effect on 1 January 2021
- the Department of Primary Industries and Environment on the Cultural Fire Management Project, including the establishment of a Cultural Fire Management Unit staffed by Aboriginal people
- the Environmental Protection Authority to deliver \$20 million for bushfire clean up on Aboriginal owned lands.

Internships

The department continued to support the Australian Network on Disability’s Stepping Into Program and the CareerTrackers Indigenous Internship Program. Both national initiatives offer students paid internship placements and a chance to gain vital work experience during study. This creates a talent pipeline of students who identify as having a disability or as Aboriginal or Torres Strait Islander for the department.

Interns are given opportunities to shadow senior executive leaders, build confidence and explore career paths. During this period, five Stepping Into interns were offered post internship employment, contributing to the 2025 target of 5.6 per cent of government sector roles held by people with a disability.

In February 2021, the department participated in the Government Education School Infrastructure NSW Building a Pathway to Success traineeship. The program exposes Year 12 leavers to immediate employment opportunities, offering well rounded experiences in public and private infrastructure sector organisations while completing a TAFE Certificate IV qualification. Developed in response to the COVID pandemic, the program aims to promote the NSW Government’s priorities around job creation, supporting vulnerable youth and increasing the number of Aboriginal students completing year 12. The department will onboard two additional trainees in the next financial year.



Tribal Warrior performance at the Sydney Opera House, NAIDOC Week
Image: Joseph Mayers

Implementing the Heritage Management System

Premier and Cabinet transformed the way customers access and engage with state heritage services and information through the launch of the Heritage Management System. This digital system provides customers with a fast, easy and efficient way to submit Heritage Act applications, track progress and make payments through a single portal. The system also included a new interactive map, giving users an immersive way to search the current State Heritage Inventory.

Government Service Recognition Tool

Premier and Cabinet created a tool to streamline the process of recognising previous entitlements. The Government Service Recognition Tool is an interactive online inquiry service to assist agency human resource practitioners recognise Extended Leave eligibility from previous service in other government agencies under the *Government Sector Employment Act 2013*. It allows greater accuracy, transparency and consistency in calculating determinations. This enables more equitable outcomes for employees and the NSW Government, while supporting mobility for government sector employees across Australia. The Tool replaces the defunct Service Recognition module of a legacy 'HR Expert' database which was decommissioned in 2011 and not replaced. It will be released in the third quarter of 2021.

The Murdi Paaki Regional Assembly and the NSW Government signing the sixth Local Decision Making Accord in the State (10 September 2020)

Group shot standing L-R: MPRA members Monica Kerwin-Wyman (Wilcannia), Grace Gordon (Ngemba-Brewarrina), Garry Trindall (Walgett), Pam Handy (Dareton/Wentworth), Allan Cobb (Lightning Ridge), Ted Farnando (Coonamble), Stephen Forrester (Goodooga)

Front sitting L-R: Fay Johnstone (Ivanhoe), Des Jones (Wentworth MPRA Chair), Maureen O'Donnell (Broken Hill), Elaine Ohlsen (Cobar)





2020 DPC Staff Awards at the Australian Museum

Our people

During 2020-21, we continued to work and live through large periods of unprecedented change, finding a balance between office attendance and remote working while remaining productive. Our people remain at the heart of everything we do at Premier and Cabinet, and their safety and wellbeing are our priority.

People and culture

Maintaining a COVID Safe workplace

Premier and Cabinet was able to easily adjust and maintain a high performing, responsive workforce during the pandemic. With flexibility as the bedrock of our culture, we were able to quickly adapt and prioritise the safety and wellbeing of our people by incorporating care for self, care for family and care for community into all aspects of the business. The department followed advice and directions from National Cabinet and NSW Health and developed a COVID Safe workplace strategy to ensure a highly productive and agile workforce. The key pillars of this strategy were:

- leading remotely
- keeping connected
- health and wellbeing
- maintaining productivity and impact.

The aim of this strategy was to ensure critical projects, roles and functions continued by:

- providing clarity to staff regarding the recovery process
- ensuring business continuity
- ensuring staff always felt safe.

In line with SafeWork NSW and NSW Health guidelines, the department developed a COVID Safety Plan to minimise the spread of COVID in the workplace. This included:

- promoting physical distancing
- modifying work patterns
- supporting flexible work arrangements
- increasing cleaning and disinfection of high traffic areas or shared surfaces
- providing instruction and amenities for personal hygiene and infection control.

Premier and Cabinet also developed a range of resources including a COVID Return to the Office Workforce Planning Guide, sample floor plans,

signage and a workforce planning checklist for managers. We continued to normalise flexible working, reframe attitudes towards where, when, and how people work and maintained a focus on delivery. The department integrated flexible working into all aspects of the employee lifecycle through mandatory manager training and initiatives to support a flexible hybrid workforce.

Support for this established, flexible working culture was underpinned by ongoing conversations between employees and managers, together with our COVID Safe Strategy and safety plans. This allowed the department to adjust to rapidly changing circumstances while continuing to deliver on our commitments for the people of NSW. This sustained productivity was measured and monitored through systems and data collection.

Responding to the 2020 People Matter Employee Survey

In the 2020 People Matter Employee Survey (PMES), the department recorded an employee engagement score of 66 on the index, which is consistent with the sector score and the department's 2019 PMES results. The department has been relentlessly focusing on the key engagement drivers of:

- supporting flexible work through mandatory manager training, integrating flexible work into all aspects of the employee lifecycle and undertaking initiatives to support a flexible hybrid workforce
- driving actions from the Diversity and Inclusion Strategy at all levels across the employee lifecycle
- supporting respectful behaviours through the 'Our Culture' framework
- sharing the PMES results and updates on subsequent improvement strategies across all teams and branches.

Learning and development

As part of our commitment to creating a safe, inclusive and respectful workplace, Premier and Cabinet launched 'Our Culture' - a framework codesigned with employees from across the department to support values and guide behaviour change. The framework was integrated into every aspect of the employee lifecycle, driving employee engagement, productivity and wellbeing.

The department continued to build a world class public service through delivery of the following mandatory programs for managers:

- iLead FlexABILITY empowered leaders with the capability and confidence to manage a flexible hybrid workforce
- Inclusive Leadership explored implicit assumptions and prejudgments to motivate leaders to work with and empower diverse groups.

Additionally, programs and workshops in the following areas provided employees the opportunity to develop professionally:

- induction for new starters
- Premier and Cabinet Leadership
- Indigenous Leadership
- Respectful Workplace
- leading performance development pilot
- health and wellbeing provided through the Converge Employee Assistance Program and Black Dog Institute
- Aboriginal cultural awareness provided by Big River Connections
- Plain English training
- Grace Papers – empowering working parents to thrive
- affiliate membership of the Institute of Public Administration Australia providing opportunities for networking, learning and professional development activities and events
- LinkedIn Learning online library
- mandatory Governance, Cyber Security and Business Continuity eLearn modules.

NSW Government Graduate Program

The department continued to participate in the NSW Government Graduate Program, recognising the importance of providing graduates with central agency experience. The award-winning sector wide program supports and nurtures entry level graduates, providing them with an 18 month experience working across different NSW Government agencies. Each graduate is offered a role on successful completion of the program.

Workforce diversity

Premier and Cabinet understands the value people with diverse life and work experiences bring to the workplace. The department remained committed to building a talented, responsive and inclusive workforce, reflective of the diversity of the people of NSW.

Delivering the Diversity and Inclusion Strategy

Since the inception of the Diversity and Inclusion Strategy, the department has made significant progress along the Deloitte diversity and inclusion maturity model. Diversity and inclusion at Premier and Cabinet transformed from being a compliance driven practice based on fairness and respect into a focus on behaviours that ensure employees feel valued and able to bring their whole self to work. Employee health and wellbeing and psychological safety was also emphasised through training programs and a peer support strategy. This strategy aligned with the *Multicultural NSW Act 2000*.

The department also developed an action plan for the cluster in line with the Premier's Priority of being a world class public service.

Diversity and Inclusion Network

The Diversity and Inclusion Network is a voluntary, employee led group that drives support and action to ensure an inclusive working environment for all employees. Its tagline 'Come as you are' is reflective of the aim for all employees to bring – and be supported in bringing – their authentic selves to work.

In 2020-21, the group's membership focused its support within the department across four workstreams: wellbeing and mental health, DPC Pride, disability and accessibility, and reconciliation. Highlights included:

- facilitating a month-long program of activity across the cluster for Inclusion Month including:
 - › an interview with Australian of the Year, NSW Local Hero Rosemary Kariuki
 - › hosting a DPC Pride event at the State Library of NSW in partnership with Pride in NSW to coincide with the Coming Out in the 70s exhibition



DAIN IDAHOBIT 2021 event - L-R: Jaidae Mclauchlan and Darby Carr, Art Gallery of NSW

- hosting external speaker events including Wiradjuri/Kamilaroi artist Jonathan Jones during Reconciliation Week and State Library of NSW employee Darby Carr for International Day Against Homophobia, Biphobia, Interphobia & Transphobia
- creating a Reconciliation Action Plan for the department
- training opportunities and resources to support mental health, LGBTIQ+ and accessibility
- promotion of calendar events including International Day of People with Disabilities, Mardi Gras, R U OK? Day and NAIDOC Week 2021.

Aboriginal Employment

Premier and Cabinet worked towards its goal of increasing the number of Aboriginal people in senior leadership roles to 20 by 2027 in line with the Premier's Priority of world class public service. To meet this target, the department focused on strengthening the talent pipeline, continuing to pilot various initiatives and educational programs such as Aboriginal cultural awareness.

The department codesigned an Aboriginal employment strategy to outline career development opportunities for Aboriginal and Torres Strait Islander employees, and developed principles to support the sector wide Regional Workforce Principles. This focused on attraction and retention of Aboriginal employees through the creation of roles based in regional communities.

People with disability

Premier and Cabinet's Disability Inclusion Action Plan is incorporated into its three-year overarching Diversity and Inclusion Strategy. Strategic focus areas are:

- Culture of trust and inclusion
- Attraction
- Retention.

'Stepping into' Australian Network on Disability Internship Program participation increased across the department. Interns were actively given opportunities to shadow senior executive leaders, build confidence and explore career paths. In the last period, five Stepping Into interns were offered post internship employment.

The department has championed the sector wide 'Age of Inclusion' communication and initiatives across the Premier and Cabinet cluster. It has continued to implement flexible working including iLead flexibility training and the inclusive leadership program.

Premier and Cabinet completed the Australian Network on Disability Access and Inclusion Index to gain insight into inclusion of people with disability across the department. The report will form a roadmap to accelerate year on year progress for the inclusion of people with disability.

Young Professionals Network

This employee led network engaged members across the cluster to develop professional relationships and skills. The network continued to drive initiatives for young public servants by:

- participating in professional development, mentoring, training and networking activities
- shadowing senior executives, including the Secretary, as a development opportunity
- building capability by providing access to professional opportunities, mentoring and skills development
- engaging with the department to shape business and operational outcomes
- running an internal mentoring program, connecting peers from across the cluster
- coordinating events around health and wellbeing,

including the department's involvement in the JP Morgan Corporate Challenge and soccer club

- collaborating with other agencies to run whole of sector events, including the IPAA Young Professional/CEO breakfast
- organising tours for all cluster employees to gain behind the scenes access to Premier and Cabinet cultural institutions and properties, including Government House, State Library NSW and Australian Museum
- delivering cluster wide philanthropic activities, including Take 3 for the Sea, Australian Red Cross Lifeblood donations and clothing donations
- providing professional photographic headshots to members
- planning quarterly meetings of the NSW Young Public Service Leaders Network.

Workplace health and safety

Premier and Cabinet is committed to the health, safety and wellbeing of the employees and community members the department works with and provides services for. As part of meeting this commitment during 2020–21, the department:

- continued to develop, support and maintain safe working practices and principles in line with current NSW Health guidelines to ensure the health and safety of all during the COVID pandemic, including the provision of ongoing information and guidance to staff and managers
- ran numerous health and wellbeing initiatives, and invited staff to participate in various events and programs, including the corporate fitness program, staff sponsorship in the JP Morgan Challenge, the Push-Up Challenge, World Environment Day, and Craft and Culture sessions
- promoted the Employee Assistance Program (EAP) which is available to all staff to enhance the emotional and psychological wellbeing of employees and their families. This includes an EAP service that provides tailored support for

staff identifying as Aboriginal or Torres Strait Islander

- included EAP details in all communications to staff related to the COVID pandemic, to ensure emotional and psychological support to staff during these challenging periods
- provided Mental Health First Aid training, with employees from the Diversity and Inclusion Network, the Young Professionals Network, the Work, Health and Safety Committee and the People, Culture and Talent Branch invited to participate
- promoted health and wellbeing through the weekly Senior Executive Board (SEB) Connect webinars and regular communications from SEB members
- refreshed our Work, Health and Safety Committee membership to ensure representation across all groups within the department
- revised the content of the Work, Health and Safety mandatory e-learning module, and ensured completion by all new staff
- provided ongoing health and safety learning, development and training opportunities through the promotion of Risk Education eXpress training modules and webinars provided by icare NSW, and other providers, including webinars on home office ergonomics and mental health
- successfully transitioned the management of Aboriginal Affairs' workers' compensation claims and return to work case management from the Department of Education in May 2021
- accommodated an increased uptake in staff influenza vaccinations through the flu vaccination program.

Claims and reports table

Compensation claims as at 30 June 2021

Year	Premiums paid (\$)	Claims lodged	Open claims
2010-2011	487,700	17	3
2011-2012	491,930	17	11
2012-2013	437,498	7	14
2013-2014	506,438	10	13
2014-2015	423,355	5	5
2015-2016	254,797	3	5
2016-2017	282,471	11	10
2017-2018	261,290	5	7
2018-2019	306,321	3	4
2019-2020	1,917,602*	9	10
2020-2021	940,507	13	13

*For the 2019-2020 reporting period, the reported figure of \$1,917,602 included the total of all insurance premiums paid in 2019-2020 by DPC. The actual workers compensation premiums paid by DPC in 2019-2020 was \$865,841.

Accidents and incidents reported in 2020-21

Cause type	Count
Slip/trip/fall (at work)	29
Slip/trip (journey/recess)	2
Lifting	28
Cuts/burns	7
Driving/car related	8
Psychological	5
Ergonomic	0
Other*	36
Total	115

* The 'Other' category includes a range of general accidents and incidents that cannot be readily defined by the preceding identified cause types. Examples include minor near misses, reports by external visitors, and other undefined general incidents or illnesses.



Quart-Ed playing for Make Music Day, part of the celebrations organised by Create NSW

Financial statements

Department of Premier and Cabinet Certification of Financial Statements for the year ended 30 June 2021

Pursuant to Division 7.6(4) of the *Government Sector Finance Act 2018* ('the Act'), I state that these financial statements:

- have been prepared in accordance with the Australian Accounting Standards and the applicable requirements of the Act, the *Government Sector Finance Regulation 2018* and the Treasurer's Directions and
- present fairly the Department of Premier and Cabinet's financial position, financial performance and cash flows.



Michael Coutts-Trotter
Secretary

18 October 2021



INDEPENDENT AUDITOR'S REPORT

Department of Premier and Cabinet

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the Department of Premier and Cabinet (the Department), which comprises the Certification of Financial Statements, the Statement of Comprehensive Income for the year ended 30 June 2021, the Statement of Financial Position as at 30 June 2021, the Statement of Changes in Equity and the Statement of Cash Flows, for the year then ended, notes comprising a Statement of Significant Accounting Policies, and other explanatory information.

In my opinion, the financial statements:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act), the *Government Sector Finance Regulation 2018* (GSF Regulation) and the Treasurer's Directions
- presents fairly the Department's financial position, financial performance and cash flows.

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

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Department in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

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

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements for the year ended 30 June 2021. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, I do not provide a separate opinion on these matters.

Key Audit Matter	How my audit addressed the matter
Grants and subsidies expense	
<p>In 2020–21 the Department’s grants and subsidies expenses totalled \$2.1 billion including \$1.8 billion in grants to Premier and Cabinet cluster agencies.</p> <p>I consider this to be a key audit matter because of the:</p> <ul style="list-style-type: none">• financial significance of grants and subsidies• significant increase in the number of grants managed by the Department• diversity of grant recipients including NSW Government agencies, NSW local councils, and non-government organisations, along with a variety of grants terms and conditions. <p>Further information on the grants and subsidies expenses is disclosed in Note 2 (d).</p>	<p>Key audit procedures included the following:</p> <ul style="list-style-type: none">• obtained an understanding of the system, processes and key controls supporting grants administration and management• assessed the accuracy and completeness of source data from key systems• selected a sample of grant expense transactions and:<ul style="list-style-type: none">– agreed transactions to supporting documentation such as approved agreements– agreed to supporting acquittals/progress reports to ensure validity of payments– assessed that transaction recording was in the correct period– sighted approvals for payments– assessed compliance with conditions and relevant milestones.

Secretary’s Responsibilities for the Financial Statements

The Secretary is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the GSF Act, GSF Regulations and Treasurer’s Directions. The Secretary’s responsibility also includes such internal control as the Secretary determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Secretary is responsible for assessing the Department’s ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor’s Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor’s Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar6.pdf. The description forms part of my auditor’s report.

The scope of my audit does not include, nor provide assurance:

- that the Department carried out its activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Margaret Crawford

Auditor-General for New South Wales

22 October 2021
SYDNEY

Department of Premier and Cabinet

(ABN 34 945 244 274)

Annual Financial Statements

for the year ended 30 June 2021

Department of Premier and Cabinet Statement of comprehensive income for the year ended 30 June 2021

	Notes	Budget 2021 \$'000	Actual 2021 \$'000	Actual 2020 \$'000
Expenses excluding losses				
Operating expenses				
Employee related expenses	2 (a)	222,132	219,668	224,392
Other operating expenses	2 (b)	94,697	89,254	84,137
Depreciation and amortisation expense	2 (c)	34,706	31,260	29,509
Grants and subsidies	2 (d)	2,831,076	2,108,474	1,288,268
Finance costs	2 (e)	3,083	6,309	6,333
Total expenses excluding losses		3,185,694	2,454,965	1,632,639
Revenue				
Appropriation	3 (a)	3,342,301	2,358,526	1,700,543
Sale of goods and services	3 (b)	45,360	44,521	43,048
Grants and contributions	3 (c)	264,541	211,861	141,663
Acceptance by the Crown Entity of employee benefits and other liabilities	3 (d)	3,579	4,720	8,623
Other revenue		3,556	-	-
Total revenue		3,659,337	2,619,628	1,893,877
Operating result		473,643	164,663	261,238
Gain / (loss) on disposal	4	-	(4,185)	(2,854)
Other gains / (losses)	5	(44,000)	251	(34,954)
Net result		429,643	160,729	223,430
Other comprehensive income				
<i>Items that will not be reclassified to net result in subsequent periods</i>				
Net increase/(decrease) in property, plant and equipment revaluation surplus	9	-	75,495	8,456
Total other comprehensive income		-	75,495	8,456
Total comprehensive income		429,643	236,224	231,886

The accompanying notes form part of these financial statements.

Department of Premier and Cabinet
Statement of financial position
as at 30 June 2021

	Notes	Budget 2021 \$'000	Actual 2021 \$'000	Actual 2020 \$'000
Assets				
Current assets				
Cash and cash equivalents	7	46,429	24,844	72,643
Receivables	8	32,082	68,223	45,483
Total current assets		78,511	93,067	118,126
Non-current assets				
Receivables		46	-	-
Property, plant and equipment	9			
- Land and buildings		1,290,938	1,040,067	830,759
- Plant and equipment		38,731	11,362	8,464
- Leasehold improvements		-	21,332	26,431
- Heritage and cultural assets		-	8,501	8,501
Total property, plant and equipment		1,329,669	1,081,262	874,155
Right-of-use assets	10	182,500	187,505	198,481
Intangible assets	11	2,998	12,233	3,793
Total non-current assets		1,515,213	1,281,000	1,076,429
Total assets		1,593,724	1,374,067	1,194,555
Liabilities				
Current liabilities				
Payables	14	82,423	47,435	88,431
Borrowings	15	14,719	14,842	13,823
Provisions	16	25,501	25,287	25,386
Other	17	1,904	2,917	10,504
Total current liabilities		124,547	90,481	138,144
Non-current liabilities				
Borrowings	15	232,063	237,606	246,743
Provisions	16	5,678	6,902	7,236
Other	17	9,450	-	750
Total non-current liabilities		247,191	244,508	254,729
Total liabilities		371,738	334,989	392,873
Net assets		1,221,986	1,039,078	801,682
Equity				
Reserves	18	44,355	119,849	44,354
Accumulated funds		1,177,631	919,229	757,328
Total equity		1,221,986	1,039,078	801,682

The accompanying notes form part of these financial statements.

Department of Premier and Cabinet
Statement of changes in equity
for the year ended 30 June 2021

	Notes	Accumulated Funds \$'000	Asset Revaluation Surplus \$'000	Total \$'000
Balance 1 July 2020		757,328	44,354	801,682
Net result for the year		160,729	-	160,729
Other comprehensive income:				
Net change in revaluation surplus of property, plant and equipment		-	75,495	75,495
Total other comprehensive income		-	75,495	75,495
Total comprehensive income for the year		160,729	75,495	236,224
Transactions with owners in their capacity as owners				
Increase / (decrease) in net assets from equity transfers	18	1,172	-	1,172
Balance at 30 June 2021		919,229	119,849	1,039,078

	Notes	Accumulated Funds \$'000	Asset Revaluation Surplus \$'000	Total \$'000
Balance 1 July 2019		90,211	35,898	126,109
Net result for the year		223,430	-	223,430
Other comprehensive income:				
Net change in revaluation surplus of property, plant and equipment		-	8,456	8,456
Total other comprehensive income		-	8,456	8,456
Total comprehensive income for the year		223,430	8,456	231,886
Transactions with owners in their capacity as owners				
Increase / (decrease) in net assets from equity transfers	18	443,687	-	443,687
Balance at 30 June 2020		757,328	44,354	801,682

The accompanying notes form part of these financial statements.

Department of Premier and Cabinet
Statement of cash flows
for the year ended 30 June 2021

		Budget 2021 \$'000	Actual 2021 \$'000	Actual 2020 \$'000
	Notes			
Cash flows from operating activities				
Payments				
Employee related		(218,554)	(217,456)	(210,434)
Grants and subsidies		(2,831,076)	(2,108,474)	(1,288,267)
Finance costs		(3,047)	-	-
Other		(108,134)	(164,640)	(181,546)
Total payments		(3,160,811)	(2,490,570)	(1,680,247)
Receipts				
Appropriations (excluding equity appropriations)		3,342,301	2,358,526	1,700,543
Sale of goods and services		45,360	48,222	60,603
Grants and contributions		263,945	203,173	141,499
Reimbursements from the Crown Entity		-	3,249	2,814
Other		14,220	-	-
Total receipts		3,665,826	2,613,170	1,905,459
Net cash flows from operating activities	21	505,015	122,600	225,212
Cash flows from investing activities				
Proceeds from sale of land and buildings, plant and equipment and infrastructure systems		-	-	-
Purchases of property, plant and equipment		(503,295)	(148,254)	(134,560)
Proceeds from sale of investments		32,300	-	-
Purchases of intangibles		(1,503)	(1,436)	(827)
Other		-	-	-
Net cash flows used in investing activities		(472,498)	(149,690)	(135,387)
Cash flows from financing activities				
Repayment of borrowings and advances		-	-	-
Payment of principal portion of lease liabilities		(58,731)	(20,709)	(20,871)
Net cash flows used in financing activities		(58,731)	(20,709)	(20,871)
Net increase/(decrease) in cash and cash equivalents		(26,214)	(47,799)	68,954
Opening cash and cash equivalents		72,643	72,643	2,516
Cash transferred in/(out) as a result of administrative restructuring	18	-	-	1,173
Closing cash and cash equivalents	7	46,429	24,844	72,643

The accompanying notes form part of these financial statements.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements

for the year ended 30 June 2021

1. Statement of Significant Accounting Policies

(a) Reporting entity

The Department of Premier and Cabinet (the Department) is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. The Department is a not for profit entity (as profit is not its principal objective) and it has no cash generating units.

On 1 July 2020 changes to the Department under Administrative Arrangements (Administrative Changes—Miscellaneous) Order 2020 resulted in the Aboriginal Cultural Heritage Regulation Branch transferring in to the Department. On 29 March 2021 changes to the Department under Administrative Arrangements (Administrative Changes—Miscellaneous) Order 2021 resulted in the Commercial Delivery and Economics Branches transferring out of the Department.

Details of increases /decreases in Net Assets from these equity transfers are contained in Note 18.

These financial statements for the year ended 30 June 2021 have been authorised for issue by the Secretary on 18 October 2021.

(b) Basis of preparation

The Department's financial statements are general purpose financial statements which have been prepared on an accruals basis and in accordance with:

- applicable Australian Accounting Standards (AAS) (which include Australian Accounting Interpretations).
- the requirements of the *Government Sector Finance Act 2018* (GSF Act) and the *Government Sector Finance Regulation 2018*.
- Treasurer's Directions issued under the GSF Act.

The Department's financial statements have been prepared on a going concern basis, which contemplates the continuity of normal operating activity and the realisation of assets and the settlement of liabilities in the normal course of operations. The Department held cash on hand and at bank as at 30 June 2021 of \$24,844k. As at 30 June 2021 the Department had a net working capital surplus of \$2,586k.

This indicator is only one of a variety of indicators used in assessing the going concern assumption. The Department is funded directly from the Consolidated Fund on a cash flow needs basis and should only hold unrestricted cash balances to cover its immediate operational requirements. Consideration should also be taken of the allocated budget and the ongoing support of the State of New South Wales.

The Department receives its funding under appropriations from the Consolidated Fund. Appropriations for each financial year are set out in the Appropriation Act for that year.

Property, plant and equipment are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention, except as otherwise specified.

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

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency, which is the Department's presentation and functional currency.

Department of Premier and Cabinet
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

1. Statement of Significant Accounting Policies (continued)

(c) Impact of COVID-19 on Financial Reporting for 2020-21

The effect of COVID-19 on the financial position and performance of the Department has been considered in the preparation of these financial statements. The Department's major funding source is the Consolidated Fund and going concern has been addressed in Note 1 (b).

In response to COVID-19 impacts on the Arts sector, the Department was provided additional funding in the 2021 Budget which was paid out as grant expenses. The Department also received additional funding for loss of Arts related revenues (\$6.2 million) and DPC costs incurred in responding to and supporting COVID-19 responses (\$2.1 million). The impact on the financial results for the Department are considered to be immaterial.

(d) Statement of compliance

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

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

Income, expenses and assets are recognised net of the amount of GST, except that 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 statement of cash flows 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.

(f) Comparative information

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

Department of Premier and Cabinet
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

1. Statement of Significant Accounting Policies (continued)

(g) Changes in Accounting Policy, including new or revised Australian Accounting Standards

(i) Effective for the first time in 2020-21

The Department applied AASB 1059 *Service Concession Arrangements: Grantors* for the first time. The nature and effect of the changes as a result of adoption of this new accounting standard did not have any material impact on the Department.

(ii) Issued but not yet effective

NSW public sector entities are not permitted to early adopt new AAS, unless Treasury determines otherwise.

The following new Australian Accounting Standards have not been applied and are not yet effective, in accordance with the NSW Treasury mandate (TC 20-08):

- AASB 17 *Insurance Contracts*
- AASB 1060 *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not for-Profit Tier 2 Entities*
- AASB 2020-1 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current*
- AASB 2020-3 *Amendments to Australian Accounting Standards – Annual Improvements 2018–2020 and Other Amendments*
- AASB 2020-5 *Amendments to Australian Accounting Standards – Insurance Contracts*
- AASB 2020-6 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date*
- AASB 2020-7 *Amendments to Australian Accounting Standards – Covid-19-Related Rent Concessions: Tier 2 Disclosures*
- AASB 2020-8 *Amendments to Australian Accounting Standards – Interest Rate Benchmark Reform – Phase 2*
- AASB 2014-10 *Amendments to Australian Accounting Standards: Sale or Contribution of Assets Between an Investor and its Associate or Joint Venture*

The Department anticipates that the adoption of these Standards in the period of initial application will have no material impact on the financial statements.

Department of Premier and Cabinet
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

2. Expenses Excluding Losses

(a) Employee related expenses

	2021	2020
	\$'000	\$'000
Salaries and wages (including annual leave)	175,459	177,204
Superannuation - defined benefit plans	793	955
Superannuation - defined contribution plans	14,505	14,142
Long service leave	3,976	8,866
Workers' compensation insurance	963	826
Payroll tax and fringe benefits tax	10,648	13,839
Redundancies	6,432	3,782
Agency contractors	6,892	4,778
	219,668	224,392

Employee related costs that have been capitalised and excluded from the above are \$1,792k (2020: \$2,427k).

(b) Other operating expenses

	2021	2020
	\$'000	\$'000
Auditor's remuneration - audit of financial statements ¹	231	233
Audit costs – internal and performance ²	278	838
Committee fees and expenses	1,383	1,260
Community events	5,191	4,588
Consultancy costs	1,803	3,009
Contractor - projects	973	3,320
Corporate services	3,206	4,166
Fees for services rendered	47,607	37,136
Impairment of assets and bad debts	18	1
Information dissemination	1,488	1,276
Information technology expenses ²	5,690	4,393
Insurance	870	579
Maintenance expenses*	3,647	3,545
Motor vehicle expenses	525	675
Operating lease rental expense - minimum lease payments	2,344	2,685
Other expenses ²	2,075	2,435
Other occupancy costs	6,826	6,922
Sponsorships and donations	655	924
Stores and minor assets	324	388
Telephone and communication costs	827	859
Training (staff development)	1,738	1,509
Travel costs	1,555	3,396
	89,254	84,137

Total maintenance costs

* Maintenance expense - contracted labour and other (non-employee related), as above

	3,647	3,545
Total maintenance expenses included in Note 2(a) + 2(b)	3,647	3,545

¹ The audit fees for the year ending 30 June 2021 reflect audit work performed to date. The fee for the audit of the 2021 financial statements is estimated at \$260k (2020: \$260k).

² Expenses for internal audit and performance audit costs, as well as information technology costs are separately reported from 2021. These expenses were previously within Other expenses, which was reported as \$7,666k in 2020.

Department of Premier and Cabinet
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

2. Expenses Excluding Losses (continued)

(b) Other operating expenses (continued)

Recognition and Measurement

Insurance

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

(c) Depreciation and amortisation expense

	2021 \$'000	2020 \$'000
<u>Depreciation</u>		
Buildings and improvements	21,886	19,707
Plant and equipment	2,277	2,918
<u>Amortisation</u>		
Leasehold improvements	5,208	5,082
Intangible assets	1,889	1,802
	31,260	29,509

(d) Grants and subsidies

	2021 \$'000	2020 \$'000
NSW government agencies ¹	1,829,968	1,162,362
Local government	1,164	1,439
Grants to external organisations ²	27,184	18,820
Miscellaneous grants approved by the Premier	1,487	1,502
Regional and rural miscellaneous grants fund	812	800
Regional NSW grants to external organisations	-	-
Arts and cultural grants	186,404	91,841
Creative Kids voucher grants	61,455	11,504
	2,108,474	1,288,268

¹ The increase in grants to NSW government agencies flows from machinery of government changes bringing new agencies into the Premier and Cabinet cluster, which receive cluster agency grants. This includes Investment NSW, Destination NSW and Western Parklands City Authority. Additionally, 2021 represents a full year for Resilience NSW, compared with a partial year in 2020.

² Grants to external organisations include reparation payments under the 'Stolen Generations Reparations Scheme', which are ex-gratia payments recognised upon Ministerial approval. In prior years, reparation payments were recognised as liabilities – other. Refer to note 17 for an explanation of the change in treatment. Reparation payments in 2021 included \$3,075k (2020: Nil) in grants and subsidies, disclosed above and \$11,025k (2020: \$11,925k) from liabilities – other, disclosed in note 17. Future costs under the scheme are contingent liabilities, which are discussed in note 19.

(e) Finance costs

	2021 \$'000	2020 \$'000
Interest expense from lease liabilities	6,243	6,244
Unwinding of discount rate	66	89
	6,309	6,333

Department of Premier and Cabinet
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

3. Revenue

Recognition and measurement

Income is recognised in accordance with the requirements of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities*, dependent on whether there is a contract with a customer defined by AASB 15 *Revenue from Contracts with Customers*.

(a) Appropriations

	2021 \$'000	2020 \$'000
Original Budget per <i>Appropriation Act</i>	3,342,301	1,520,538
Variations made to the appropriations during the financial year		
- Section 4.9 GSF Act - transfers of functions between entities	256,763	253,990
- Section 4.11 GSF Act Commonwealth grants	-	146,000
- Section 4.13 GSF Act Exigency of Government	-	353,800
- Section 32(2) of Appropriation Act	(53,728)	-
- Section 34 of Appropriation Act	53,284	-
Total spending authority from parliamentary appropriations, other than deemed appropriations	3,598,620	2,274,328
Add:		
Own source revenue money received during the year	244,293	194,527
Own source revenue balance brought forward from prior years	194,527	-
Total	4,037,440	2,468,855
Less: total expenditure	(2,635,819)	(1,828,898)
Variance	1,401,621	639,957
Less:		
The spending authority from appropriations lapsed at 30 June	(962,801)	(445,430)
Own source revenue balance carried forward to following years	438,820	194,527
	2021 \$'000	2020 \$'000
Transfer payments	-	-
Equity appropriations	-	-
Appropriations (per Statement of Comprehensive Income)	2,358,526	1,700,543
Total amount drawn down against Annual Appropriations	2,358,526	1,700,543

Appropriations authorities and spending limits, under the Appropriations Act, and from deemed appropriations are given to the relevant responsible minister(s) and not directly to individual agencies. Officers of agencies reporting to those ministers are then delegated authority to incur expenditure under delegation instruments issued by those ministers. Therefore, compliance with aggregate spending limits under the Appropriation Act and deemed appropriations should normally be assessed at the responsible minister(s)' level unless the delegation instrument for an agency expressly creates a sub-limit for the agency as a whole (which is unusual). The Department has confirmed that its delegation instruments do not have sub-limits for the agency as a whole.

Department of Premier and Cabinet
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

3. Revenue (continued)

(a) Appropriations (continued)

However, to provide information related to the agency's spending, the summary of compliance table compares:

- Portion of the amounts authorised under the Appropriations Act for the services of the Department and other relevant variations to appropriations authorities applicable to principal departments and the Department's own source revenue, with
- The Department's actual spending for the year

The table includes monies received from the Department's own-source income from other clusters who have different responsible ministers, as comprising part of the authority to spend.

There is some complexity and uncertainty in respect of the legal implication of monies received by the Department from an agency in another cluster who has a different responsible minister. If those monies are paid from the Consolidated Fund and remain within the Consolidated Fund on receipt the appropriations authority limits of the responsible minister(s) of the paying and receiving agencies will not have been automatically adjusted on transfer of the money. This means the appropriations limit of the receiving responsible minister(s) will not have been increased. Therefore, there is a technical risk that the actual expenditure exceeds the aggregate legal limit authorised for the receiving responsible minister(s) for the relevant reporting period; on the other hand, the paying responsible minister(s) may have unutilised legal spending authority. The total appropriations limits in the Appropriations Act are not affected by this matter.

The impact of this legal uncertainty means the balance of own source revenue brought forward and carried forward in the table will not necessarily be reflective of the appropriations authority available to the Department or its responsible minister(s).

Recognition and measurement

Parliamentary appropriations other than deemed appropriations

Income from appropriations, other than deemed appropriations (of which the accounting treatment is based on the underlying transaction), does not contain enforceable and sufficiently specific performance obligations as defined by AASB 15. Therefore, except as specified below, appropriations (other than deemed appropriations) are recognised as income when the entity obtains control over the assets comprising the appropriations. Control over appropriations is normally obtained upon the receipt of cash.

Equity appropriations to fund payments to adjust a for-profit entity's capital structure are recognised as equity injections (i.e. contribution by owners) on receipt and equity withdrawals on payment to a for-profit entity are not recognised as income.

Department of Premier and Cabinet
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

3. Revenue (continued)

(b) Sale of goods and services

	2021	2020
	\$'000	\$'000
Rental income	1,387	1,534
Services in-kind	477	884
Personnel services ¹	32,862	32,869
Minor user charges	728	454
Functions & events	9	77
Corporate services rendered	3,574	2,485
Other	5,484	4,745
	44,521	43,048

¹ Personnel services provided to State Archives and Records Authority and Historic Houses Trust (2020 and 2021) and Aboriginal Languages Trust (2021).

Recognition and measurement

Rendering of services

Revenue from rendering of services is recognised when the Department satisfies the performance obligation by providing the promised services. The payments are typically due 30 days from an invoice being raised.

(c) Grants and contributions

	2021	2020
	\$'000	\$'000
Commonwealth Government	249	206
NSW Government	200,685	137,031
Contributed assets	8,688	1,462
Private sector contributions - events	2,239	2,964
	211,861	141,663

Recognition and measurement

Revenue from grants with sufficiently specific performance obligations is recognised when the Department satisfies a performance obligation by transferring the promised services. The Department typically receives grants in respect of administrative related projects and events. The Department uses various methods to recognise revenue over time, depending on the nature and terms and conditions of the grant contract. The payments are typically based on an agreed timetable or on achievement of different milestones set up in the grant agreement.

Revenue from these grants is recognised based on the grant amount specified in the funding agreement/funding approval, and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. No element of financing is deemed present as funding payments are usually received in advance or shortly after the relevant obligation is satisfied.

Income from grants without sufficiently specific performance obligations is recognised when the Department obtains control over the granted assets (e.g. cash).

(d) Acceptance by the Crown Entity of employee benefits and other liabilities

	2021	2020
	\$'000	\$'000
The following liabilities and/or expenses have been assumed by the Crown Entity or other government entities:		
Superannuation - defined benefit	780	940
Long service leave	3,905	7,641
Payroll tax on superannuation	35	42
	4,720	8,623

Department of Premier and Cabinet
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

4. Gain / (Losses) on Disposal

	2021	2020
	\$'000	\$'000
Written down value of assets disposed	(4,185)	(2,854)
Net gain / (loss) on disposal of plant and equipment	(4,185)	(2,854)

5. Other Gains / (Losses)

	2021	2020
	\$'000	\$'000
Impairment losses on right of use assets ¹	(166)	(35,225)
Other gains/(losses)	417	271
	251	(34,954)

¹ The impairment loss on right of use assets in 2020, was due to an assessment that rental market values had declined due to the impact of COVID-19. Property and Development NSW, as the Department's property agent, obtained independent advice on the impact to tenancy leases that are held as right of use assets. This decline represents the impact upon leased accommodation in the Sydney CBD and Sydney metropolitan area.

Recognition and measurement

Impairment losses may arise on non-financial assets held by the Department from time to time. Accounting for impairment losses is dependent upon the individual asset (or group of assets) subject to impairment. Accounting Policies and events giving rise to impairment losses are disclosed in the following notes:

Receivables – Note 8

Property, plant and equipment – Note 9

Leases – Note 10

Intangible assets – Note 11

Department of Premier and Cabinet
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

6. Outcome Statements

(a) Outcome Descriptions

The prior year's financial statements reported Program statements which have been changed for the current year to Outcome statements.

Outcome 1: Effective and coordinated government

Purpose:

Supporting the Cluster's strategic direction, coordination, assurance and project delivery role across government, supporting and attracting new and expanding businesses to create jobs for the people of New South Wales and growing the visitor economy.

Outcome 2: Excellence in arts, culture and heritage

Purpose:

Maximising 'excellence in arts, culture and heritage' leverages New South Wales' capabilities, positioning the State as a world-class centre for performances, events, exhibitions and cultural visitation, and developing state cultural assets for future generations. Acknowledging that arts, screen, heritage and culture play a critical role in the State's economy, from skills development and job creation to attracting tourists.

Outcome 3: Empowering Aboriginal communities

Purpose:

Empowering Aboriginal communities leads to a transformed relationship between Aboriginal peoples and government as well as supporting the delivery of policies and practices that support Aboriginal peoples' right to self-determination.

Outcome 4: Accountable and responsible government

Purpose:

Supporting good government decision-making and upholding government integrity.

Department of Premier and Cabinet
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

6. Outcome Statements (continued)

(b) Outcome Statements for year ended 30 June 2021

Expenses & Income	Outcome 1: Effective and coordinated government *		Outcome 2: Excellence in arts, culture and heritage *	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Expenses excluding losses				
Operating expenses				
Employee related expenses	121,462	128,604	76,335	73,395
Other operating expenses	41,693	46,433	42,481	28,476
Depreciation and amortisation	15,372	12,998	13,677	14,805
Grants and subsidies	2,865	9,730	480,613	207,765
Finance costs	3,095	2,765	2,843	3,114
Total expenses excluding losses	184,487	200,530	615,949	327,555
Revenue				
Appropriations	-	-	-	-
Sale of goods and services	4,259	3,666	39,558	37,915
Retained fees and fines	-	-	-	-
Grants and contributions	24,583	6,681	186,440	133,780
Acceptance by the Crown Entity of employee benefits and other liabilities	2,610	4,636	2,001	3,093
Total revenue	31,452	14,983	227,999	174,788
Gain / (loss) on disposal	5	(931)	(4,191)	(1,685)
Other gains / (losses)	83	(11,510)	151	(20,832)
Net result	(152,947)	(197,988)	(391,990)	(175,284)
Other comprehensive income				
Increase/(decrease) in asset revaluation surplus	-	8,452	75,495	-
Total other comprehensive income	-	8,452	75,495	-
Total comprehensive income	(152,947)	(189,536)	(316,495)	(175,284)

* The names and purposes of each outcome are summarised above

Department of Premier and Cabinet
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

6. Outcome Statements (continued)

(b) Outcome Statements for year ended 30 June 2021 (continued)

Expenses & Income	Outcome 3: Empowering Aboriginal communities *		Outcome 4: Accountable and responsible government *	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Expenses excluding losses				
Operating expenses				
Employee related expenses	21,208	21,726	663	667
Other operating expenses	4,037	8,177	1,043	1,051
Depreciation and amortisation	2,067	1,594	144	112
Grants and subsidies	19,261	5,780	-	-
Finance costs	366	422	5	32
Total expenses excluding losses	46,939	37,699	1,855	1,862
Revenue				
Appropriations	-	-	-	-
Sale of goods and services	704	1,467	-	-
Retained fees and fines	-	-	-	-
Grants and contributions	838	1,202	-	-
Acceptance by the Crown Entity of employee benefits and other liabilities	83	841	26	53
Total revenue	1,625	3,510	26	53
Gain / (loss) on disposal	1	(238)	-	-
Other gains / (losses)	17	(2,612)	-	-
Net result	(45,296)	(37,039)	(1,829)	(1,809)
Other comprehensive income				
Increase/(decrease) in asset revaluation surplus	-	4	-	-
Total other comprehensive income	-	4	-	-
Total comprehensive income	(45,296)	(37,035)	(1,829)	(1,809)

* The names and purposes of each outcome are summarised above

Department of Premier and Cabinet
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

6. Outcome Statements (continued)

(b) Outcome Statements for year ended 30 June 2021 (continued)

Expenses & Income	Not Attributable **		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Expenses excluding losses				
Operating expenses				
Employee related expenses	-	-	219,668	224,392
Other operating expenses	-	-	89,254	84,137
Depreciation and amortisation	-	-	31,260	29,509
Grants and subsidies**	1,605,735	1,064,993	2,108,474	1,288,268
Finance costs	-	-	6,309	6,333
Total expenses excluding losses	1,605,735	1,064,993	2,454,965	1,632,639
Revenue				
Appropriations	2,358,526	1,700,543	2,358,526	1,700,543
Sale of goods and services	-	-	44,521	43,048
Grants and contributions	-	-	211,861	141,663
Acceptance by the Crown Entity of employee benefits and other liabilities	-	-	4,720	8,623
Total revenue	2,358,526	1,700,543	2,619,628	1,893,877
Gain / (loss) on disposal	-	-	(4,185)	(2,854)
Other gains / (losses)	-	-	251	(34,954)
Net result	752,791	635,550	160,729	223,430
Other comprehensive income				
Increase/(decrease) in asset revaluation surplus	-	-	75,495	8,456
Total other comprehensive income	-	-	75,495	8,456
Total comprehensive income	752,791	635,550	236,224	231,886

* The names and purposes of each outcome are summarised above

** Appropriations are made on an entity basis, not to individual Outcome groups. Consequently, appropriations are included in the "Not Attributable" column. Cluster grant funding is also not attributed to individual program groups.

Department of Premier and Cabinet
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

6. Outcome Statements (continued)

(b) Outcome Statements for year ended 30 June 2021 (continued)

Assets & Liabilities	Outcome 1: Effective and coordinated government *		Outcome 2: Excellence in arts, culture and heritage *	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
ASSETS				
Current Assets				
Cash and cash equivalents	-	-	-	-
Receivables	13,904	3,591	52,670	41,112
Total current assets	13,904	3,591	52,670	41,112
Non-current assets				
Receivables	-	-	-	-
Land & buildings	148,006	147,375	892,061	683,384
Plant and equipment	4,759	4,688	6,237	3,235
Leasehold Improvements	7,344	9,353	12,297	14,870
Heritage and Cultural Assets	8,477	8,477	-	-
Right of use assets	61,619	65,225	111,530	118,060
Intangible assets	1,440	2,073	10,417	1,526
Total non-current assets	231,645	237,191	1,032,542	821,075
Total assets	245,549	240,782	1,085,212	862,187
LIABILITIES				
Current liabilities				
Payables	17,688	28,729	21,801	55,635
Borrowings	4,915	4,580	8,795	8,189
Provisions	15,549	15,721	7,704	7,300
Other	2,917	229	-	-
Total current liabilities	41,069	49,259	38,300	71,124
Non-current liabilities				
Borrowings	78,185	81,228	141,241	146,640
Provisions	2,316	2,394	3,773	3,902
Other	-	-	-	-
Total non-current liabilities	80,501	83,622	145,014	150,542
Total liabilities	121,570	132,881	183,314	221,666
Net assets	123,979	107,901	901,898	640,521

* The names and purposes of each outcome are summarised above

Department of Premier and Cabinet
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

6. Outcome Statements (continued)

(b) Outcome Statements for year ended 30 June 2021 (continued)

Assets & Liabilities	Outcome 3: Empowering Aboriginal communities *		Outcome 4: Accountable and responsible government *	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
ASSETS				
Current Assets				
Cash and cash equivalents	-	-	-	-
Receivables	1,489	620	160	160
Total current assets	1,489	620	160	160
Non-current assets				
Receivables	-	-	-	-
Land & buildings	-	-	-	-
Plant and equipment	366	541	-	-
Leasehold Improvements	1,691	2,208	-	-
Heritage and Cultural Assets	24	24	-	-
Right of use assets	14,356	15,196	-	-
Intangible assets	376	194	-	-
Total non-current assets	16,813	18,163	-	-
Total assets	18,302	18,783	160	160
LIABILITIES				
Current liabilities				
Payables	7,826	3,032	120	1,035
Borrowings	1,132	1,054	-	-
Provisions	1,951	2,306	83	59
Other	-	10,275	-	-
Total current liabilities	10,909	16,667	203	1,094
Non-current liabilities				
Borrowings	18,180	18,875	-	-
Provisions	811	939	2	1
Other	-	750	-	-
Total non-current liabilities	18,991	20,564	2	1
Total liabilities	29,900	37,231	205	1,095
Net assets	(11,598)	(18,448)	(45)	(935)

* The names and purposes of each outcome are summarised above

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6. Outcome Statements (continued)

(b) Outcome Statements for year ended 30 June 2021 (continued)

Assets & Liabilities	Not Attributable **		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
ASSETS				
Current Assets				
Cash and cash equivalents	24,844	72,643	24,844	72,643
Receivables	-	-	68,223	45,483
Total current assets	24,844	72,643	93,067	118,126
Non-current assets				
Receivables	-	-	-	-
Land & buildings	-	-	1,040,067	830,759
Plant and equipment	-	-	11,362	8,464
Leasehold Improvements	-	-	21,332	26,431
Heritage and Cultural Assets	-	-	8,501	8,501
Right of use assets	-	-	187,505	198,481
Intangible assets	-	-	12,233	3,793
Total non-current assets	-	-	1,281,000	1,076,429
Total assets	24,844	72,643	1,374,067	1,194,555
LIABILITIES				
Current liabilities				
Payables	-	-	47,435	88,431
Borrowings	-	-	14,842	13,823
Provisions	-	-	25,287	25,386
Other	-	-	2,917	10,504
Total current liabilities	-	-	90,481	138,144
Non-current liabilities				
Borrowings	-	-	237,606	246,743
Provisions	-	-	6,902	7,236
Other	-	-	-	750
Total non-current liabilities	-	-	244,508	254,729
Total liabilities	-	-	334,989	392,873
Net assets	24,844	72,643	1,039,078	801,682

* The names and purposes of each outcome are summarised above

** Appropriations are made on an entity basis, not to individual service groups. Consequently, cash and appropriation liabilities are included in the "Not Attributable" column.

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7. Current Assets – Cash and Cash Equivalents

	2021	2020
	\$'000	\$'000
Cash at bank and on hand	24,844	72,643
	24,844	72,643

For the purposes of the statement of cash flows, cash and cash equivalents include cash at bank and cash on hand.

Cash and cash equivalents assets recognised in the statement of financial position are reconciled at the end of the financial year to the statement of cash flows as follows:

	2021	2020
	\$'000	\$'000
Cash and cash equivalents (per statement of financial position)	24,844	72,643
Closing cash and cash equivalents (per statement of cash flows)	24,844	72,643

Refer Note 23 for details regarding credit risk, liquidity risk, and market risk arising from financial instruments.

8. Current Assets - Receivables

	2021	2020
	\$'000	\$'000
Current Receivables		
Sale of goods and services	18,446	8,727
less: Allowance for expected credit loss *	(95)	(75)
Goods and services tax recoverable from ATO	7,760	-
Prepayments	32,772	31,642
Accrued income	5,903	2,189
Other receivables	3,437	3,000
	68,223	45,483

	2021	2020
	\$'000	\$'000
** Movement in the allowance for credit loss		
Balance at 1 July	75	24
Amounts written off during the year	-	-
Amounts recovered during the year	(4)	-
Amount transferred in due to administrative restructure	-	50
Increase / (decrease) in allowance recognised in profit or loss	24	1
Balance at 30 June	95	75

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 23.

Recognition and measurement

All 'regular way' purchases or sales of financial asset are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price.

Department of Premier and Cabinet
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8. Current Assets - Receivables (continued)

Recognition and measurement (continued)

Subsequent measurement

The Department holds receivables with the objective to collect the contractual cash flows and therefore measures them at amortised cost using the effective interest method, less any impairment. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

Impairment

The Department recognises an allowance for expected credit losses (ECLs) for all debt financial assets not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows and the cash flows that the Department expects to receive, discounted at the original effective interest rate.

For trade receivables, the Department applies a simplified approach in calculating ECLs. The Department recognises a loss allowance based on lifetime ECLs at each reporting date. The Department has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable.

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9. Property, Plant and Equipment

	Land and Buildings held & used by the Department \$'000	Land and Buildings subject to operating leases \$'000	Plant and Equipment \$'000	Leasehold Improvements \$'000	Heritage and Cultural Assets \$'000	Total \$'000
At 1 July 2019 - fair value						
Gross carrying amount	139,608	-	18,569	46,776	8,192	213,145
Accumulated depreciation and impairment	(2,487)	-	(11,752)	(18,184)	-	(32,423)
Net carrying amount	137,121	-	6,817	28,592	8,192	180,722
Year ended 30 June 2020						
Net carrying amount at beginning of year	137,121	-	6,817	28,592	8,192	180,722
Additions	125,603	-	4,247	4,621	89	134,560
Disposals	-	-	(855)	(4,801)	(22)	(5,678)
Administrative restructures - transfers in/(out)	222,623	342,005	1,034	(321)	42	565,383
Net revaluation increment less revaluation decrements recognised in reserves	8,452	-	-	-	4	8,456
Depreciation expense	(124)	(5,146)	(2,291)	(5,082)	-	(12,643)
Reclassifications	225	-	(1,340)	-	196	(919)
Write back of depreciation	-	-	852	1,960	-	2,812
Other movements free of cost	-	-	-	1,462	-	1,462
Net carrying amount at end of year	493,900	336,859	8,464	26,431	8,501	874,155
At 1 July 2020 - fair value						
Gross carrying amount	495,649	477,177	21,916	48,661	8,501	1,051,904
Accumulated depreciation and impairment	(1,749)	(140,318)	(13,452)	(22,230)	-	(177,749)
Net carrying amount	493,900	336,859	8,464	26,431	8,501	874,155
Year ended 30 June 2021						
Net carrying amount at beginning of year	493,900	336,859	8,464	26,431	8,501	874,155
Additions	142,923	-	5,231	100	-	148,254
Disposals	-	(6,562)	(1,236)	-	-	(7,798)
Administrative restructures - transfers in/(out)	-	-	(40)	-	-	(40)
Net revaluation increment less revaluation decrements recognised in reserves	-	75,495	-	-	-	75,495
Depreciation expense	(134)	(5,145)	(1,710)	(5,208)	-	(12,197)
Transfer of lease incentives to right of use asset	-	-	-	-	-	-
Reclassifications	369	-	(583)	9	-	(205)
Write back of depreciation	-	2,362	1,236	-	-	3,598
Assets received free of cost	-	-	-	-	-	-
Net carrying amount at end of year	637,058	403,009	11,362	21,332	8,501	1,081,262
At 30 June 2021 - fair value						
Gross carrying amount	638,940	543,348	25,198	48,784	8,501	1,264,771
Accumulated depreciation and impairment	(1,882)	(140,339)	(13,836)	(27,452)	-	(183,509)
Net carrying amount	637,058	403,009	11,362	21,332	8,501	1,081,262

Further details regarding the fair value measurements of property, plant and equipment are disclosed in Note 12. The Department also continues to derive service potential and economic benefit from some fully depreciated assets that have not been revalued this financial year. The impact of valuation is likely to be minimal as most fully depreciated assets are likely to be in poor condition and therefore would have zero value.

Department of Premier and Cabinet
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9. Property, Plant and Equipment (continued)

Recognition and measurement

Acquisitions of property, plant and equipment

Property, plant and equipment are initially measured at cost and subsequently revalued at fair value less accumulated depreciation and impairment. 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.

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. deferred payment amount is effectively discounted over the period of credit.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition – see also assets transferred as a result of an equity transfer – Note 18.

Capitalisation thresholds

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

Major inspections costs

When a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied.

Restoration costs

The estimated cost of dismantling and removing an asset and restoring the site to the original condition is included in the cost of an asset, to the extent it is recognised as a liability. The liability is carried at present value of future estimated costs discounted using the government bond rate. The unwinding of the discount is recognised as finance costs in the statement of comprehensive income.

Maintenance

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

Depreciation or property, plant and equipment

Except for certain heritage assets, 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 separately over their useful lives.

Land is not a depreciable asset. Certain heritage assets including original artworks and collections and heritage buildings may not have a limited useful life because appropriate curatorial and preservation policies are adopted. The decision not to recognise depreciation for these assets is reviewed annually.

Department of Premier and Cabinet
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9. Property, Plant and Equipment (continued)

Recognition and measurement (continued)

Depreciation or property, plant and equipment (continued)

The following depreciation rates have been adopted:

	2021	2020
Category of Assets	Depreciation Rates	Depreciation Rates
<i>Depreciation</i>		
Buildings	0% - 2.5%	0% - 2%
Office furniture and fittings	10%	10%
Computer equipment	20% - 50%	20% - 50%
General plant and equipment	14% - 33%	14% - 33%
<i>Amortisation</i>		
The following amortisation rates have been adopted:		
Leasehold improvements (over the period of the lease)	8.33% - 25%	8.33% - 25%

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

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 21-09). This policy adopts fair value in accordance with AASB 13 *Fair Value Measurement* and AASB 116 *Property, Plant and Equipment*.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Also refer Note 9 and Note 12 for further information regarding fair value.

Revaluations are made with sufficient regularity to ensure the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The Department conducts a comprehensive revaluation at least every three years for its land and buildings where the market or income approach is the most appropriate valuation technique and at least every five years for other classes of property, plant and equipment. Interim revaluations are conducted between comprehensive revaluations where cumulative changes to indicators suggest fair value may differ materially from carrying value.

Non-specialised assets with short useful lives are measured at depreciated historical cost as an approximation of fair value. The Department has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

When revaluing non current assets using the cost approach, the gross amount and the related accumulated depreciation are separately restated.

For other assets valued using other valuation techniques, 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.

Department of Premier and Cabinet
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9. Property, Plant and Equipment (continued)

Recognition and measurement (continued)

Revaluation of property, plant and equipment (continued)

Revaluation increments are recognised in other comprehensive income and credited to revaluation surplus in equity, 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 net result, the increment is recognised immediately as revenue in the net result.

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

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 revaluation surplus in respect of that asset is transferred to accumulated funds. The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

Land and Buildings – held and used by the Department

This asset class balance reflects the fair value of the land and buildings comprising the Government House Sydney Crown Reserve and land at Parramatta, for development of the Parramatta Powerhouse museum. The land and buildings for Government House Sydney Crown Reserve were revalued in March 2020 by the Valuer-General and reviewed by an independent valuer, Errol Ferdinands AAPI (Val). The valuer used a range of evidence to determine the valuation such as, local knowledge, statistical information and the unique nature of Government House. This resulted in an increase in the land and buildings value by \$19m from the last comprehensive revaluation in 2017, and an incremental increase of \$8.5m from the prior year.

The Parramatta Powerhouse site transferred in as a result of machinery of government changes effective 1 July 2019 with the completion of acquisition cost during the year. This property remains held at cost.

During 2021, an indexation assessment was conducted by the Valuer General, which confirmed that the carrying value of land and buildings in this asset class are materially within fair value, with an overall increase of approximately 2.6%.

Land and Buildings – subject to operating leases

This asset class includes land and building assets in the Create NSW property portfolio, which transferred into the Department as part of the Administrative Order changes on 1 July 2019. Full revaluations were conducted at 30 June 2021 by Colliers, resulting in an increase in value by \$75.5m.

Heritage and Cultural assets

The Government House Collection assets transferred to the control of the Department, when Government House moved from the Historical House Trust (HHT) on 20 December 2013. The assets have been valued by external experts to reflect the fair value. The collection assets have been reviewed for external revaluation at least every five years as part of a rolling revaluation schedule.

The Government House Collection assets were last revalued in April 2018 by an independent valuer, Shapiro Auctioneers and Gallery.

The independent valuer used indicative market rates as the basis for the values provided. The Heritage and Cultural assets are valued by reference to trading of assets of a similar nature, such as artwork of the same artist. The result of the last valuation increased the value of the heritage and cultural assets by \$162k.

9. Property, Plant and Equipment (continued)

Impairment of property, plant and equipment

As a not for profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. As property, plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in the rare circumstances such as where the costs of disposal are material. Specifically, impairment is unlikely for not for profit entities given that AASB 136 modifies the recoverable amount test for non cash generating assets of not for profit entities to the higher of fair value less costs of disposal and depreciated replacement cost, where depreciated replacement cost is also fair value.

The Department assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Department estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

As a not for-profit entity, an impairment loss is recognised in the net result to the extent the impairment loss exceeds the amount in the revaluation surplus for the class of asset.

After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in net result and is treated as a revaluation increase. However, to the extent that an impairment loss on the same class of asset was previously recognised in net result, a reversal of that impairment loss is also recognised in net result.

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10. Leases

(a) Department as a lessee

The Department leases various properties, equipment and motor vehicles. Lease contracts are typically made for fixed periods of 1 to 10 years, but may have extension options. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes. The Department does not provide residual value guarantees in relation to leases.

Extension and termination options are included in a number of property and equipment leases. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the Department and not by the respective lessor. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee.

AASB 16 *Leases* (AASB 16) requires a lessee to recognise a right-of-use asset and a corresponding lease liability for most leases.

The Department has elected to recognise payments for short-term leases and low value leases as expenses on a straight-line basis, instead of recognising a right-of-use asset and lease liability. Short-term leases are leases with a lease term of 12 months or less.

Right-of-use assets under leases

The following table presents right-of-use assets that do not meet the definition of investment property.

	Buildings \$'000	Equipment \$'000	Total \$'000
Balance at 1 July 2020	197,382	1,099	198,481
Additions	8,337	-	8,337
Disposals	(2,842)	-	(2,842)
Reduction in carrying value (recognised in 'other gains/losses')	(166)	-	(166)
Depreciation expense	(16,607)	(568)	(17,175)
Write back of depreciation	870	-	870
Assets provided free of cost	-	-	-
Balance at 30 June 2021	186,974	531	187,505

	Buildings \$'000	Equipment \$'000	Total \$'000
Balance at 1 July 2019	266,931	1,731	268,662
Transfer of lease incentives to right of use asset	(26,434)	-	(26,434)
Adjusted balance at 1 July 2019	240,497	1,731	242,228
Additions	18,137	-	18,137
Disposals	(14,107)	(12)	(14,119)
Reclassification to / from other assets / liabilities	2,328	-	2,328
Reduction in carrying value (recognised in 'other gains/losses')	(35,225)	-	(35,225)
Depreciation expense	(14,437)	(627)	(15,064)
Write back of depreciation	189	7	196
Balance at 30 June 2020	197,382	1,099	198,481

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10. Leases (continued)

(a) Department as a lessee (continued)

Lease liabilities

The following table presents liabilities under leases.

	2021 \$'000	2020 \$'000
Balance at 1 July *	260,566	26,434
Transfer of lease incentives to right of use asset	-	(26,434)
Adjusted balance at 1 July **		268,662
Additions	2,856	18,137
Remeasurement	5,480	2,329
Termination of leases	(1,988)	(13,935)
Interest expenses	6,243	6,244
Payments	(20,709)	(20,871)
Balance at 30 June	252,448	260,566

* Opening balance at 1 July 2019 represents lease incentive liabilities.

** Adjusted balance at 1 July 2019 represents initial recognition.

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the entity is the lessee:

	2021 \$'000	2020 \$'000
Depreciation expense of right-of-use assets	17,175	15,064
Interest expense on lease liabilities	6,243	6,244
Expense relating to short-term leases	2,344	2,685
Total amount recognised in the statement of comprehensive income	25,762	23,993

The Department had total cash outflows for leases of \$23,053k in 2021 (2020: \$23,556k).

Recognition and measurement

i. Right-of-use assets

Right-of-use assets are initially measured at the amount of initial measurement of the lease liability, adjusted by any lease payments made at or before the commencement date, lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site. The right-of use assets are subsequently measured at cost. They are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

The right-of use assets are also subject to impairment. The Department assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Department estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the net result.

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10. Leases (continued)

ii. Lease liabilities

At the commencement date of the lease, the Department recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease payments include:

- fixed payments (including in substance fixed payments) less any lease incentives receivable;
- variable lease payments that depend on an index or a rate;
- amounts expected to be paid under residual value guarantees;
- exercise price of a purchase options reasonably certain to be exercised by the entity; and
- payments of penalties for terminating the lease, if the lease term reflects the entity exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the entity's leases, the lessee's incremental borrowing rate is used, being the rate that the entity would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The Department's lease liabilities are included in borrowings.

iii. Short-term leases and leases of low-value assets

The Department applies the short-term lease recognition exemption to its short-term leases (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

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10. Leases (continued)

(b) Department as a lessor

DPC holds a portfolio of arts properties, which are leased to tenants under operating leases, with rentals payable monthly. Lease payments for some contracts include CPI increases, but there are no other variable lease payments that depend on an index or rate. The leases are made available at rates significantly lower than market terms as support to the arts sector.

Lessor for operating leases

Future minimum rentals receivable (undiscounted) under non-cancellable operating lease as at 30 June are as follows:

	2021	2020
	\$'000	\$'000
Within one year	1,766	1,869
One to two years	1,639	1,772
Two to three years	1,765	1,772
Three to four years	1,897	1,897
Four to five years	2,030	2,029
Later than five years	40,085	42,578
Total (excluding GST)	49,182	51,917

Rental income for the reporting period was \$1,387k (2020: \$1,534k)

Recognition and measurement

An operating lease is a lease other than a finance lease. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of comprehensive income due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the underlying asset and recognised over the lease term on the same basis as rental income.

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11. Intangible Assets

	Software at cost \$'000	Total \$'000
At 1 July 2020		
Gross carrying amount	14,217	14,217
Accumulated amortisation and impairment	(10,424)	(10,424)
Net carrying amount	3,793	3,793
At 30 June 2021		
Gross carrying amount	24,585	24,585
Accumulated amortisation and impairment	(12,352)	(12,352)
Net carrying amount	12,233	12,233
Year ended 30 June 2021		
Net carrying amount at start of year	3,793	3,793
Additions	1,436	1,436
Transfers out through administrative restructures		-
Amortisation (recognised in "depreciation and amortisation")	(1,889)	(1,889)
Assets received free of cost	8,688	8,688
Reclassification	205	205
Net carrying amount at the end of year	12,233	12,233
At 1 July 2019		
Gross carrying amount	8,449	8,449
Accumulated amortisation and impairment	(5,455)	(5,455)
Net carrying amount	2,994	2,994
At 1 July 2020		
Gross carrying amount	14,217	14,217
Accumulated amortisation and impairment	(10,424)	(10,424)
Net carrying amount	3,793	3,793
Year ended 30 June 2020		
Net carrying amount at start of year	2,994	2,994
Additions	827	827
Transfers out through administrative restructure	855	855
Amortisation (recognised in "depreciation and amortisation")	(1,802)	(1,802)
Reclassification	919	919
Net carrying amount at the end of year	3,793	3,793

The Department also continues to derive service potential and economic benefit from some fully amortised assets that have not been revalued this financial year. The impact of valuation is likely to be minimal as most fully depreciated assets are likely to be obsolete and therefore would have zero value.

Recognition and measurement

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. Following initial recognition, intangible assets are subsequently measured at fair value only if there is an active market. If there is no active market for the Department's intangible assets, the assets are carried at cost less any accumulated amortisation and impairment losses.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

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

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11. Intangible Assets (continued)

Recognition and measurement (continued)

The Department's intangible assets consist of internally developed software and software licences. Software is amortised using the straight line method over a period between 3 and 5 years. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period.

Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount, the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

12. Fair Value Measurement of Non-Financial Assets

(a) Fair value hierarchy

A number of the Department's accounting policies and disclosures require the measurement of fair value, for both financial and non financial assets and liabilities. When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the Department categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1: Quoted prices (unadjusted) in active markets for identical assets;
- Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3: Inputs for the asset that are not based on observable market data (unobservable inputs).

The Department recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

The following tables provide an analysis of assets that are measured at fair value:

	Notes	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
2021					
Property, plant and equipment					
Land and buildings	9	-	176,120	863,947	1,040,067
Heritage and cultural assets	9	-	8,501	-	8,501
		-	184,621	863,947	1,048,568

	Notes	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
2020					
Property, plant and equipment					
Land and buildings	9	-	176,516	654,243	830,759
Heritage and cultural assets	9	-	8,501	-	8,501
		-	185,017	654,243	839,260

There were no transfers between Level 1 or 2 during the periods.

Department of Premier and Cabinet
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12. Fair Value Measurement of Non-Financial Assets (continued)

(b) Valuation techniques, inputs and processes

The fair value hierarchy of the land assets are generally level 2, utilising recent site sales of similarly zoned land, that are analysed to provide the market value of the land component of the subject properties. Government House land asset has been valued using the market approach, with adjustment for condition, location and comparability. Discounts have been applied to the market evidence to arrive at the land values and is therefore categorised as level 3.

Building assets, valued using depreciated replacement cost, are categorised as level 3. Published cost information has been utilised by valuers to ascertain the replacement cost of improvements. Allowances for physical depreciation and functional obsolescence have been applied to arrive at the assessed depreciated replacement cost of the building components.

Government House collection assets are valued using market values and are categorised as level 2.

(c) Reconciliation of recurring level 3 fair value measurements

2021	Notes	Land and buildings \$'000	Total Recurring Level 3 Fair Value \$'000
Fair value as at 1 July 2020	9	654,243	654,243
Additions	9	142,923	142,923
Revaluation	9	75,891	75,891
Administrative restructures - transfers in / (out)	9	-	-
Disposals	9	(6,562)	(6,562)
Write back of depreciation	9	2,362	2,362
Depreciation	9	(5,279)	(5,279)
Transfers out of Level 3	9	-	-
Reclassification from other asset classes	9	369	369
		863,947	863,947

2020	Notes	Land and buildings \$'000	Total Recurring Level 3 Fair Value \$'000
Fair value as at 1 July 2019	9	137,121	137,121
Additions	9	125,603	125,603
Revaluation	9	8,452	8,452
Administrative restructures - transfers in / (out)	9	388,112	388,112
Depreciation	9	(5,270)	(5,270)
Transfers out of Level 3	9	225	225
		654,243	654,243

13. Restricted Assets

	2021 \$'000	2020 \$'000
Other contributions	1,173	1,173
	1,173	1,173

The above amounts are recognised as restricted assets as there are specific conditions associated with the use of the funds. These funds transferred in to the Department at 1 July 2019, refer to Note 18.

Department of Premier and Cabinet
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14. Current Liabilities - Payables

	2021	2020
	\$'000	\$'000
Accrued salaries, wages and on-costs	4,539	3,650
Creditors	42,896	74,494
GST payable to the ATO	-	10,287
	47,435	88,431

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed at Note 23.

Recognition and measurement

Payables represent liabilities for goods and services provided to the Department and other amounts. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

Payables are financial liabilities at amortised cost, initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised net result when the liabilities are derecognised as well as through the amortisation process.

Payables relating to grant payments are recognised when the legal obligation to pay occurs. Grant and subsidies expense generally comprise contributions in cash or in kind to various local government authorities and not-for-profit community organisations to support their objectives and activities. The grant and subsidies are expensed on the transfer of the cash or assets. The transferred assets are measured at their fair value.

15. Current / Non-Current Liabilities – Borrowings

	2021	2020
	\$'000	\$'000
Borrowing - current		
Lease liability	14,842	13,823
	14,842	13,823
Borrowing - non-current		
Lease liability	237,606	246,743
	237,606	246,743

Recognition and measurement

Borrowings classified as financial liabilities at amortised cost are initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in net result when the liabilities are derecognised as well as through the amortisation process.

Lease liabilities are determined in accordance with AASB 16 and disclosed as borrowings.

Department of Premier and Cabinet
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16. Current / Non-Current Liabilities – Provisions

	2021	2020
	\$'000	\$'000
Current Provisions		
Annual leave including on-costs	19,152	19,065
Long service leave on-costs	3,579	3,564
Payroll tax	2,556	2,757
Current employee benefits and related on-cost provisions	25,287	25,386
Restoration costs	-	-
Total Current Provisions	25,287	25,386
Non-Current Provisions		
Long service leave on-costs	349	343
Payroll tax	186	172
Non-current employee benefits and related on-cost provisions	535	515
Restoration costs	6,367	6,721
Total Non-Current Provisions	6,902	7,236
Employee benefits and related on-costs	25,822	25,901
Restoration costs	6,367	6,721
Total Provisions	32,189	32,622

	2021	2020
	\$'000	\$'000
Aggregate employee benefits and related on-costs		
Provisions - current	25,287	25,386
Provisions - non-current	535	515
Accrued salaries, wages and on-costs (Note 14)	4,539	3,650
	30,361	29,551

The Department's liability for long service leave is assumed by the Crown Entity. However the Department has an obligation to meet the long service leave related on-cost.

Based on statistics showing 26% (2020: 17%) of employees with greater than 30 days annual leave at 30 June 2021, it is estimated that \$2,198 (2020: \$1,647k) of accrued annual leave with associated on-costs would be settled after 12 months.

Movements in provisions (other than employee benefits)

Movements in each class of provision during the financial year, other than employee benefits are set out below:

	2021	2020
	\$'000	\$'000
Provision for Restoration Costs		
Carrying amount at the beginning of financial year	6,721	6,043
Unwinding /change in discount rate	(354)	448
Net amount transferred in due to administrative restructure	-	465
Unused amount reversed	-	(629)
Additional provisions recognised	-	398
Amounts used	-	(4)
Carrying amount at end of financial year	6,367	6,721

Restoration costs relate to office accommodation leases with the major lease due to expire in 2025.

Department of Premier and Cabinet
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16. Current / Non-Current Liabilities – Provisions (continued)

Recognition and measurement

Employee benefits

Salaries and wages, annual leave and sick leave

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 Employee Benefits (although short-cut methods are permitted).

Actuarial advice obtained by Treasury has confirmed that the use of a nominal approach plus the annual leave on annual leave liability (using 8.4% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The Department has assessed the actuarial advice based on the Department's circumstances and has determined that the effect of discounting is immaterial to annual leave. All annual leave is classified as a current liability even where the Department does not expect to settle the liability within 12 months as the Department does not have an unconditional right to defer settlement.

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.

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 of expected future payments to be made in respect of services provided up to the reporting date in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 18/13) 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.

Consequential costs

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

Department of Premier and Cabinet
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16. Current / Non-Current Liabilities – Provisions (continued)

Recognition and measurement (continued)

Other provisions

Provisions are recognised 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. The expense relating to a provision is presented net of any reimbursement in the Statement of Comprehensive Income.

Any provisions for restructuring are recognised only when the Department has a detailed formal plan and it has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring by starting to implement the plan or announcing its main features to those affected.

If the effect of the time value of money is material, provisions are discounted at 1.49% in 2021 (0.87% in 2020), which is a pre tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time (i.e. unwinding of discount rate) is recognised as a finance cost.

17. Current / Non-Current Liabilities – Other

	2021 \$'000	2020 \$'000
Other - current		
Unearned revenue	2,905	217
Stolen Generations Reparations Scheme ¹	-	10,275
Other liabilities	12	12
	2,917	10,504
Other - non-current		
Stolen Generations Reparations Scheme ¹	-	750
	-	750

¹ Responsibility for managing the 'Stolen Generations Reparations Scheme' transferred from the Department of Education on 1 July 2019 as part of the equity transfer of Aboriginal Affairs NSW, along with a liability for estimated future reparation payments under the scheme. The liability was fully utilised during 2021 and the department reassessed the treatment of reparation payments during the reporting year. Whilst future reparation payments are expected under the scheme, as they are ex-gratia payments, the liability will only be confirmed upon the occurrence of a number of uncertain future events. Ex-gratia payments are entirely at the Minister's discretion and therefore expenses are now recognised upon Ministerial approval, whilst future costs under the scheme are considered to be contingent liabilities (refer to note 19). Reparation payments in 2021 included \$11,025k (2020: \$11,925k) from liabilities – other, disclosed above, and \$3,075k (2020: Nil) in grants and subsidies, disclosed in note 2 (d).

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18. Equity

Revaluation surplus

The asset revaluation reserve is used to record increments and decrements on the revaluation of non current assets. This accords with the Department's policy on the revaluation of property, plant and equipment as discussed in Note 9.

Accumulated funds

The category 'Accumulated Funds' includes all current and prior period retained funds.

Reserves

Separate reserve accounts are recognised in the financial statements only if such accounts are required by specific legislation or AAS (e.g. revaluation surplus and foreign currency translation reserve).

Equity transfers – Recognition and measurement

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 and 'equity appropriations' are designated or required by Australian Accounting Standards to be treated as contributions 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*.

Transfers arising from an administrative restructure involving not for profit entities and for profit government entities are recognised at the amount at which the assets and liabilities were recognised by the transferor immediately prior to the restructure. Subject to the paragraph below, in most instances this will approximate fair value.

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. Refer to Note 18 for details on equity transfers.

Department of Premier and Cabinet
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18. Equity (continued)

Equity Transfers

Transfers in arising from Administrative Arrangements (Administrative Changes—Miscellaneous) Order 2020	
	2021
	\$'000
Transfer in - Aboriginal Cultural Heritage Branch from the Department of Planning, Industry and Environment*	

Assets

Current assets

Cash and cash equivalents	-
Receivables	-
Total current assets	-

Non-Current assets

Property, plant and equipment	-
Intangible assets	-
Total non-current assets	-
Total assets	-

Liabilities

Current liabilities

Payables	-
Provisions	178
Total current liabilities	178

Non-current liabilities

Provisions	4
Total non-current liabilities	4
Total liabilities	182
Net assets	(182)

* The equity transfer at 1 July 2020 involves the transfer of \$182k in employee provisions.

Department of Premier and Cabinet
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18. Equity (continued)

Equity Transfers (continued)

Transfers out arising from Administrative Arrangements (Administrative Changes—Miscellaneous) Order 2021	2021
	\$'000
Transfer out - Commercial Delivery and Economics Branches to Investment NSW *	

Assets

Current assets

Cash and cash equivalents	-
Receivables	11
Total current assets	11

Non-Current assets

Property, plant and equipment	40
Intangible assets	-
Total non-current assets	40
Total assets	51

Liabilities

Current liabilities

Payables	-
Provisions	1,390
Total current liabilities	1,390

Non-current liabilities

Provisions	15
Total non-current liabilities	15
Total liabilities	1,405
Net assets	(1,354)

* The equity transfer at 29 March 2021 created Investment NSW as a new, separate entity, within the Premier and Cabinet Cluster.

Increase/(Decrease) in Net Assets From Equity Transfers	1,172
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Department of Premier and Cabinet
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18. Equity (continued)

Equity Transfers (continued)

Transfers – up to 30 June 2020 (for comparative purposes)

Transfers in and out arising from Administrative Arrangements (Administrative Changes—Public Service Agencies) Order 2019, Administrative Arrangements (Administrative Changes—Public Service Agencies) Amendment Order 2019 and Administrative Arrangements (Administrative Changes - Miscellaneous) Order 2019 commencing 1 July 2019

2020
\$'000

Transfer out - Countering Violent Extremism Unit to the Department of Communities and Justice

Assets

Current assets

Cash and cash equivalents -

Receivables -

Total current assets -

Non-Current assets

Property, plant and equipment -

Intangible assets -

Total non-current assets -

Total assets -

Liabilities

Current liabilities

Payables -

Provisions 93

Total current liabilities 93

Non-current liabilities

Provisions 1

Total non-current liabilities 1

Total liabilities 94

Net assets (94)

Department of Premier and Cabinet
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18. Equity (continued)

Equity Transfers (continued)

	2020
	\$'000
Transfer out - City Deal Delivery Office to the Greater Sydney Commission	
Assets	
Current assets	
Cash and cash equivalents	-
Receivables	-
Total current assets	-
Non-Current assets	
Property, plant and equipment	-
Intangible assets	-
Total non-current assets	-
Total assets	-
Liabilities	
Current liabilities	
Payables	-
Provisions	93
Total current liabilities	93
Non-current liabilities	
Provisions	4
Total non-current liabilities	4
Total liabilities	97
Net assets	(97)

	2020
	\$'000
Transfer out - Office of the Customer Service Commissioner, Behavioural Insights Unit & Government Communications Branch to the Department of Customer Service	
Assets	
Current assets	
Cash and cash equivalents	-
Receivables	-
Total current assets	-
Non-Current assets	
Property, plant and equipment	-
Intangible assets	27
Receivables	-
Total non-current assets	27
Total assets	27
Liabilities	
Current liabilities	
Payables	-
Provisions	526
Total current liabilities	526
Non-current liabilities	
Provisions	3
Total non-current liabilities	3
Total liabilities	529
Net assets	(502)

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18. Equity (continued)

Equity Transfers (continued)

	2020
	\$'000
Transfer out - Regional Group to the Department of Planning, Industry and Environment	
Assets	
Current assets	
Cash and cash equivalents	-
Receivables	-
Total current assets	-
Non-Current assets	
Property, plant and equipment	1,633
Intangible assets	-
Receivables	-
Total non-current assets	1,633
Total assets	1,633
Liabilities	
Current liabilities	
Payables	-
Provisions	2,830
Total current liabilities	2,830
Non-current liabilities	
Provisions	248
Total non-current liabilities	248
Total liabilities	3,078
Net assets	(1,445)
Increase/(Decrease) in Net Assets From Equity Transfers OUT	2,138

Department of Premier and Cabinet
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18. Equity (continued)

Equity Transfers (continued)

	2020 \$'000
Transfer in - Employee Relations Branch from Treasury	
Assets	
Current assets	
Cash and cash equivalents	-
Receivables	30
Total current assets	30
Non-Current assets	
Property, plant and equipment	716
Intangible assets	678
Total non-current assets	1,394
Total assets	1,424
Liabilities	
Current liabilities	
Payables	-
Provisions	1,051
Total current liabilities	1,051
Non-current liabilities	
Provisions	223
Total non-current liabilities	223
Total liabilities	1,274
Net assets	150

	2020 \$'000
Transfer in - Aboriginal Affairs NSW from Department of Education	
Assets	
Current assets	
Cash and cash equivalents	-
Receivables	-
Total current assets	-
Non-Current assets	
Property, plant and equipment	932
Intangible assets	56
Total non-current assets	988
Total assets	988
Liabilities	
Current liabilities	
Payables	-
Provisions	1,619
Other	13,500
Total current liabilities	15,119
Non-current liabilities	
Provisions	416
Other	9,450
Total non-current liabilities	9,866
Total liabilities	24,985
Net assets	(23,997)

Department of Premier and Cabinet
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18. Equity (continued)

Equity Transfers (continued)

	2020
	\$'000
Transfer in - Arts Branch from Department of Planning, Industry and Environment and Planning Ministerial Corporation	
Assets	
Current assets	
Cash and cash equivalents	700
Receivables	3,240
Total current assets	3,940
Non-Current assets	
Property, plant and equipment	565,288
Intangible assets	147
Receivables	-
Total non-current assets	565,435
Total assets	569,375
Liabilities	
Current liabilities	
Payables	101,577
Provisions	1,639
Total current liabilities	103,216
Non-current liabilities	
Provisions	21
Total non-current liabilities	21
Total liabilities	103,237
Net assets	466,138

Department of Premier and Cabinet
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18. Equity (continued)

Equity Transfers (continued)

	2020
	\$'000
Transfer in - Heritage Branch from Office of Environment and Heritage	
Assets	
Current assets	
Cash and cash equivalents	473
Receivables	2,175
Total current assets	2,648
Non-Current assets	
Property, plant and equipment	80
Intangible assets	-
Total non-current assets	80
Total assets	2,728
Liabilities	
Current liabilities	
Payables	147
Provisions	3,245
Total current liabilities	3,392
Non-current liabilities	
Provisions	78
Total non-current liabilities	78
Total liabilities	3,470
Net assets	(742)
Increase/(Decrease) in Net Assets From Equity Transfers IN	441,549
Total of Increase/(Decrease) in Net Assets From Equity Transfers	443,687

19. Contingent Liabilities and Contingent Assets

Contingent Liabilities

In December 2016, the NSW Government announced the 'Stolen Generations Reparations Scheme' in acknowledgement of the suffering caused by the forcible removal of Aboriginal children by the NSW Government in the past. The Department manages the scheme on behalf of the NSW Government, to ensure Stolen Generation survivors receive approved ex-gratia payments under the scheme. A standard payment of \$75k is paid for approved reparations applications, unless varied by ministerial discretion to a lower amount.

Whilst future payments are expected under the scheme, which is open for applications until 30 June 2022, the liability for payment of reparations will only be confirmed upon the occurrence of a number of uncertain future events. Ex-gratia payments are entirely at the Minister's discretion and therefore future costs under the scheme are considered to be contingent liabilities, and expenses are recognised upon ministerial approval. Also refer to note 2 (d) and note 17.

Contingent Assets

There are no known contingent assets at balance date.

Department of Premier and Cabinet

Notes to and forming part of the Financial Statements

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20. Budget Review

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget (e.g. adjustment for transfer of functions between entities as a result of Administrative Arrangements Orders) are not reflected in the budget amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the primary financial statements are explained below.

Net Result

The net result was a \$160,729k surplus compared to a budgeted surplus of \$429,643k. This is an unfavourable variance of \$268,914k, arising primarily from lower capital expenditure and therefore a decrease in the associated capital appropriation and grant revenues. Other variances to budget include the following:

Expenses

Total expenses excluding losses were \$2,454,965k compared to a budget of \$3,185,694k. This was \$730,729k under budgeted total expenses. The primary decrease was the reduced need for Natural Disaster Relief Grant expenses (\$414,630k) and reductions in capital grant expenses (\$167,085k).

Revenue

Total revenue was \$2,619,628k compared to a budget of \$3,659,337k. This was \$1,039,709k lower revenue compared to budget. Appropriations were decreased by \$983,775k as a result of recurrent appropriation decreases from transfers, less carry forwards (\$730,729k); and reductions in capital appropriation flows of \$168,373k.

Grants and Contributions were \$52,680k under budget due to a carry forward for projects funded from the Restart Fund.

Gain / (loss) on disposal was a loss of \$4,185k compared to a budget of \$0k. The cause of this variance was the loss on disposal recognised for a property that moved from being controlled by the Department to being under lease, at substantially lower than market value terms. NSW Treasury mandates that properties with these terms be measured at cost rather than fair value. This resulted in the property being written off.

Other Gains

Other gains / (losses) were a gain of \$251k compared to a budget of \$44,000k loss. The budgeted loss from the transfer of Assets for a Cultural program did not occur.

Assets and Liabilities

Net assets were \$1,039,078k compared to a budget of \$1,221,986k. The major variances arising on the Statement of Financial Position are noted below:

Assets

Property, Plant and Equipment were \$1,081,252k compared to a budget of \$1,329,669k. This is \$248,417k under budget, which is due to delays in capital projects.

Liabilities

Payables were \$47,435k compared to a budget of \$82,423k. This is \$34,988k under budget, which is due to shorter payment terms for accounts payables, greater than anticipated for in the budget.

Cash Flows

The closing cash position was \$24,844k compared to a budget of \$46,429k. This was under budget by \$21,585k, which is due to shorter payment terms being applied for accounts payable in response to the economic conditions related to COVID-19.

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21. Reconciliation of Cash Flows from Operating Activities to Net Result

	2021	2020
	\$'000	\$'000
Net cash used on operating activities	122,600	225,212
Net adjustments for non-cash equity transfers	(1,212)	123,722
Depreciation and amortisation	(31,260)	(29,509)
Finance Costs	(6,309)	(6,333)
Decrease / (increase) in provisions	80	(10,063)
Increase / (decrease) in receivables & prepayments	22,729	31,473
(Increase) / decrease in creditors	41,009	(64,361)
Net gain / (loss) on sale of plant and equipment	(4,185)	(2,854)
Other gain / (loss)	251	(34,954)
Transfer of lease incentive to right of use asset	-	(26,434)
Decrease / (increase) in other liabilities	8,338	16,069
Asset received free of cost	8,688	1,462
Net result	160,729	223,430

22. Trust Funds

	2021	2020
	\$'000	\$'000
Unclaimed Wages account		
Cash balance at the beginning of the financial year	507	349
Add: Receipts	673	414
Less: Expenditure	(330)	(256)
Cash balance at the end of the financial year	850	507

	2021	2020
	\$'000	\$'000
Public Trust account		
Cash balance at the beginning of the financial year	10	14
Add: Receipts	24	37
Less: Expenditure	(24)	(41)
Cash balance at the end of the financial year	10	10

Recognition and measurement

The Department holds money in Miscellaneous Trust Funds which are used for Unclaimed Wages and Public Trust. As the Department performs only a custodial role in respect of these monies, and because the monies cannot be used for the achievement of the Department's own objectives, these funds are not recognised in the financial statements.

Department of Premier and Cabinet
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

23. Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. The Department determines the classification of its financial assets and liabilities at initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

The Department's principal financial instruments are outlined below. These financial instruments arise directly from the Department's operations or are required to finance the Department's operations. The Department does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The Department's main risks arising from financial instruments are outlined below, together with the Department's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Secretary has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Department, to set risk limits and controls and to monitor risks. The Audit and Risk Committee and Internal Auditors assist in the review of compliance with policies.

(a) Financial instrument categories

Class	Note	Category	Carrying amount	
			2021	2020
			\$'000	\$'000
Financial Assets				
Cash and cash equivalents	7	Amortised cost	24,844	72,643
Receivables ¹	8	Amortised cost	27,691	13,840
Financial Liabilities				
			\$'000	\$'000
Payables ²	14	Financial liabilities at amortised cost	46,315	76,694
Borrowings	15	Financial liabilities at amortised cost	252,448	260,566
Other	17	Financial liabilities at amortised cost	12	11,037

¹ Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).

² Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7).

The entity determines the classification of its financial assets and liabilities after initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

(b) Derecognition of financial assets and financial liabilities

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the Department transfers the financial asset:

- where substantially all the risks and rewards have been transferred or
- where the Department has not transferred substantially all the risks and rewards, if the Department has not retained control.

Where the Department has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the Department's continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires.

Department of Premier and Cabinet
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for the year ended 30 June 2021

23. Financial Instruments (continued)

(c) 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 credit losses).

Credit risk arises through the holding of financial assets, including cash, receivables and authority deposits. No collateral is held by the Department. No financial guarantees have been provided by the Department.

Credit risk associated with the Department's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards.

Cash and cash equivalents

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System.

Receivables - trade debtors

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.

The Department applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade debtors.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are based on historical observed loss rates*.

Trade debtors are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others a failure to make contractual payments for a period of greater than 180 days past due.

*The Department's trade receivables are not significantly exposed to debtors directly impacted by the economic downturn due to COVID-19. As such, the expected credit loss is based on historical loss rates.

The loss allowance for trade receivables as at 30 June 2021 and 30 June 2020 was determined as follows:

	30 June 2021					Total
	Current	<30 days	30-60 days	61-90 days	>91 days	
Expected credit loss rate	0.0%	0.0%	0.0%	0.0%	3.9%	
Estimated total gross carrying amount at default	5,511	74	57	70	2,441	8,153
Expected credit loss	-	-	-	-	95	95

	30 June 2020					Total
	Current	<30 days	30-60 days	61-90 days	>91 days	
Expected credit loss rate	0.0%	0.0%	0.0%	0.0%	3.9%	
Estimated total gross carrying amount at default	2,154	1,059	46	1,104	1,934	6,297
Expected credit loss	-	-	-	-	75	75

Notes: The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7. Therefore, the 'total' will not reconcile to the receivables total in Note 8.

Department of Premier and Cabinet
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23. Financial Instruments (continued)

(c) Credit risk (continued)

The Department is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors as at 30 June 2021. Most of Department's debtors have a AAA credit rating.

(d) 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.

During the current and prior years, there were no defaults or breaches on any loans payable. No assets have been pledged as collateral. 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 NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, 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. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise.

The Department is funded directly from the Consolidated Fund on a cash flow needs basis and should only hold unrestricted cash balances to cover its immediate operational requirements. Refer to Note 1 (c) with regards to liquidity risk as a result of COVID-19.

Department of Premier and Cabinet
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23. Financial Instruments (continued)

(d) Liquidity risk (continued)

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							
	Weighted Average Effective Int. Rate	Nominal Amount	Fixed Interest Rate	Variable Interest Rate	Non- interest bearing	< 1 yr	1-5 years	>5 years
2021								
Payables:								
Accrued salaries, wages and on-costs		3,368	-	-	3,368	3,368	-	-
Creditors		42,947	-	-	42,947	42,947	-	-
		46,315	-	-	46,315	46,315	-	-
Borrowings:								
Lease liabilities		252,448	-	-	252,448	14,842	237,606	-
		252,448	-	-	252,448	14,842	237,606	-
Other Liabilities:								
Unamortised leasehold incentive		-	-	-	-	-	-	-
Other		12	-	-	12	12	-	-
		12	-	-	12	12	-	-
Total		298,775	-	-	298,775	61,169	237,606	-
2020								
Payables:								
Accrued salaries, wages and on-costs		2,204	-	-	2,204	2,204	-	-
Creditors		74,490	-	-	74,490	74,490	-	-
		76,694	-	-	76,694	76,694	-	-
Other Liabilities:								
Unamortised leasehold incentive		260,566	-	-	260,566	13,823	246,743	-
Other		11,037	-	-	11,037	10,287	750	-
		271,603	-	-	271,603	24,110	247,493	-
Total		348,297	-	-	348,297	100,804	247,493	-

Department of Premier and Cabinet
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

23. Financial Instruments (continued)

(e) 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 exposures to market risk are primarily through interest rate risk on the Department's borrowings and other price risks associated with the movement in the unit price of the Hour Glass Investment facilities.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Department operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the statement of financial position date. The analysis is performed on the same basis as for 2020. The analysis assumes that all other variables remain constant.

Interest rate risk

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 net results 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.

Consolidated	Carrying Amount	-1%		1%	
		Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
2021					
<i>Financial assets</i>					
Cash and cash equivalents	24,844	(248)	(248)	248	248
Receivables	27,691	(277)	(277)	277	277
<i>Financial liabilities</i>					
Payables	46,315	463	463	(463)	(463)
Borrowings	252,448	2,524	2,524	(2,524)	(2,524)
Other liabilities	12	-	-	-	-
2020					
<i>Financial assets</i>					
Cash and cash equivalents	72,643	(726)	(726)	726	726
Receivables	13,840	(138)	(138)	138	138
<i>Financial liabilities</i>					
Payables	76,694	767	767	(767)	(767)
Other liabilities	11,037	110	110	(110)	(110)

(f) Fair value measurement

(i) Fair value compared to carrying amount

Financial instruments are generally recognised at cost. The amortised cost of financial instruments recognised in the statement of financial position approximates the fair value, because of the short-term nature of many of the financial instruments.

Department of Premier and Cabinet
Notes to and forming part of the Financial Statements
for the year ended 30 June 2021

24. Related Party Disclosures

In accordance with AASB 124 Related Party Disclosures, key management personnel are the Senior Executive Board members, having authority and responsibility for planning, directing and controlling the activities of the entity.

(a) Compensation of key management personnel

The Department's key management personnel compensation are as follows:

	2021 \$'000	2020 \$'000
Short-term employee benefits:		
Salaries	3,682	3,456
Other monetary allowances	-	-
Non-monetary benefits	15	22
Other long-term employee benefits	-	-
Post-employment benefits	-	-
Termination benefits	-	256
Total remuneration	3,697	3,734

(b) Transactions with related parties

During the reporting period there were no material transactions between key management personnel or their associates and any NSW Government entities.

During the year, the Department entered into transactions with NSW Government related entities that are controlled, jointly controlled or significantly influenced by NSW Government. These transactions are all at arm's length and in the ordinary course of the business of the Department.

25. Events After the Reporting Period

There is no matter or circumstance that has arisen since 30 June 2021 that has significantly affected, or may significantly affect the Department's operations, the result of those operations, or the state of affairs in future financial years.

The effect of COVID-19 on the financial position and performance of the Department has been considered in the preparation of these financial statements. Impacts are considered immaterial as the Department's major funding source is the Consolidated Fund and going concern has been addressed in Note 1.

End of audited financial statements

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NSW
GOVERNMENT



The Leading with Pride event held at the NSW State Library of NSW

Consumer response

Correspondence

Premier and Cabinet processed 195 items of Secretary's correspondence and 43,760 items of correspondence for the Premier during the reporting period.

The department aimed to respond where required within 20 working days. For items that required a substantive response, the department met its internal due dates 86 per cent of the time.

Additionally, 2,765 messages of congratulations were delivered from the Premier to NSW citizens as they celebrated milestone anniversaries and birthdays.

The department also actioned 1,765 requests for responses to correspondence from the Office of the Special Minister of State, and Minister for the Public Service and Employee Relations, Aboriginal Affairs and the Arts.



Over
43,760
items of correspondence
for the Premier



2,765
messages of congratulations
delivered from the Premier to
NSW citizens



1,765
requests for responses to
correspondence actioned

External feedback

The department continued its commitment to handling public feedback and complaints courteously, efficiently and equitably while respecting the privacy of the person making the complaint.

Complaints are handled in accordance with our External Complaint Handling Policy and Procedures. According to the policy, a complaint is considered as any verbal or written expression of dissatisfaction by a person or group external to the department about the department, its standard of service, decisions, policies, procedures, practices, costs or the behaviour of its employees.

The department received the following complaints in accordance with the External Complaint Handling Policy and Procedures:

Issue complained of	Action taken	Whether any services or systems improvements were made as a result
Delayed announcements by Create NSW relating to funding rounds and funding outcomes	2021-22 financial year to include online calendar of all upcoming funding rounds	The establishment of a Grants Management Project Group enabled deadlines for funding decisions to be met and funding rounds and outcomes coordinated
Funding and grants information hard to find on current Create NSW website	Development of a new consolidated website underway	Web content to be regularly reviewed and updated
Delays in responding to public enquiries by Create NSW (either phone calls or emails)	Issue noted and internal analysis underway to improve response times	Investigation into phone and online management of enquires to be undertaken in 2021-22
Funding and grant applicants have expressed dissatisfaction about the funding decision/process	Feedback sessions made available to all unsuccessful applicants	Improved communication regarding assessment and decision-making process
SBS Emerging Screenwriters' Incubator initiative eligibility and selection criteria wasn't considered 'emerging' by applicants	A written response outlining the broad-spectrum definition of 'emerging practitioner' was provided to applicants	Project partners have been advised that the initiative guidelines will need to be updated with a definition of 'emerging practitioner' in accordance with the initiative requirements
Creative Kids providers expressed concern about application assessment delays	Applicants advised via email and website that eligibility criteria are currently under review and an update will be provided in due course	Regular ongoing communication with applicants and web content reviewed. On hold applicants are currently being processed.
The Creative Kids voucher redemption process is too administratively burdensome for providers	Technology improvements are currently being considered/ scoped	New technology solutions will be developed
Certain activities are not eligible within the Creative Kids program	The list of available activities is frequently reviewed	Activity list is currently being reviewed
Conduct of a department staff member in relation to the management of security services provided for hotel quarantine	Formal investigation of complaint by Executive Director, Cabinet and Governance	Training and guidance developed by the Governance team to support the department in managing external complaints
Conduct of staff on the department switchboard	Complaint managed by People and Operations Group	N/A - complaint not substantiated

Privacy management plan

The department has a dedicated Information and Privacy Unit that is responsible for advising staff (including ministerial staff) about their privacy obligations under the *Privacy and Personal Information Protection Act 1998* (PIIP Act) and promoting privacy awareness.

Premier and Cabinet promotes privacy awareness to all staff and looks for new and innovative ways to do this each year. In 2020–21, the department promoted the Information and Privacy Commission's (IPC) Privacy Awareness Week campaign, 'Make Privacy a Priority', through a department wide email and banners on the intranet. These communications invited staff to attend privacy events and shared fact sheets and other guidance material provided by the IPC.

The department's privacy policy is clearly set out at paragraphs 11.14 to 11.15 of the Code of Conduct. New staff members are briefed on their obligations under the code, including in relation to the handling of personal information, and a mandatory e-learning module is provided at onboarding, with all staff required to complete it every two years. The Privacy Management Plan is published on the department's website. The department's Privacy Contact Officer can be contacted at:

Privacy Contact Officer

Information Access and Privacy Unit
Office of General Counsel
Department of Premier and Cabinet
PO Box 5341 Sydney NSW 2001
Phone: (02) 9228 5871

Internal reviews

One internal review was conducted by the department under the PIIP Act and no internal reviews were conducted by or on behalf of the department under the *Health Records and Information Privacy Act 2002* during 2020–21.

Public interest disclosures

Premier and Cabinet recognises the value and importance of the contributions of public officials to enhance administrative and management practices. The department supports public interest disclosures being made by public officials regarding these matters.

The *Public Interest Disclosures Act 1994*, section 31, requires each public authority to prepare an annual report on obligations under the Act. In accordance with section 4 of the Public Interest Disclosures Regulation 2011, the following information is provided on public interest disclosures for the period 1 July 2020 to 30 June 2021:

- Number of public officials who made public interest disclosures: 1
- Number of public interest disclosures received: 1
- Number of public interest disclosures relating to possible or alleged:
 - › corrupt conduct: 0
 - › maladministration: 1
 - › serious and substantial waste of public money: 0
 - › government information contraventions: 0
 - › local government pecuniary interest contraventions: 0

TOTAL number of public interest disclosures received: 1

- Number of public interest disclosures (received since 1 Jan 2021) that have been finalised in this reporting period: 0
- An internal reporting policy has been established.

The department has policy and procedures to guide staff in the reporting of public interest disclosures. Further information is provided on the department's intranet and internet sites.

- Actions taken to ensure staff awareness of the policy and the protections under the PID Act are:
 - › a Public Interest Disclosure Policy, together with templates and resources in line with the NSW Ombudsman's Model Policy and the PID Act
 - › a suite of online learning modules for staff which includes information on our Fraud Control Policy and how to make a public interest disclosure.

Government information – GIPA

Obligations under the *Government Information (Public Access) Act 2009* (GIPA Act)

Review of proactive release program – Clause 8(a)

The department's program for the proactive release of information involves:

- reviewing the information sought and released pursuant to applications under the GIPA Act received over the financial year
- considering the kinds of government information held by the department that may be suitable for proactive release
- asking department groups and branches to submit information that is suitable for proactive release to the department's Information and Privacy Unit (IAPU).

Following this review, IAPU considers whether there are any public interest considerations against disclosure of the information, whether consultation is required, and whether this would impose unreasonable additional costs on the department.

During the reporting period, the department commenced a review of its corporate policies to determine whether they meet the criteria for proactive release under section 7(1) of the GIPA Act and are suitable for publication.

Premier and Cabinet continues to proactively release information concerning the costs of entitlements for former office holders and details of ministerial staff numbers. The information is available on the department's website.

OpenGov NSW contains information published by NSW Government agencies, including annual reports and open access information released under the GIPA Act. The annual report is publicly available on the OpenGov NSW website at opengov.nsw.gov.au.

Number of access applications received – Clause 8 (b)

During the reporting period, the department received 94 formal access applications (including withdrawn applications but not invalid applications).

Number of refused applications for Schedule 1 information – Clause 8 (c)

During the reporting period, the department refused nine formal access applications because the information requested was information referred to in Schedule 1 to the GIPA Act. Of those applications, eight decisions were made to refuse in full, and one decision was made to refuse in part.

Statistical information about access applications – clause 8 (d) and Schedule 2

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	14	4	2	10	1	0	0	1
Members of Parliament	4	2	3	5	4	0	0	1
Private sector business	1	1	1	0	1	1	0	1
Not-for-profit organisations or community groups	3	3	1	2	2	1	0	0
Members of the public (application by legal representative)	3	2	2	1	3	0	0	10
Members of the public (other)	10	3	3	14	4	2	0	2

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	2	1	1	2	1	0	0	8
Access applications (other than personal information applications)	33	14	11	30	14	4	0	7
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	5
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	5
Invalid applications that subsequently became valid applications	2

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	2
Executive Council information	0
Contempt	3
Legal professional privilege	4
Excluded information	1
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Information about complaints to the Judicial Commission	0
Information about authorised transactions under the <i>Electricity Network Assets (Authorised Transactions) Act 2015</i>	0
Information about authorised transactions under the <i>Land and Property Information NSW (Authorised Transaction) Act 2016</i>	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	12
Law enforcement and security	0
Individual rights, judicial processes and natural justice	7
Business interests of agencies and other persons	6
Environment, culture, economy and general matters	2
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	55
Decided after 35 days (by agreement with applicant)	22
Not decided within time (deemed refusal)	0
Total	77

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	3	3
Review by Information Commissioner*	3	2	5
Internal review following recommendation under section 93 of Act	1	1	2
Review by NCAT	1	0	0
Total	5	6	11

* The Information Commissioner does not have the authority to vary decisions but can make a recommendation to the original decision maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	8
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	2

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

	Number of applications
Agency-initiated transfers	8
Applicant-initiated transfers	2

Orders for papers under Standing Order 52 of the Legislative Council

The department coordinated returns by agencies and ministers to 166 orders for papers passed by the Legislative Council in 2020-21.

Standing Order 52 enables the House to pass orders for State papers which are reasonably necessary for the House to exercise its legislative functions and to ensure proper scrutiny of the Executive. The department provided support to agencies and ministers' staff to ensure the timely and orderly delivery to the Parliament of 785 boxes of non-privileged documents, which are able to be inspected by members of the public, and 887 boxes of privileged documents, which are able to be inspected by members of the Legislative Council.

The 166 orders responded to in 2020-21 represents a further dramatic increase in the number passed in previous years – for example, 82 orders for papers were passed in 2019-20, and only 16 orders for papers were passed between 2016 and 2018. This has come at significant cost to the agencies required to prepare responses, almost always at short notice. It has required staff to work long hours and weekends to prepare their agencies' responses.

The department is aware that in 2020-21 approximately 11,590 hours of public service time was directed to responding to orders for papers. See table below for examples.

Order	Estimated hours worked to comply	No. of nonprivileged boxes returned	No. of privileged boxes returned
Stage 2 of the Parramatta Light Rail project	1650	30	19
Koala habitat and population	1456	34	11
Insurance and Care NSW and the State Insurance Regulatory Authority	1100	5	34
Isolation hotels	800	19	19
Administration of Insurance and Care NSW	748	14	20
Community funds and grants	369	16	28
Workers' compensation and delivery workers and companies	310	3	11
Conduct of the Long Service Corporation	300	1	1
Fast Rail Network strategy	221.5	5	2
Bushfire Local Economic Recovery Fund	195.5	4	4
Sale of TAFE NSW campuses	180	3	3
Government Asset Management plans	172	42	11
Claims for asbestos related diseases	165	1	4
Bushfire inquiries	130	3	10
North Wilton	125.9	3	50
Stronger Country Communities applications	100	4	22

Governance framework

Premier and Cabinet is committed to good governance. The department's governance framework ensured it achieved all objectives whilst complying with relevant laws and meeting community expectations in respect to probity, accountability and transparency.

Audit and risk management was embedded in the department through key governance committees, a Risk Management Framework (February 2020), an Internal Audit Charter (May 2021) and a risk management culture driven by the Senior Executive Board.

The department continued to review and update corporate policies and procedures to meet legislative requirements and ensured quality under the Corporate Policy Framework.

Regularly reporting to the Audit and Risk Committee ensured continuous oversight and transparency of the department's audit and risk profile.

Employees completed mandatory learning modules on the Code of Conduct, fraud and corruption and risk management. The department continued to run training and information sessions on key corporate governance functions to educate and engage staff on their ongoing responsibilities.

Audit and risk management

The Secretary is required to provide an annual statement attesting to compliance with the eight core requirements of Treasury Policy TPP 20-08 Internal Audit and Risk Management Policy for the NSW Public Sector.

The Secretary's attestation is shown on page 98.

During 2020-21, the department's risk management actions included:

- embedding risk management across the department in line with its Risk Management Framework, including establishing a Risk Culture Group to lift risk capability across the department
- developing a paradigm for risk reporting across the department through branch, group and enterprise risk registers
- developing a new risk reporting dashboard for the department's Senior Executive Board
- conducting a fraud risk self-assessment and developing a control plan

- updating the department's Internal Control Framework
- updating the department's mandatory online training modules concerning risk management, fraud and corruption and the Code of Conduct
- undertaking a risk maturity self-assessment in line with TPP20-06 Treasury Risk Maturity Assessment Tool Guidance Paper.

The department's internal audit actions included:

- conducting an internal audit of the department's critical controls, project management frameworks and grant programs administered by the department
- developing an audit guide to support the department's engagement in internal and external audit
- engaging an external advisor to be the department's supplier of internal audit services until 1 October 2023
- developing a new three-year audit plan FY2022-24
- updating the Audit and Risk Committee Shared Arrangement Charter
- developing an Audit and Assurance Map
- updating the Internal Audit Charter, which includes the Internal Audit Manual and the Quality Assurance Improvement Program.

Implementing performance audit recommendations

The NSW Audit Office undertakes performance audits to assess whether the activities of the department are carried out effectively, economically, efficiently and in compliance with relevant laws.

Audit recommendations are implemented across the business within agreed timeframes. The implementation of recommendations is overseen by the department's Audit and Risk Committee.

There were no Audit Office Performance Audit recommendations for the department to acquit during this financial year and no outstanding recommendations as at 30 June 2021.

Overseas visits

There were nil overseas visits reported by the Department of Premier and Cabinet for the period 1 July 2020 to 30 June 2021.

Internal Audit and Risk Management Attestation Statement for the 2020-2021 Financial Year for the Department of Premier and Cabinet

I, Tim Reardon, Secretary of the Department of Premier and Cabinet, am of the opinion that the Department of Premier and Cabinet has internal audit and risk management processes in operation that are compliant with the seven (7) Core Requirements set out in the *Internal Audit and Risk Management Policy for the General Government Sector*, specifically:

Core Requirements

Risk Management Framework		
1.1	The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency.	Compliant
1.2	The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018.	Compliant
Internal Audit Function		
2.1	The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.	Compliant
2.2	The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing.	Compliant
2.3	The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.	Compliant
Audit and Risk Committee		
3.1	The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations.	Compliant
3.2	The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.	Compliant

Membership

The chair and members of the Audit and Risk Committee are:

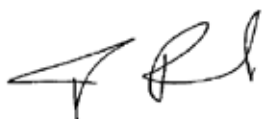
- Independent Chair, Gerardine Brus, appointed January 2018, term expires October 2021
- Independent Member, Christine Feldmanis, appointed December 2017, term expires November 2023
- Independent Member, Garry Dinnie, appointed October 2017, term expires March 2024

Shared Arrangements

I, Tim Reardon, Secretary of the Department of Premier and Cabinet, advise that the Department of Premier and Cabinet has entered into an approved shared arrangement with the following agencies:

- Parliamentary Counsel's Office
- Greater Sydney Commission
- State Archives and Records Authority

The resources shared include the Audit and Risk Committee, the Chief Audit Executive and the internal audit functions. The shared Audit and Risk Committee is a Principal Department Led Shared Audit and Risk Committee.



Tim Reardon
Secretary
Department of Premier and Cabinet
Date: 23 September 2021

Contact Officer:
Julia Carland
Executive Director, Cabinet &
Governance
Ph: 9372 8792



Cyber Security Annual Attestation Statement for the 2020-2021 Financial Year for the Department of Premier & Cabinet

I, Timothy Reardon, Secretary of the Department of Premier & Cabinet (DPC), am of the opinion that:

DPC have managed cyber security risks in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy.

Governance is in place to manage the cyber security maturity and initiatives of DPC, including regular reporting to the Senior Executive Board.

Risks to the information and systems of DPC have been assessed and are being managed.

There exists a current cyber incident response plan for DPC which has been tested during the reporting period.

DPC has a Cyber Uplift Plan in place to ensure continuous improvement and management of cyber security governance and resilience.

DPC are developing a new Cyber Security Framework as part of its uplift program.

This attestation covers DPC and the systems managed by the DPC Technology Team. A separate attestation for GovConnect systems will be provided by the Department of Customer Services.

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

Timothy Reardon
Secretary, Department of Premier & Cabinet

Funding and expenditure

Insurance

The Department of Premier and Cabinet is a member agency of the Treasury Managed Fund (TMF). The TMF is a self insurance scheme created by the NSW Government to insure government agency risk.

As a member agency, the department is indemnified for all insurable risks, with claims funded by deposit contributions and managed by iCare. The TMF provides cover for the following:

- workers compensation
- legal liability
- property
- motor vehicle
- miscellaneous risks.

Disclosure of controlled entities and subsidiaries

Controlled entities

The department does not have any controlled entities.

Subsidiaries

The department does not have any subsidiaries.

Land disposal

There were no land disposals for the period 1 July 2020 to 30 June 2021.

Account payment performance

Aged analysis at the end of each quarter					
All suppliers					
Quarter	Current (within due date) (\$)	<30 days overdue (\$)	30-60 days overdue (\$)	61-90 days overdue (\$)	90+ days overdue (\$)
Sept 2020	14,569	125,669	21,808	13,885	113,960
Dec 2020	11,792,240	11,820,793	(1,845,629)	2,026,475	61,971
March 2021	463,905	631,936	147,675	9,415	(3,178)
June 2021	3,538,983	3,488,192	259,884	65,246	333,172

Accounts due or paid within each quarter					
Measure	Total 2020-21	Sept 2020	Dec 2020	March 2021	June 2021
All suppliers					
Number of accounts due for payment	10,798	2,374	3,088	2,548	2,868
Number of accounts paid on time	8,684	2,002	2,673	1,973	2,036
Actual percentage of accounts paid on time (based on number of accounts)	80.42%	84.33%	88.86%	77.43%	70.99%
Dollar amount of accounts due for payment	\$855,964,344	\$181,841,959	\$284,599,554	\$210,316,003	\$179,206,828
Dollar amount of accounts paid on time	\$815,720,168	\$170,724,094	\$279,420,265	\$202,554,247	\$163,021,562
Actual percentage of accounts paid on time (based on \$)	95.30%	93.89%	98.18%	96.31%	90.97%
Small business suppliers					
Number of accounts due for payment	248	42	75	57	74
Number of accounts paid on time	132	23	50	21	38
Actual percentage of accounts paid on time (based on number of accounts)	53.23%	54.76%	66.67%	36.84%	51.35%
Dollar amount of accounts due for payment	\$4,192,884	\$944,209	\$1,841,308	\$438,353	\$969,014
Dollar amount of accounts paid on time	\$2,604,382	\$612,810	\$1,573,886	\$160,176	\$257,510
Actual percentage of accounts paid on time (based on \$)	95.30%	93.89%	98.18%	96.31%	90.97%
Number of payments for interest on overdue accounts	0	0	0	0	0
Interest paid on overdue accounts	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Payment performance data includes payments for the Commercial Delivery and Economics branches of DPC, which was transferred to Investment NSW on 29 March 2021, following changes under the *Administrative Arrangements (Administrative changes - Miscellaneous) Order 2021*. DPC provided corporate services including payments of accounts for this part of Investment NSW until 30 June 2021.

Consultancies

Consultancies of value less than \$50,000

In 2020-21 there were 35 consultancies under \$50,000 in value, costing a total of \$564,818.

Consultancies of value equal to or more than \$50,000

There were 8 consultancies with a value of \$50,000 or more, with a total cost of \$1,646,938.

Consultancies of \$50,000 or more in value			
Group/branch	Name of consultant	Nature and purpose of consultancy	Amount paid (\$)
Office of the General Counsel	Pru Goward	Review into Policies and Procedures in Ministerial Offices regarding bullying, harassment and sexual misconduct	56,000
Strategy & Delivery	Peter Shergold & Carole Green	Review of TAFE Report	55,500
Strategy & Delivery	Boston Consulting Group	Support of the NSW Government's COVID recovery strategy	979,020
Create NSW	Ethos Urban Pty Ltd	Museums Discovery Centre Expansion Project SSDA	56,484
Create NSW	Donald Cant Watts Corke	MDC Expansion Project quantity services	59,280
Create NSW	Dunn & Hillam Architects	Design - Gunnery Transformation Project	118,317
Create NSW	Mcgregor Coxall Australia Pty Ltd	Walsh Bay Public Domain Design	125,205
Create NSW	Pricewaterhousecoopers	Project Eric Rescue & Restart NSW Arts	197,131
Total consultancies of value equal to or more than \$50,000		Total number: 8	Total: \$1,646,938



Family walking underneath the
Forgotten Songs artwork in Angel Place, Sydney.
Credit: Destination NSW

Funds and grants

Premier's Discretionary Fund	Number
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Transformation	170
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Other grants	Number
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Aboriginal Affairs	336
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Aboriginal Languages Trust	19
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Heritage NSW	29
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Create NSW	503
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Screen Program	195
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Premier's Discretionary Grant – Transformation Group

Name of organisation	Nature and purpose of grant	Amount paid (\$)
1st Albion Park Scout Group	Funding towards a gate construction at the scout hall carpark	2,600
2nd Northmead Scout Group	Funding towards scout activities and recreational sporting activities	2,000
3Bridges Youth Zone	Funding towards re-felting and repairs to the pool table	637
A Butterfly's Embrace	Funding towards the construction of a Remembrance Garden	10,000
A Taste of Paradise Farm	Funding towards the purchase of a Kubota RTV farm runabout	22,500
Abdullah Family Memorial	Donation towards the Abdullah Family Memorial on 31 January in the Royal Botanical Gardens	17,425
Access Adventures	Funding towards an adaptive mountain bike	5,000
All Saints Preschool Albion Park	Funding towards an exploration garden, water tanks and storage	17,500
Australia Remembers Committee	Funding towards new directional signage	500
Australian Air League	Funding to enable the construction of emergency stairs	15,000
Australian Red Cross	Contribution to the 73rd Red Cross Calling appeal	200,000
Awards Australia Pty Ltd	Donation in support of the Seven News Young Achievers Awards 2021	15,000
Balgowlah Boys High School	Funding to purchase a new commercial dishwasher	6,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Balgowlah Boys P&C	Funding towards two new backboards with pro-level glass and ring system	6,000
Balgowlah Suns Junior AFL Club	Funding towards additional training gear	3,000
Binalong Public School P&C	Funding assistance to air-condition the school hall	10,125
Blackhead Tennis Club	Funding towards a new ball machine for the club	2,866
Blue Wren House - Camden Women's Shelter Inc.	Funding assistance to purchase household items	19,480
Bogan Shire Council	Funding assistance towards the construction of the Bogan River nature trail	25,000
Bonny Hills Tennis Club	Funding to replace the perimeter fence at the club	25,000
Burnside Gollan Bushcare	Funding to purchase trays of plants	2,000
Cambewarra Residents and Ratepayers Association	Printing of 1,000 historical booklets	1,000
Cambewarra Residents and Ratepayers Association	Funding to purchase and install a defibrillator	2,655
Camden Falcon Football Club	Funding to install an awning to provide protection	21,450
Camden Haven Show Society	Funding assistance towards the upgrade or their tearoom which includes painting, polishing floorboards, fire door, cupboards and a new dishwasher	25,000
Camden Public School	Funding assistance towards two shade sails	15,000
Camp Quality - Team Kermit	Donation towards Team Kermit in support of Camp Quality	1,000
Cerebral Palsy Alliance NSW & ACT	Funding towards a Magic Carpet Interactive Projection System for the Peshurst Centre	22,000
Charlie Teo Foundation	Donation in support of the Charlie Teo Foundation	25,000
Clarence Valley Council	Funding towards a bus shelter upgrade in readiness for a community mural in Nymboida	11,000
Clarence Valley Council	Funding towards air-conditioning and solar panel at the Ewingar Community Hall	30,000
Cobar Shire Council	Funding assistance towards construction of the Miners' Memorial	36,000
Comets Baseball Club	Construction of a metal awning to provide protection from the elements	9,500
Corowa Public School	Funding to create a school memorial garden	24,000
Cronulla Chamber of Commerce	Funding towards a curbside sale to promote local businesses and artists	5,000
Culburra Beach and Districts Meals on Wheels	Funding to upgrade IT equipment and purchase cold storage bags and thermometers	3,000
Culburra Beach Progress Association	Funding assistance to replace the current printing machine	6,000
Darcy Road Public School P&C Association	Funding to update the uniform shop system including a laptop	2,000
East Hills Boys High School	Funding assistance towards Robotics Kits	10,800

Name of organisation	Nature and purpose of grant	Amount paid (\$)
EDSACC Croquet Club	Funding assistance to repair and upgrade two of the lawns	4,640
Endeavour Special Kids with a Disability (SKWAD)	Funding towards aluminum all-weather shelters	11,123
Forster Public School P&C	Funding to revamp the play areas at the school	6,900
Georges River Branch of the CWA	Funding towards a phone, payment device and supplies to assist with fundraising activities	2,500
Georges River Council	Installation of two CCTV cameras on Morts Road	22,000
Georges River Life Care	Funding assistance to upgrade the kitchen and relief centre	25,000
Gerringong Men's Shed	Funding towards a sundial at Arthur Campbell Reserve Gerringong	2,000
Gerringong RSL Sub-Branch	Funding towards publishing a historical book to celebrate the 100th Anniversary of the Soldiers Memorial Hall	5,400
Gerringong Squash Club	Funding assistance to purchase a defibrillator	2,750
Good Start Early Learning	Funding towards resources to update their dramatic play and learning space	10,000
Great Lakes Cricket Club	New turf mower	6,990
Greek Orthodox Parish and Community of Kogarah	Funding to install automatic doors at the front of the church	20,000
Greek Orthodox Parish of the Holy Cross	Funding towards retiling, plastering and refurbishment of the toilet facilities	10,000
Gregory Hills Football Club	Funding towards mini goal posts, nets, soccer balls, line marking machine, jerseys, pie oven, microwave, bain-marie, training bibs	15,000
Harrington Hurricanes Rugby League Football Club	Funding assistance to replace sporting equipment	4,000
Harrington Lions Club	Funding to repair the Club's storage facility including replacement of two refrigerators and a chest freezer	10,000
Harrington Park Soccer Club	Funding towards new catering and training equipment for the expanding club's second home ground	12,700
Hawkesbury Men's Shed	Funding assistance to build a storage facility	10,000
Hawkesbury PCYC	Funding towards the purchase of a bus	10,000
Helensburgh Netball Club	Funding towards four bench seats	446
Holbrook Primary School	Funding towards the construction of a sustainable garden project which will include raised garden beds and composting facilities	5,000
Holgate Public School P&C Association	Funding assistance towards an automatic defibrillator	2,988
Holsworthy Girl Guide Parent Committee	Funding to repair and replace the meeting hall roof	16,500
Illawarra Academy of Sport	Branded marquee, banner and fitted tablecloth	2,500
Illawarra Light Rail Museum Society	Funding assistance towards the construction of a new high fence and gates	8,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Inverell Girl Guides	Upgrade to the exterior of the hall	2,556
Jubilee Community Services	Funding to upgrade play equipment and install soft-fall ground covering	11,000
Kiama Lions Club	Funding towards a ute to be used by the club	15,000
Kioloa Bawley Point Community Hall	Funding towards the purchase and installation of a solar power system for the hall	21,485
Kurrajong Community Forum	Funding assistance towards a water station and bike racks at Kurrajong Memorial Park	10,000
Lavington East Primary School	Funding towards a discovery space in the existing playground	4,000
Lavington Occasional Child Care Association	Funding to purchase and install a rainwater tank and new equipment shed	3,500
Lions Club of Batemans Bay	Funding assistance to purchase a new food van	40,000
Lismore Kart Club	Funding assistance to repaint the lines on the kart track	2,500
Liverpool - Fairfield Community Radio Co-Operative (2GLF)	Funding towards the purchase of a new antenna and cables	6,580
Liverpool City Robins Football Club	Funding towards sporting equipment and upgrades to Ash Road facility	20,400
Luddenham Agricultural Horticultural and Industrial Society Inc.	Funding towards a double garage with a concrete floor	9,500
Luke Priddis Foundation	Sensory Christmas party for the children and their families/carers.	1,000
Macarthur Magic Special Needs Football Club	Funding to install concrete steps, a BBQ pad and shirts for the volunteers	12,500
Maitland Steam and Antique Machinery Association	Funding assistance to replace some ageing equipment	5,000
Malua Bay Boardriders Inc.	Funding towards the club's start-up expenses	10,000
Manly Business Chamber	Funding assistance towards two laptops and a portable PA system to support businesses in the local area	5,000
Manly Tourism and Economic Recovery Taskforce	Five promotional videos to advocate Manly and its surrounds for tourism purposes	10,000
Manly Village Public School	Funding to upgrade existing garden beds in the school	3,000
Manly Village Public School	Funding assistance to purchase paper recycling bins for the classrooms	862
Manly Warringah Cycling Club MWCC	Funding for a new bicycle trailer	5,000
Manly Warringah Wolves AFL Club	Funding towards the cost of a perpetual trophy	500
Manning Adventist Bush School	Funding assistance to refurbish and improve school facilities	5,000
Manning River Tennis Association	Funding to repair the tennis courts	3,500
Mawarra Public School	Funding towards three flagpoles and a new sound system for the school	4,506
Medowie Lions Club	Funding assistance towards an exercise park	5,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Mid-North Coast Maritime Museum	Funding assistance to replace tools and equipment damaged during the floods	25,000
Miracle Babies Foundation	Donation in support of World Prematurity Day 2020	5,000
Mission Australia	Donation in support of Mission Australia	5,000
Mortdale Men's Shed	Funding to upgrade the driveway at their premises	7,000
Mount Annan Football Club Inc	Funding towards two spectator grandstands for the club	20,794
Mr David Johnson	Funding towards the construction of a pump track in Kangaroo Valley	10,000
Mr. Perfect	Funding assistance to upgrade barbeque equipment	5,500
Nana Glen Heartstart and Community First Responders Group	Funding towards the purchase of a suitable vehicle to carry medical equipment to emergency callouts	25,000
Nana Glen Pre-School	Funding towards new fencing around the playground area and an upgrade to the gravel driveway	10,000
North Curl Curl Longboard Club	Funding assistance to stage the Maljam surfing event	5,000
North Steyne Boardrider Club	Funding to purchase tents and equipment	3,000
Northern Beaches Council	Joint funding assistance to purchase tree-planter boxes, dining chairs, tables and lighting	12,500
Northside Progress Association	Funding assistance to purchase and install a new electronic noticeboard	39,000
Nowra High School P&C Committee	Funding towards three new water stations	13,000
Oaklands Central School	Funding towards a water chill station	7,000
Oatley Heritage and Historical Society	Funding towards the installation of a plaque at a historical site	1,000
Oatley West Public School	Funding towards a commemorative garden at the school	2,000
Olds Park Phoenix Netball Club	Funding assistance towards uniforms, training equipment and general set-up for new club	5,000
Origin Cricket Club	Funding towards equipment and cricket balls for the 2021 cricket tournament	4,000
Peakhurst Amateur Swim Club	Funding assistance to upgrade the starting and timing equipment and laptop computer	9,750
Penrith City Softball Association Inc.	Funding towards sandstone seating and upgrade to the fields	10,000
Penrith Symphony Orchestra	Funding assistance to deliver their 2021 season of four symphony concerts	3,000
Picnic Point Bowling and Social Club	Funding towards the purchase of a ride on lawn mower	3,180
Port Macquarie Surf Life Saving Club	Funding towards an inflatable rescue boat, trailer and security cameras for the clubhouse	24,859
Port Macquarie Women's Shed	Funding to install a concrete slab to build the shed on	16,000
Prestons Robins Little Athletics Club	Funding towards sporting equipment and upgrade to Ash Road facility	20,400
Queenscliff Boardriders Club	Funding towards signage and shade tents.	2,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Radio 2NBC	Funding assistance towards soundproofing two broadcasting studios	25,000
Rand Public School	Funding assistance towards a water chill station	7,000
Reserve Forces Day Council	Funding towards the Beersheba Luncheon at Parliament House on 21 October 2020 and a book commemorating 20 years of Reserve Forces Day Parades	5,000
Returned and Services League of Australia (NSW Branch)	Funding towards the 2021 Anzac Day commemorations	50,000
Revesby Uniting Church Child Care Centre	Funding assistance towards the upgrade of the Centre's kitchen	25,000
Richmond RSL Sub-Branch	Funding assistance towards restoration work at the historical Museum and Meeting Hall buildings.	10,000
Richmond Valley Council	Funding assistance towards re-surfacing the Rappville Community tennis courts	25,000
Ross Circuit Pre School	Funding towards infrastructure upgrade which includes soundproofing	27,000
Rotary Club of Gerringong	Funding towards a defibrillator for the main street of Gerringong	2,500
Rotary Club of Hurstville	Purchase of two ovens for the Salvation Army kitchens	1,390
Rotary Club of Parramatta	Donation to Rotary Parramatta with funds raised going to Parramatta Women's Shelter and Thelma Brown Cottage	10,000
Royal Humane Society	Funding to assist with the society's Annual Bravery Awards	5,000
Sailability Port Stephens	Funding towards construction of a footpath to assist disabled participants.	10,000
Saint Abraam and Saint Mikhail Al-Beahiry Coptic Orthodox Church	Funding towards equipment for the new community kitchen.	25,000
Seven Hills Public School P&C Association	Funding to purchase laptops for students and install a new flagpole	5,000
Shirewood Forest Archers	Funding assistance towards the construction of a concrete path	8,000
Shoalhaven Heads Botanical Gardens	Funding towards a wheelchair accessible decked pathway and viewing platform	12,000
Shoalhaven Orchid Society	Funding towards signage and promotional material	643
Sing Australia Kiama	Funding assistance towards new song books	1,725
South Camden Tennis Club	Funding assistance to install a new children's playground and sign at the club and to purchase two supa soppers to maintain the tennis courts	25,000
South Creek School	Funding towards a school bus for students with disabilities	15,000
Sri Guru Singh Sabah	Funding towards the purchase of a portable/demountable classroom	25,000
St Anthony's Primary School Picton	Funding assistance towards a new electronic sign board	25,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
St Christopher's Junior Rugby League Football Club	Funding assistance to purchase chip fryer, coffee machine, tackling hit shields, training shirts, trophies and lighting costs	22,795
St Clement's Anglican Church Lalor Park and Kings Langley	Funding towards installation of a split air conditioning system at the church	7,000
St George and Sutherland Community College disAbility	Funding to upgrade kitchen facilities	12,715
St Ives Rotary Club	Funding towards an outdoor marquee	2,175
St John Bosco Braves Baseball Club	Funding towards tiered aluminum seating	1,506
St John The Evangelist Riverstone	Funding to purchase a defibrillator	2,500
St Mark Coptic Orthodox Church	Funding to purchase and install a digital signboard	28,160
Stand Tall the Event	Funding towards the 2021 Stand Tall In-School presentations project and the regional Stand Tall event in Tamworth	20,000
Star Sydney Pty Ltd	Funding towards the Special Children's Christmas Party 2021	10,000
Street Side Medics	Funding assistance to purchase and distribute health packs to the homeless	10,000
Tabulam Branch of Country Women's Association of NSW	Funding assistance to complete a shower installation	4,194
Taldumande Youth Services	Funding assistance to purchase a vehicle	10,000
The Cancer Council NSW	Donation in support of the organisation.	41,000
The Salvation Army	Donation in support of the 2021 Red Shield Appeal	225,000
Three Bridges Community	Funding towards a new oven and resources to paint a mural on the back wall of the centre.	3,000
Toongabbie West Public School P&C Association	Funding towards renovations and equipment for the school's uniform shop and canteen	5,000
Tour de Cure	Donation in support of fundraising efforts	10,000
Tuncurry Rural Fire Brigade	Funding assistance to install a storm water drainpipe and create an off-street member parking area	20,000
Ulladulla Men's Shed Inc	Funding assistance to install a solar panel and inverter to the shed	3,691
Uralla RSL sub-branch	Funding assistance towards the purchase and transport of a local World War I memorial plaque	4,189
Wherrol Flat Hall	Funding assistance to renovate the front entrance of the hall	8,000
Windsor Downs Committee	Installation of solar lighting, paved pathway, flagpole and information sign	12,000
Wisemans Ferry Community Men's Shed	Funding towards equipment lost in the recent destructive floods	10,000
Wisemans Ferry Men's Shed	Funding to build and install exercise portals along a walking track at Wisemans Ferry Park	10,000
Wollondilly Redbacks	Funding assistance to update the canteen	7,500
Wollondilly Riding for the Disabled Group	Funding assistance towards adaptive saddles, the provision of storage equipment and general maintenance equipment	7,500

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Women's and Girls' Emergency Centre	Donation in support of the Women's and Girls' Emergency Centre	5,000
Yandelora School P&C	Funding towards shade sail installation over the playground	12,969
Yass Golf Club	Funding towards a greens' roller.	23,000
York Public School	Funding assistance for a shade sail to be erected over the sandpit	20,000
Total number of grants is: 170		2,300,000

Aboriginal Affairs NSW

Name of organisation	Nature and purpose of grant	Cost (\$)
3Bridges Community Limited	Minister's Discretionary Fund – Indigenous Art Mural at Hurstville	3,000
Aboriginal and Torres Strait Islander Healing Foundation Limited as auspice for Coota Girls Aboriginal Corporation	Cultural Grant – Coota Descendants Living Culture	12,400
Aboriginal and Torres Strait Islander Healing Foundation Limited as auspice for Coota Girls Aboriginal Corporation	Sites of Significance	100,000
Aboriginal and Torres Strait Islander Healing Foundation Limited as auspice for Coota Girls Aboriginal Corporation	Stolen Generations Organisations Collective Reparations funding	350,000
Aboriginal and Torres Strait Islander Healing Foundation Limited as auspice for Coota Girls Aboriginal Corporation	Stolen Generations Reparations – Healing Fund priority proposals	125,000
AbSec – NSW Child, Family and Community Peak Aboriginal Corporation	2021 NAIDOC Grant – AbSec NAIDOC Family Fun Day	3,000
AbSec – NSW Child, Family and Community Peak Aboriginal Corporation as auspice for Stolen Generations Council NSW/Act Incorporated	Sites of Significance	99,880
AbSec – NSW Child, Family and Community Peak Aboriginal Corporation as auspice for Stolen Generations Council NSW/Act Incorporated	Stolen Generations Organisations Collective Reparations funding	350,000
AbSec – NSW Child, Family and Community Peak Aboriginal Corporation as auspice for Stolen Generations Council NSW/Act Incorporated	Stolen Generations Reparations – Healing fund priority proposals	125,000
Armajun Aboriginal Health Service	2021 NAIDOC Grant – 2021 Inverell/Tingha NAIDOC Celebrations	3,000

Name of organisation	Nature and purpose of grant	Cost (\$)
Armajun Health Service Aboriginal Corporation	2020 NAIDOC Grant - Inverell/Tingha NAIDOC Celebrations 2020	3,000
Armidale Regional Council	2020 NAIDOC Grant - 2x Projects A Day in the Dale Guyra Aboriginal Day	3,000
Armidale Regional Council	2021 NAIDOC Grant - "A Day in the Dale" and Guyra NAIDOC Day	1,500
Ashford Local Aboriginal Land Council	2021 NAIDOC Grant - Ashford LALC NAIDOC Celebration Day	1,500
Ashford Local Aboriginal Land Council	COVID-19 Aboriginal Community Organisations Grant - Walkabout Barber Community Engagement Bus	45,000
Australian Indigenous Education Foundation	Aboriginal student scholarship program	4,000,000
Awabakal Local Aboriginal Land Council as auspice for Luke David Russell	Cultural Grant - Reawakening Our Songlines	5,826
Awabakal Ltd	2020 NAIDOC Grant - Newcastle Community NAIDOC Celebration	3,000
Baabayn Aboriginal Corporation	2021 NAIDOC Grant - Healing Country NAIDOC Celebration	3,000
Baabayn Aboriginal Corporation	COVID-19 Aboriginal Community Organisations Grant - event for Western Sydney Communities	20,000
Babana Aboriginal Men's Group Inc	2021 NAIDOC Grant - Babana NAIDOC - Community Connection	1,500
Bandjalang Aboriginal Corporation Prescribed Body Corporate	2021 NAIDOC Grant - NAIDOC 2021	3,000
Bara Barang Corporation Limited	COVID-19 Aboriginal Community Organisations Grant - Driving To My Next Job [D2-MY-NJ]	49,236
Baradine Local Aboriginal Land Council	2021 NAIDOC Grant - Healing Together	1,500
Barang Regional Alliance Ltd	Local Decision Making Priority Project	50,000
Barang Regional Alliance Ltd	Local Decision Making	200,000
Baryulgil Local Aboriginal Land Council	Aboriginal Communities Emergency Management Plan	54,147
Bathurst Local Aboriginal Land Council	2020 NAIDOC Grant - Bathurst Community NAIDOC	866
Bega Local Aboriginal Land Council	2021 NAIDOC Grant - Bega NAIDOC Community Fun Day 2021	3,000
Bega Local Aboriginal Land Council	Cultural Grant - Bega LALC Community re-connection project	7,000
Belrose Public School Parents and Citizens Association as auspice for Belrose Public School	2021 NAIDOC Grant - Native Plant Identification Signage & Workshop	1,000
Betteridge and Sons Plumbing	Aboriginal Community Water and Sewerage Program Employment and Training Pilot - employment of trainee Aboriginal water and sewerage operator to work on discrete Aboriginal community	86,054
Biraban Local Aboriginal Land Council	COVID-19 Aboriginal Community Organisations Grant - Community centre upgrade	47,400

Name of organisation	Nature and purpose of grant	Cost (\$)
Biraban Local Aboriginal Land Council	Cultural Grant – Healing Country Cultural Way	2,300
Birpai Local Aboriginal Land Council	2021 NAIDOC Grant – Hosting NAIDOC Week Celebration	1,500
Birrang Enterprise Development Company Ltd	2020 NAIDOC Grant – Orange NAIDOC Week Celebrations 2020	3,000
Birrigan Gargle Local Aboriginal Land Council	2020 NAIDOC Grant – Birrigan Gargle Gathering	963
Bligh Park Public School Parents and Citizens Association	2021 NAIDOC Grant – NAIDOC Day Cultural Activities	1,000
Blue Mountains Aboriginal Culture and Resource Centre	2020 NAIDOC Grant – NAIDOC 2020 Blue Mountains Aboriginal Culture and Resource Centre	3,000
Bodalla Local Aboriginal Land Council	2020 NAIDOC Grant – Bodalla Local Aboriginal Land Council Community/ Family Day.	3,000
Bodalla Local Aboriginal Land Council	2021 NAIDOC Grant – Healing & Celebrating Country	2,100
Bourke and District Children’s Services	2021 NAIDOC Grant – NAIDOC Celebrations 2021 – Heal Country	1,716
Bourke and District Children’s Services	2020 NAIDOC Grant – BDCS – NAIDOC Celebrations – Always Was, Always Will Be	3,000
Brewarrina Aboriginal Health Service Limited	2021 NAIDOC Grant – BAMS NAIDOC Celebration	3,000
Brewarrina Local Aboriginal Land Council	2021 NAIDOC Grant – Brewarrina’s NAIDOC Ball	3,000
Brewarrina Local Aboriginal Land Council	Cultural Grant – Yadhamayi – “Good Man Group”	10,000
Brewarrina Shire Council	2020 NAIDOC Grant – Brewarrina NAIDOC 2020: Always Was, Always Will Be	1,977
Bularri Muurlay Nyanggan Aboriginal Corporation	COVID-19 Aboriginal Community Organisations Grant – record language segments	40,000
Bularri Muurlay Nyanggan Aboriginal Corporation as auspice for OneMob Radio	Cultural Grant – Revitalising Cultural Identity	7,700
Bularri Muurlay Nyanggan Aboriginal Corporation as auspice for Tribal Wave Assembly	Local Decision Making	39,856
Bullinah Aboriginal Health Service Limited	2020 NAIDOC Grant – Annual NAIDOC Sports Day	1,350
Bundjalung of Byron Bay Aboriginal Corporation (Arakwal)	2020 NAIDOC Grant – BOBBAC Arakwal NAIDOC Community Day	1,400
Bundjalung Tribal Society	2021 NAIDOC Grant – Namabunda Farm Aboriginal Community Cultural Event	3,000
Bunyah Local Aboriginal Land Council	2020 NAIDOC Grant – NAIDOC Family Fun Day	1,500
Bunyah Local Aboriginal Land Council	2021 NAIDOC Grant – Family Fun Day Wauchope	2,500
Campbelltown Ghost Sport and Culture Aboriginal Corporation	2021 NAIDOC Grant – Campbelltown Ghost NAIDOC Masquerade Ball	3,000
Canterbury Bankstown Council	2021 NAIDOC Grant – Canterbury Bankstown NAIDOC Week Celebration 2021	2,000

Name of organisation	Nature and purpose of grant	Cost (\$)
Canterbury- Bankstown Council	2020 NAIDOC Grant - Canterbury Bankstown NAIDOC Celebrations 2020	2,000
CareWays Community Ltd	2020 NAIDOC Grant - NAIDOC Celebrations 2020 Illawarra	3,000
CareWays Community Ltd	2021 NAIDOC Grant - NAIDOC 2021 Heal Country	3,000
Casino Boolangle Local Aboriginal Land Council	2021 NAIDOC Grant - Casino NAIDOC Week Celebrations	1,500
CASPA Services Ltd	2021 NAIDOC Grant - Bush Tucker Planting and Healing Country Mural	2,000
Catholic Parish of St Agnes Port Macquarie - Mackillop College	2021 NAIDOC Grant - Aboriginal Student NAIDOC Activity	1,000
Catholic Parish of the Sacred Heart Murwillumbah - Mt St Patrick Primary School	2021 NAIDOC Grant - NAIDOC Celebration for 354 students, teachers and family	770
Cawdor Public School Parents and Citizens Association	2021 NAIDOC Grant - Mates Puzzles	1,000
Coast Community Care	2020 NAIDOC Grant - Peninsula Community Centre NAIDOC Week art competition	2,000
Coffee Camp Public School Parents and Citizens Association / Goolmangar Parents and Citizens Association	2021 NAIDOC Grant - Connecting to Country	1,700
Colly Gamilaraay Indigenous Corporation	2021 NAIDOC Grant - Healing Collarenebri Country	1,525
Community Junction	2021 NAIDOC Grant - Cultural Gathering - Aboriginal Elders Coming Together	1,000
Community Resources	2020 NAIDOC Grant - Forster-Tuncurry NAIDOC Community Day	3,000
Condobolin Aboriginal Health Service Pty Ltd	COVID-19 Aboriginal Community Organisations Grant - Positive Thinking	50,000
Coomaditchie United Aboriginal Corporation	2021 NAIDOC Grant - Last Minute gallery exhibition	1,500
Coomealla Health Aboriginal Corporation	2021 NAIDOC Grant - NAIDOC "Healing Country" Week	3,000
Coomealla Health Aboriginal Corporation	COVID-19 Aboriginal Community Organisations Grant - Yarning Circle Space and Outdoor Area	23,300
Coonabarabran Local Aboriginal Land Council	2020 NAIDOC Grant - NAIDOC Week 2020	2,300
Coonabarabran Local Aboriginal Land Council	2021 NAIDOC Grant - NAIDOC Week	1,500
Cootamundra Aboriginal Working Party	2021 NAIDOC Grant - Cootamundra NAIDOC Film Screening	500
Cowra Information and Neighbourhood Centre	2020 NAIDOC Grant - NAIDOC Community Celebrations 2020	1,500
CSIRO as auspice for Bernadette Duncan and Rhonda Ashby	Minister's Discretionary Fund - Garragal Project	10,000
Cullunghutti Aboriginal Child and Family Centre Aboriginal Corporation	COVID-19 Aboriginal Community Organisations Grant - Cullunghutti COVID-19 Response	15,000

Name of organisation	Nature and purpose of grant	Cost (\$)
Cullunghutti Aboriginal Child and Family Centre Aboriginal Corporation as auspice for Shoalhaven NAIDOC Committee	COVID-19 Aboriginal Community Organisations Grant - Shoalhaven NAIDOC Family Fun Day 2021	25,000
Dalaigur Preschool and Children's Services Aboriginal Corporation	2021 NAIDOC Grant - Community engagement NAIDOC Celebrations	3,000
Dalaigur Pre-School and Children's Services Aboriginal Corporation	2020 NAIDOC Grant - NAIDOC Day	1,250
Deniliquin Local Aboriginal Land Council	2021 NAIDOC Grant - NAIDOC Koori Market	1,500
Dubbo Local Aboriginal Land Council	2021 NAIDOC Grant - Dubbo LALC NAIDOC 2021	1,500
Dubbo Local Aboriginal Land Council as auspice for Dubbo Koori Interagency Network	2021 NAIDOC Grant - Dubbo Community NAIDOC Week	3,000
Eastern Zone Gujaga Aboriginal Corporation as auspice for La Perouse Aboriginal Community Alliance	Local Decision Making	120,000
Eastern Zone Gujaga Aboriginal Corporation as auspice for La Perouse Aboriginal Community Alliance	Local Decision Making Priority Project	49,458
Ellalong Parents and Citizens Association as auspice for Ellalong Public School	2021 NAIDOC Grant - Tankaan Parray	750
Far West Community Legal Centre Ltd	2021 NAIDOC Grant - NAIDOC Cinema Event	2,000
Fern Bay Parents and Citizens Association as auspice for Fern Bay Public School	2021 NAIDOC Grant - NAIDOC Celebrations	750
Firesticks Alliance	Cultural Burning Virtual Seminar	15,000
Foodbank NSW Limited	COVID-19 Aboriginal Community Food Security Program - Door to Door Fresh Food Delivery Pilot	200,000
Foodbank NSW Limited	COVID-19 Aboriginal Community Food Security Program - pop-up marketplaces in Aboriginal communities	80,000
Forbes Preschool Kindergarten	2020 NAIDOC Grant - Early Years NAIDOC Celebration	600
Forster Local Aboriginal Land Council	2021 NAIDOC Grant - Worimi Healing Country	2,100
Gadigal Information Service Aboriginal Corporation	Cultural Grant - Yabun Festival 2021	15,000
Galambila Aboriginal Corporation as auspice for Miidinyala Aboriginal Corporation	Cultural Grant - Indigenous Men's Cultural Golf Challenge	2,440
Glebe Youth Service Incorporated	2020 NAIDOC Grant - Glebe: Always Was, Always Will Be - NAIDOC Art Project	1,600
Glebe Youth Service Incorporated	2021 NAIDOC Grant - "Heal Country" NAIDOC photo stories through the eyes of Aboriginal young people	1,500
Gloucester Worimi First Peoples Aboriginal Corporation	2020 NAIDOC Grant - NAIDOC Family Fun Day - Gloucester	2,200

Name of organisation	Nature and purpose of grant	Cost (\$)
Gloucester Worimi First Peoples Aboriginal Corporation	2021 NAIDOC Grant – Gloucester NAIDOC 2021	3,000
Gomerioi Dance Company Incorporated	Minister’s Discretionary Fund – Outcomes Evaluation Framework Project	25,000
Griffith City Council	2021 NAIDOC Grant – Empowering Aboriginal Young People to Create NAIDOC Events	1,000
Griffith Local Aboriginal Land Council	2021 NAIDOC Grant – Aboriginal Community Day	2,000
Gudjagang Ngara li-dhi Aboriginal Corporation	Cultural Grant – Gudjagang Ngara li-dhi Aboriginal Corporation’s Black Lives Matter	7,530
Gundyarri Narrandera Aboriginal Corporation	2021 NAIDOC Grant – Narrandera NAIDOC	3,000
Gunida Gunyah Aboriginal Corporation	COVID-19 Aboriginal Community Organisations Grant – Hub Fit Out (Stage 1) COVID Project	46,628
Gurehlgam Corporation	2021 NAIDOC Grant – Healing Country – Together	3,000
Gurehlgam Corporation	COVID-19 Aboriginal Community Organisations Grant – Justice Services and DV Forum	40,000
Guyra Local Aboriginal Land Council	2021 NAIDOC Grant – Guyra NAIDOC	1,000
Gyndarna Pre-School Incorporated	2021 NAIDOC Grant – community gathering & opening of new outdoor learning spaces	3,000
Gyndarna Pre-School Incorporated	COVID-19 Aboriginal Community Organisations Grant – all weather learning spaces	50,000
Hawkesbury City Council as auspice for Hawkesbury Regional Gallery	2021 NAIDOC Grant – The Dyarubbin – Heal Country!	1,800
Hay Aboriginal Corporation Community Working Party	COVID-19 Aboriginal Community Organisations Grant – Community Workshop Space	7,000
Hay Aboriginal Corporation Community Working Party	2021 NAIDOC Grant – NAIDOC 2021	2,000
Homebase Youth Service	2021 NAIDOC Grant – Forster-Tuncurry NAIDOC Community Day	3,000
Illawarra Aboriginal Corporation	2020 NAIDOC Grant – Coming Through the Other Side	750
Illawarra Koori Men’s Support Group	COVID-19 Aboriginal Community Organisations Grant – Illawarra Koori Men’s Support Group	34,000
Illawarra Wingecarribee Alliance Aboriginal Corporation	Local Decision Making	200,000
James Sheahan Catholic High School	2020 NAIDOC Grant – Always Caring and Connecting to Our Land, for All Time.	500
James Sheahan Catholic High School	2021 NAIDOC Grant – On Country Healing	750
Jana Ngalee Local Aboriginal Land Council	Aboriginal Communities Emergency Management Plan	54,147
Jerrinja Local Aboriginal Land Council	2021 NAIDOC Grant – Jerrinja “Healing Country” NAIDOC Event	1,000
Jewells Primary School Parent and Citizens Association as auspice for Jewells Primary School	2021 NAIDOC Grant – Healing Circle	1,000
Joblink Plus Limited	2020 NAIDOC Grant – Joblink Plus NAIDOC Celebrations – Our Foot Prints	900
Justiz Community Ltd	2021 NAIDOC Grant – Heal Country NAIDOC 2021	1,000

Name of organisation	Nature and purpose of grant	Cost (\$)
Karuah Local Aboriginal Land Council	Aboriginal Communities Emergency Management Project - Project Support Officer	15,000
Karuah Local Aboriginal Land Council	COVID-19 Aboriginal Community Organisations Grant - Community Hall Refurbishment	30,000
Katungul Aboriginal Community Regional Health and Community Services	COVID-19 Aboriginal Community Organisations Grant - Eurobodalla Community Healing Project	50,000
Katungul Aboriginal Corporation Regional Health and Community Services	Minister's Discretionary Fund - Red Dust Healing Project	15,000
Kempsey Local Aboriginal Land Council	2021 NAIDOC Grant - NAIDOC Flag raising ceremony and morning tea	690
Kinchela Boys Home Aboriginal Corporation	COVID-19 Aboriginal Community Organisations Grant - Unlocking our Past to Free Our Future: Reconnecting Stolen Generations Survivors	50,000
Kinchela Boys Home Aboriginal Corporation	Sites of Significance	100,000
Kinchela Boys Home Aboriginal Corporation	Stolen Generations Organisations Collective Reparations funding	350,000
Kinchela Boys Home Aboriginal Corporation	Stolen Generations Reparations - Healing Fund priority proposals	125,000
Kiray Putjung Aboriginal Corporation	2020 NAIDOC Grant - Kiray Putjung and Ngarraliingayil School NAIDOC project - Awakening Culture	2,050
Kiray Putjung Aboriginal Corporation	COVID-19 Aboriginal Community Organisations Grant - Pirrka (be healed) Project	40,000
Kooloora and Soldiers Settlement	2021 NAIDOC Grant - NAIDOC at Kooloora	1,000
Kurranulla Aboriginal Corporation	2021 NAIDOC Grant - Kurranulla NAIDOC Celebration 2021	2,000
Kurranulla Aboriginal Corporation	COVID-19 Aboriginal Community Organisations Grant - Kurranulla Community Health and Wellbeing Day	44,000
La Perouse United Men's Aboriginal Corporation	Cultural Grant - La Perouse Aboriginal Men's Cultural and Wellbeing Camp	10,000
Lake Cargelligo Local Aboriginal Education Consultative Group	2021 NAIDOC Grant - 2021 NAIDOC Day Celebration	2,000
LeaderLife Limited	2020 NAIDOC Grant - Apollo House After School NAIDOC event	500
Leeton and District Local Aboriginal Land Council	2020 NAIDOC Grant - Always Was, Always Will Be NAIDOC 2020	1,500
Leeton and District Local Aboriginal Land Council	2021 NAIDOC Grant - Family Fun Day - Heal Country	3,000
Lightning Ridge Local Aboriginal Land Council	2020 NAIDOC Grant - Wall of Honour Connecting Community Family Celebration Day for NAIDOC	3,000
Lightning Ridge Local Aboriginal Land Council	2021 NAIDOC Grant - Traditional Garden	3,000
Link-Up NSW Aboriginal Corporation	Cultural Grant - COOEE 2021 Festival	15,000
Liverpool City Council	2020 NAIDOC Grant - NAIDOC Voices	3,000
Liverpool City Council	2021 NAIDOC Grant - NAIDOC Week 2021 - Heal Country	3,000

Name of organisation	Nature and purpose of grant	Cost (\$)
Maari Ma Health Aboriginal Corporation	2021 NAIDOC Grant – Ivanhoe: Trip to Mt Manara	1,000
Maari Ma Health Aboriginal Corporation	2021 NAIDOC Grant – Maari Ma Broken Hill Celebrations	1,000
Maari Ma Health Aboriginal Corporation	COVID-19 Aboriginal Community Organisations Grant – Healing Headstones: Train the Trainer and Film	49,900
Maari Ma Health Aboriginal Corporation	COVID-19 Aboriginal Community Food Security Program – Community Kitchen Initiatives for Aboriginal communities in Far Western NSW	80,000
MacKillop Family Services	2020 NAIDOC Grant – MacKillop Family Services Community Gathering	1,023
Macquarie Pre-schools Co-operative Limited	2020 NAIDOC Grant – Interwoven Workshop 0-5 (Aboriginal Weaving)	500
Maitland Local Aboriginal Education Consultative Group as auspice for Beresford Public School	2021 NAIDOC Grant – NAIDOC Cultural Workshops	650
Maitland Local Aboriginal Education Consultative Group as auspice for Greta Public School	2021 NAIDOC Grant – Yarning Circle / Learning Space	550
Manildra Preschool Early Learning Centre	2020 NAIDOC Grant – Manildra (Millidurra) Preschool Early Learning Centre NAIDOC Week Celebration.	500
Maranguka Community Hub	2021 NAIDOC Grant – Bourke/Enngonia Community NAIDOC Week	3,000
Marrickville Public School Parents and Citizens Association	2020 NAIDOC Grant – Always Was, Always Will Be – Gadigal Garden Artwork	500
Marrickville Public School Parents and Citizens Association	2021 NAIDOC Grant – Healing by Storytelling: Documenting Stories from Local Aboriginal Elders	1,000
Mary Brooksbank Parents and Citizens Association	2020 NAIDOC Grant – Who we are	645
Mary Help of Christians Primary School	2020 NAIDOC Grant – 2020 NAIDOC Celebrations	1,000
Mater Dei Catholic Primary School	2020 NAIDOC Grant – NAIDOC Day Celebrations	500
McAuley Catholic Central School	2020 NAIDOC Grant – Mural, Totem Poles and Bush Tucker for NAIDOC Celebrations.	1,000
Menindee Local Aboriginal Land Council	Minister’s Discretionary Fund – My Kitchen Rules	5,000
Merana Aboriginal Community Association for the Hawkesbury	2021 NAIDOC Grant – 2021 Hawkesbury NAIDOC Ball	1,000
Merana Aboriginal Community Association for the Hawkesbury	2021 NAIDOC Grant – Merana Aboriginal Community Association for the Hawkesbury Inc	2,800
Merana Aboriginal Community Group	COVID-19 Aboriginal Community Organisations Grant – Community Gathering	38,500
Merrimans Local Aboriginal Land Council	COVID-19 Aboriginal Community Organisations Grant – COVID Project MLALC	50,000
Mindaribba Local Aboriginal Land Council	2021 NAIDOC Grant – Maitland NAIDOC BBQ & Cessnock Family Fun Day	3,000

Name of organisation	Nature and purpose of grant	Cost (\$)
Mingaan Wiradjuri Aboriginal Corporation	2021 NAIDOC Grant – Healing Country – Lithgow/Wolgan Valley Wiradjuri NAIDOC	2,000
Mingaletta Aboriginal & Torres Strait Corporation	2021 NAIDOC Grant – Country of Healing	3,000
Miyay Birray Youth Service Inc	2021 NAIDOC Grant – NAIDOC Moree NSW – Heal Country	1,500
Miyay Birray Youth Service Inc	2020 NAIDOC Grant – NAIDOC Week Moree 2400 – Always Was, Always Will Be	2,800
Mogo Public School Parents and Citizens Association	2020 NAIDOC Grant – Mogo Public School NAIDOC Week	1,000
Mogo Public School Parents and Citizens Association as auspice for Mogo Public School	2021 NAIDOC Grant – Mogo Public School NAIDOC Week	1,500
Moombahlene Local Aboriginal Land Council as auspice for Northern Region Aboriginal Alliance	Local Decision Making	151,435
Moombahlene Local Aboriginal Land Council	2021 NAIDOC Grant – NAIDOC Celebrations	1,500
Mt Warrigal Kooris United RLFC	2021 NAIDOC Grant – Mt Warrigal Kooris NAIDOC Family Fun Day	1,500
Mudgin-gal Aboriginal Corporation	Cultural Grant – A Hundred Women Dancing – #100womendancing	5,000
Mudgin-gal Aboriginal Corporation	Cultural Grant – Mudgin-gal NAIDOC Week Celebration	10,000
Mudyala Aboriginal Corporation	2021 NAIDOC Grant – 2021 Lower Clarence NAIDOC Golf Day	1,600
Mudyala Aboriginal Corporation	COVID-19 Aboriginal Community Organisations Grant – Rising Warriors Footy Connections	50,000
Mudyala Aboriginal Corporation	Cultural Grant – Revitalising Cultural Identity	15,000
Murdi Paaki Services Ltd as auspice for Murdi Paaki Regional Assembly	Local Decision Making	200,000
Murrwarri Local Aboriginal Land Council	COVID-19 Aboriginal Community Organisations Grant – Bush Kitchen and Yarning Areas	50,000
Murrin Bridge Local Aboriginal Land Council	2020 NAIDOC Grant – NAIDOC Celebration Week	1,132
Murrin Bridge Local Aboriginal Land Council	2021 NAIDOC Grant – Healing Country	1,500
Murrin Bridge Preschool Association Incorporated	2020 NAIDOC Grant – Keeping Our Dance/ Language Alive 2020	1,000
Muru Mittigar Limited	2021 NAIDOC Grant – Community NAIDOC events	1,500
NAISDA Dance College	2020 NAIDOC Grant – Gurayndja – Always.	3,000
NAISDA Dance College	2021 NAIDOC Grant – Dancing Up Country	3,000
Namoi Valley Christian School	2021 NAIDOC Grant – Community Engagement NAIDOC Celebrations	1,000
Nari Nari Tribal Council	2021 NAIDOC Grant – Gayini Land Management Expo	1,000
Narrabri Preschool Association	2020 NAIDOC Grant – Always Was, Always Will Be NAIDOC Celebrations	1,000

Name of organisation	Nature and purpose of grant	Cost (\$)
Narrandera Shire Council	2020 NAIDOC Grant - Narrandera Community NAIDOC Celebrations	1,000
Narromine Local Aboriginal Land Council	2020 NAIDOC Grant - NAIDOC Traditional Dance Exhibition & Workshop	477
Narromine Local Aboriginal Land Council	2021 NAIDOC Grant - Dance Workshop	1,500
Narwan Rugby League and Sporting Club Aboriginal Corporation	2021 NAIDOC Grant - Blue and Gold Day	2,000
National Centre of Indigenous Excellence	2020 NAIDOC Grant - NAIDOC @ NCIE 2020	1,500
Neighbourhood Central Ltd.	2021 NAIDOC Grant - Heal Country NAIDOC Concert	\$2,000
New South Wales Aboriginal Land Council as auspice for NSW Coalition of Peak Organisations (CAPO)	Support the equal partnering of NSW CAPO and the NSW Government in the planning and in the full implementation of the National Agreement on Closing the Gap	2,168,892
Ngambri Local Aboriginal Land Council	2021 NAIDOC Grant - Ngambri LALC NAIDOC Week	3,000
Ngambri Local Aboriginal Land Council	COVID-19 Aboriginal Community Organisations Grant - Connection Camps	50,000
Ngulingah Local Aboriginal Land Council	2021 NAIDOC Grant - Nimbin Heal Country Event	2,050
Ngumbaay Indigenous Corporation	2020 NAIDOC Grant - Always Was, Always Will Be Aboriginal Land Community BBQ	1,000
Nimbin Community Centre Incorporated	2020 NAIDOC Grant - Always Was, Always Will Be	2,200
Nimbin Community Centre Incorporated	2021 NAIDOC Grant - Heal Country- Heal Community	3,000
Nowra Local Aboriginal Land Council	2020 NAIDOC Grant - Nowra LALC Members NAIDOC Celebrations	1,000
Nowra Local Aboriginal Land Council	2021 NAIDOC Grant - NAIDOC Disco and Movie Night	1,000
NSW Aboriginal Education Consultative Group as auspice for Walbanga Aboriginal Education Consultative Group	2021 NAIDOC Grant - NAIDOC Week Celebrations	3,000
NSW Reconciliation Council Incorporated	Activities to raise awareness and understanding of reconciliation	410,000
Nungaroo Local Aboriginal Land Council	2021 NAIDOC Grant - NAIDOC Morning tea and flag raising	1,000
Nyngan Local Aboriginal Land Council	2020 NAIDOC Grant - Nyngan NAIDOC Week	2,500
Nyngan Local Aboriginal Land Council	2021 NAIDOC Grant - Nyngan NAIDOC 2021	3,000
Nyngan Preschool Inc	2020 NAIDOC Grant - NAIDOC Week 2020	500
Old Bar Community Preschool	2020 NAIDOC Grant - Care for Country, Love Biripi Land	1,000
Orana Haven Aboriginal Corporation	COVID-19 Aboriginal Community Organisations Grant - Orana Haven Aboriginal Corporation	31,204
Orana Support Services Incorporated	2020 NAIDOC Grant - Aboriginal Art and History	500

Name of organisation	Nature and purpose of grant	Cost (\$)
Orange Aboriginal Corporation Health Service as auspice for Three Rivers Regional Assembly	Cultural Grant – Three Rivers Regional Assembly Women’s Gathering	7,500
Orange Aboriginal Corporation Health Service as auspice for Three Rivers Regional Assembly	Local Decision Making	120,000
Orange Aboriginal Corporation Health Service as auspice for Three Rivers Regional Assembly	Local Decision Making Priority Project	50,000
Our Lady of Lourdes Primary School Tarro	2020 NAIDOC Grant – NAIDOC Week 2020- Our Lady of Lourdes Tarro	1,000
Padstow Park Parents and Citizens Association	2021 NAIDOC Grant – Indigenous garden and yarning circle	1,000
Pathfinders Ltd	2021 NAIDOC Grant – Planting to Heal	3,000
Peak Hill Preschool Kindergarten Inc	2021 NAIDOC Grant – Helping and Healing Country	770
Pejar Local Aboriginal Land Council	2021 NAIDOC Grant – Towards Healing Family Day	3,000
Pius X Aboriginal Corporation	2021 NAIDOC Grant – Reconnection to Country	3,000
Pius X Aboriginal Corporation	COVID-19 Aboriginal Community Organisations Grant – Pius X Healing Day	16,645
Pius X Aboriginal Corporation	Minister’s Discretionary Fund – Mental health and wellbeing of our Elders	15,000
Playgroup NSW	2021 NAIDOC Grant – NAIDOC Week Event	1,000
Purfleet Taree Local Aboriginal Land Council	2020 NAIDOC Grant – NAIDOC Concert 2020	2,000
Purfleet Taree Local Aboriginal Land Council	2021 NAIDOC Grant – Murrungba Birrbay Barray (Healing Biripi Country)	3,000
Red Bend Catholic College	2021 NAIDOC Grant – Breathe and Heal Country 2021	750
Red Chief Local Aboriginal Land Council	2021 NAIDOC Grant – NAIDOC 2021 Gunnedah and surrounds	3,000
Red Chief Local Aboriginal Land Council	COVID-19 Aboriginal Community Organisations Grant – Connect with Culture	33,800
Redfern All Blacks RFLC Inc	2020 NAIDOC Grant – Redfern All Blacks Family & Community Day	3,000
RMRA Enterprises Pty Ltd as auspice for Riverina Murray Regional Alliance	Cultural Grant – Aboriginal Men’s Yarn-Up	5,000
RMRA Enterprises Pty Ltd as auspice for Riverina Murray Regional Alliance	Cultural Grant – Migay Allawah Yaryins Women’s Event	5,000
RMRA Enterprises Pty Ltd as auspice for Riverina Murray Regional Alliance	Local Decision Making	200,000
RMRA Enterprises Pty Ltd as auspice for Riverina Murray Regional Alliance	Local Decision Making Priority Project	50,000
Ross Circuit Preschool Inc	2021 NAIDOC Grant – Gawaymbanha (Welcome) to Wonga Wetlands	796
Ross Circuit Preschool Inc	2020 NAIDOC Grant – Birrang Cultural Connections Yindyamarra (respect) Celebrations	500
Saltwater Freshwater Arts Alliance	2021 NAIDOC Grant – Saltwater Freshwater Art Exhibit – NAIDOC 2021	700

Name of organisation	Nature and purpose of grant	Cost (\$)
Sapphire Life Opportunities Ltd	2020 NAIDOC Grant - Eden Kids Club NAIDOC Celebration	600
Scone Neighbourhood Resource Centre Inc	2020 NAIDOC Grant - Always Was, Always Will Be workshops	1,075
Shellharbour Aboriginal Youth Association	2020 NAIDOC Grant - SACYA NAIDOC Celebration Day	2,272
Singleton Council	2021 NAIDOC Grant - NAIDOC Celebrations	1,000
South Coast Black Cockatoos	COVID-19 Aboriginal Community Organisations Grant - Koori Knockout 2021	50,000
South Coast Women's Health and Welfare Aboriginal Corporation (Waminda)	2021 NAIDOC Grant - Yili Minga	1,500
South East Arts (NSW) Inc	Head of Aboriginal Affairs Solutions Grant - Giiyong Gumleaf Band	15,000
South West Rocks Figtree Descendants Aboriginal Corporation	2020 NAIDOC Grant - South West Rocks Cultural NAIDOC Day	2,000
Souths Cares PBI Ltd	2021 NAIDOC Grant - Souths Cares NAIDOC Festival	3,000
Souths Cares PBI Ltd	2020 NAIDOC Grant - Souths Cares NAIDOC Celebrations	3,000
Speaking In Colour Pty Ltd	Cultural Grant - Hunter Aboriginal Women's Empowerment and Harvesting Camps	6,806
St Bernard's Catholic Primary School Batemans Bay	2020 NAIDOC Grant - Birrang Cultural Connections Yindymarra (respect) Celebrations	500
St Brigid's School	2020 NAIDOC Grant - Always Was, Always Will Be!	700
St Brigid's School	2021 NAIDOC Grant - Heal Country	1,200
St Joseph's Catholic Primary School Peak Hill Parents and Friends Association	2021 NAIDOC Grant - St Joseph's Peak Hill NAIDOC Celebrations	1,500
St Lawrence's Catholic Primary School	2020 NAIDOC Grant - NAIDOC Day Celebrations 2020 - Always Was, Always Will Be	500
St Mary's Central - Wellington	2021 NAIDOC Grant - NAIDOC 2021 Week Celebrations	1,500
St Mary's Central - Wellington	2020 NAIDOC Grant - NAIDOC Week 2020	500
St. Raphael's Catholic School Cowra	2020 NAIDOC Grant - NAIDOC Week Celebration	500
Stride Mental Health	2020 NAIDOC Grant - LikeMind Wagga's Yarruwala Dhulubang-bu (Strong Spirits) - Elders' Morning Tea	650
Surry Hills Neighbourhood Centre	2021 NAIDOC Grant - NAIDOC Community Film Screening	500
Sydney Region Aboriginal Corporation	2020 NAIDOC Grant - ALWAYS WILL... SURVIVE	3,000
Sydney Region Aboriginal Corporation	2021 NAIDOC Grant - Heal STRONG	3,000
Sydney University Settlement	2021 NAIDOC Grant - The Settlement NAIDOC Family & Community Day	2,690
Tamworth Aboriginal Medical Service	COVID-19 Aboriginal Community Organisations Grant - Healing and Wellbeing Program	25,000
Tamworth Local Aboriginal Land Council	2021 NAIDOC Grant - Tamworth Community Celebrations	3,000

Name of organisation	Nature and purpose of grant	Cost (\$)
Tamworth Local Aboriginal Land Council	2020 NAIDOC Grant - Tamworth Community NAIDOC Celebrations	2,443
Tamworth Local Aboriginal Land as auspice for Garrjimanha	Head of Aboriginal Affairs Solutions Grant - The Last Post: Promotional Package	8,129
Taree and District Preschool Ltd	2021 NAIDOC Grant - Healing Country Together	3,000
Tharawal Local Aboriginal Land Council	2021 NAIDOC Grant - Heal Country NAIDOC 2021	3,000
The Lloyd McDermott Rugby Development Team Incorporated	Cultural Grant - Lloyd McDermott Rugby - Ella Sevens	10,000
The Mirring Aboriginal Corporation	2021 NAIDOC Grant - Heal Country through Cultural Practices	3,000
The Mirring Aboriginal Corporation	COVID-19 Aboriginal Community Organisations Grant - Navigating COVID - Aboriginal Women's Business Development	40,000
The Roman Catholic Church as Trustee for St Laurence's Primary	2020 NAIDOC Grant - Always Was, Always Will Be	500
The Roman Catholic Church as Trustee for St Laurence's Primary	2021 NAIDOC Grant - Heal Country	750
The Sydney University Settlement Neighbourhood Centre	2020 NAIDOC Grant - The Settlement Community NAIDOC Mural & Film	1,000
The Trustees of the Roman Catholic Church for the Archdiocese of Canberra and Goulburn as Trustee for Marymead Child and Family Centre	2021 NAIDOC Grant - Yuin Healing - Connecting on Country	1,150
Thungutti Local Aboriginal Land Council	Minister's Discretionary Fund - Where Do the Children Play?	30,000
Trangie Local Aboriginal Land Council	2021 NAIDOC Grant - Healing Through Culture	3,000
The Trustees of the Roman Catholic Church as Trustee for St Johns Primary Dubbo	2021 NAIDOC Grant - Heal Country	750
Tweed Byron Local Aboriginal Land Council	COVID-19 Aboriginal Community Organisations Grant - Bush Garden and Kitchen Program	29,640
Tweed Byron Local Aboriginal Land Council	COVID-19 Aboriginal Community Organisations Grant - Cultural Immersion Youth and Elders	20,000
Tweed Byron Local Aboriginal Land Council as auspice for North Coast Aboriginal Development Alliance	Local Decision Making	120,000
Tweed Byron Local Aboriginal Land Council as auspice for North Coast Aboriginal Development Alliance	Local Decision Making Priority Project	50,000
Twofold Aboriginal Corporation	2021 NAIDOC Grant - NAIDOC 2021 Heal Country	1,600
Twofold Aboriginal Corporation	COVID-19 Aboriginal Community Organisations Grant - Jigamy Farm Cultural Landscapes: Community Gardens Project	50,000
Ulladulla Local Aboriginal Land Council	Cultural Grant - Introduction to Dhurga; Stages 1 and 2 Online Sessions	4,000
Ungooroo Aboriginal Corporation	2021 NAIDOC Grant - Wanaruah's Healing Through Food and Culture	3,000

Name of organisation	Nature and purpose of grant	Cost (\$)
Uniting Early Learning Medowie	2020 NAIDOC Grant - Recognising and Promoting Worimi Culture	850
Uniting Preschool Adamstown Heights	2020 NAIDOC Grant - Sharing Culture Towards Reconciliation	1,000
Unkya Aboriginal Land Council as auspice for St Patrick's Primary School	2021 NAIDOC Grant - NAIDOC Week 2021	1,000
Unkya Local Aboriginal Land Council	2020 NAIDOC Grant - 2020 NAIDOC Cultural Experience	1,000
Upper Hunter Community Services Inc	2021 NAIDOC Grant - Baiame Dreaming	1,200
Upper Hunter Shire Council	2020 NAIDOC Grant - Learning About Culture	800
Uraah Innovations and Cultural Services	Cultural Grant - Dharriwaa Walaay 2021	9,500
Uralla Shire Council	2020 NAIDOC Grant - Uralla NAIDOC Week Celebrations	1,000
Wagonga Local Aboriginal Land Council	COVID-19 Aboriginal Community Organisations Grant - upgrading IT network and facilities	17,936
Walgett Aboriginal Medical Service	2021 NAIDOC Grant - WAMS NAIDOC Celebration	3,000
Walgett Shire Council	2020 NAIDOC Grant - Walgett Shire NAIDOC Week 2020 - Our Time to Shine	3,000
Walgett Shire Council	2021 NAIDOC Grant - Walgett Shire NAIDOC Week 2021	3,000
Walhallow Parents and Citizens Association as auspice for Walhallow Public School	2021 NAIDOC Grant - Acknowledgement Movie	1,500
Wanaruah Local Aboriginal Land Council	2021 NAIDOC Grant - Wanaruah NAIDOC Week Events	3,000
Warrawong Residents Forum Incorporated	2021 NAIDOC Grant - Greene Street NAIDOC Day	2,800
Warren Youth Support Group Incorporated	2020 NAIDOC Grant - Be Connected to the Beemunnel	2,000
Warrumbungle Shire Council	2021 NAIDOC Grant - Connect and Heal Country	2,500
We Care NSW	COVID-19 Aboriginal Community Organisations Grant - providing food security for the most vulnerable members of our Communities	30,000
Wee Waa Local Aboriginal Land Council	2021 NAIDOC Grant - Wee Waa LALC Community Cultural Day	3,000
Weigelli Centre Aboriginal Corporation	2021 NAIDOC Grant - NAIDOC 2021 Celebrations	1,200
Weilmoringle Local Aboriginal Land Council	Head of Aboriginal Affairs Solutions Grant - Weilmoringle Pool Restoration Project	20,000
Wellington Aboriginal Corporation Health Service as auspice for Murungidyal	Head of Aboriginal Affairs Solutions Grant - Murungidyal Day of Healing	15,000
Wellington Information and Neighbourhood Services Inc	2020 NAIDOC Grant - Always Will Be Wellington NAIDOC	3,000
Wellington Information and Neighbourhood Services Inc	2021 NAIDOC Grant - Healing Country	3,000

Name of organisation	Nature and purpose of grant	Cost (\$)
Western Plains Regional Development Inc	2020 NAIDOC Grant - NAIDOC Celebrations	2,000
Western Plains Regional Development Inc	2021 NAIDOC Grant - Youth Deadly Awards	500
Western Sydney Aboriginal Regional Alliance	Local Decision Making	60,000
Winanga-y Dreaming Pty Ltd	Cultural Grant - Burrulaabaa Warrangaal (Strong/Powerful Leader)	9,550
Wingecarribee Shire Council	2020 NAIDOC Grant - 2020 NAIDOC Community Art Exhibition	1,500
Wingecarribee Shire Council	2021 NAIDOC Grant - Healing Country on Guula Ngurra National Park	3,000
Woganurra Aboriginal Corporation	COVID-19 Aboriginal Community Organisations Grant - Goondee Keeping Place COVID-19 Re-opening Project	50,000
Women's Domestic Violence Court Advocacy Service	2021 NAIDOC Grant - NAIDOC Healing Project	470
Worimi Local Aboriginal Land Council	Cultural Grant - Worimi Barray	14,486
Wyanga Aboriginal Aged Care Program Incorporated	2020 NAIDOC Grant - Celebrating Posters of the Past 2020	1,968
Wyong/Gosford Central Coast Community Legal Centre	2020 NAIDOC Grant - Always Was, Always Will Be Film	2,000
Yalbillinga Boori Day Care Centre	2021 NAIDOC Grant - 2021 NAIDOC	2,000
Yarkuwa Indigenous Knowledge Centre	2021 NAIDOC Grant - One Man's Story	2,500
Yoorana Gunya Family Healing Centre Aboriginal Corporation	2021 NAIDOC Grant - Ngurambang Murungidyal Ngalinya Murungidyal: Healing Country Healing Us	1,500
Yoorana Gunya Family Healing Centre Aboriginal Corporation	COVID-19 Aboriginal Community Organisations Grant - COVID safe outdoor seating	12,870
Young Mobile Play Activities	2021 NAIDOC Grant - Young Mobile Play Celebrates NAIDOC Week	1,500
YWCA Australia	2020 NAIDOC Grant - YWCA's Lismore NAIDOC Showcase	1,135
Total number of grants is: 336		12,717,198

Additional grants

Aboriginal Languages Community Investments program

The Aboriginal Languages Trust is not required to produce an Annual Report for this period. 2020/21 grants details for the Aboriginal Languages Community Investment Program have been included in the department's Annual Report to showcase the activities of the Trust. The grants were paid direct from the Trust through the Aboriginal Languages Community Investment Program. In 2020/21, \$860,602 was awarded to 19 Aboriginal community organisations and groups to reawaken, grow, nurture and raise awareness of Aboriginal languages in communities across NSW.

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Aboriginal Education Consultative Group	Birrugan-undi Mindalay Gumbaynggirr	16,367
Birrelee MACS	Protecting community cultural IP and custodianship of Gamilaraay language in Tamworth region	50,000
Colly Gamilaraay Indigenous Corporation	Gallarinbaraay Language Program	18,480
Coota Girls Aboriginal Corporation	Coota Girls Languages Hub - With language we heal	20,000
Djuyalgu Wakulda	Gathang Djukalmal Dhanbaan (Growing language strong)	50,000
Gujaga Foundation Limited	Dharawal Language & Culture Tutors	89,788
Leeton and District Local Aboriginal Land Council	Leeton Wiradjuri Language Audio Visual Project	50,000
Miromaa Aboriginal Language & Technology Centre	Soundlines Aboriginal Language Podcast Channel	25,000
Moogahlin Performing Arts	Women's Business Language Ngurra (Ngurra- a term used for camp in the three languages: Murrawarri, Ngemba, Yuwaalaraay)	50,000
Mudyala Aboriginal Corporation	Yaygirr Dulbay Mudyala-Gu (Yaegl Language for Tomorrow)	47,535
Muurrbay Aboriginal Language and Culture Cooperative	Gathang Garuwaga	19,000
Newara Aboriginal Corporation	Project Officer - Anaiwan Language Teaching and Learning Resource Development	90,000
Ngabu Bingayi Aboriginal Corporation	Guuyata Dhanggati Language Kit Development	49,500
South Coast Women's Health and Welfare Aboriginal Corporation (Waminda)	Dhurga Yangga (Singing Dhurga): Reawaken Dhurga language through song - a Yuin Country Collaborative Approach	50,000
Taree Indigenous Development and Employment	Ngarrayn Birrbayga Barrayga - Learning on Biripi Country	20,000
Tweed Byron Local Aboriginal Land Council	Living Cultural Language Project	50,000
Winangakirri Aboriginal Corporation	Text to Tongue - Online Ngiyampaa Dictionary	69,300
Winanga-Li Aboriginal Child and Family Centre Inc	Nguu Gamilaraay	50,000
Yarkuwa Indigenous Knowledge Centre Aboriginal Corporation	Wamba Wamba Language Expansion Project	45,632
Total number of grants is: 19		860,602

Heritage NSW

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Camperdown Cemetery Trust	Funding towards repair of an iron monument in Camperdown Cemetery	5,000
Cathedral Church of Christ the King	Funding towards repairs and maintenance of Christ Church Cathedral Grafton	42,500
Collarenebri Local Aboriginal Land Council	Funding towards re-forming and resurfacing roadway to Aboriginal Cemetery	67,500
Tranby National Indigenous Adult Education & Training. Also known as Co-Operative for Aborigines Ltd	Funding towards conserving and restoring Tranby's heritage buildings	40,000
Lachlan Valley Railway Society	Funding for development of conservation management documents for the Locomotive Store building at Cowra Locomotive Depot	7,000
Mingaan Aboriginal Corporation	Funding to address vandalism Maiyingu Marragu Aboriginal Place	5,000
Mingaan Aboriginal Corporation	Funding towards site protection following bushfires at Maiyingu Marragu Aboriginal Place	5,000
National Aboriginal & Islander Skills Development Association Incorporated	Funding towards Community Engagement Program in NAISDA Dancing (Bungul) Ground and Living Learning Space	14,400
St John's Anglican Church	Funding for development of a conservation management plan for St. John's Wilberforce and Macquarie Schoolhouse/Chapel Precinct	9,500
St Stephen's Anglican Church Newtown	Funding towards an accessibility ramp and church/rectory roof repairs	9,694
Trustees of the Roman Catholic Church for the Diocese of Bathurst	Funding for development of an interpretation plan for the Cathedral of Saints Michael and John, Bathurst	9,000
The Australiana Pioneer Village	Funding for development of a maintenance plan for the Australiana Pioneer Village	4,000
Thomas and Jane Rose Family Society	Funding towards extreme weather damage to Rose Cottage	3,000
The Trustee for the Robert Nair Superannuation Fund	Funding towards remediation work to Juanita Nielsen's House	10,000
Uniting Church Australia-Orange Parish	Funding towards conservation works to Orange Uniting Church	50,000
Worimi Local Aboriginal Land Council	Funding towards Birubi Point Aboriginal Place Headland Embellishment and Cultural Interpretation Project	32,000
David Brazier	Funding towards Nubrygyn Inn roof conservation	2,000
Dunheved Pty Ltd	Funding towards preservation of Stroud House	10,000
Hungry Point Reserve Trust	Funding towards works and activation of Building 7 at the former Cronulla Fisheries Reserve Precinct	21,250
Hungry Point Reserve Trust	Funding for Cronulla Fisheries Interpretive Signage at Hungry Point Reserve	15,236
landra Pastoral Estate	Funding towards repairing storm damage to landra Church	33,500
Jacqui Kirkby	Funding towards roof and guttering repairs of Varro Ville	10,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
John Dunn	Funding towards exterior repairs, restoration and renovation of Dawesleigh	4,000
Kerry Lee	Funding towards replacement of asbestos roof cladding with new fibre cement corrugated cladding at Redstone (The Winter House)	17,600
Masonic Holdings Limited	Funding towards replacement of slate roof and repair to supporting beam on the Maitland Lodge of Unity No4 UGL of NSW and ACT	28,000
Oberon Council (as auspice for the friends of Lindlegreen & Mr Brad Hargans, owner of Lindlegreen)	Funding for development of a conservation management plan for Lindlegreen 1827 Cob Barn at O'Connell	10,000
Robert Kerfoot	Funding to repair termite damage to southern cellar floorboards at the Horsley Complex	5,000
Romani Pastoral Company Pty Ltd	Funding for development of a conservation management plan for Windy Station Woolshed	9,450
Trustee for The Snowy Mountains	Funding for development of a conservation management plan for Coppabella Blacksmith Shop, Stables and Burial Plot	10,000
Brewarrina Local Aboriginal Land Council	Return of funds	-5,000
Jali Local Aboriginal Land Council	Return of funds	-17,500
The Project Zone Pty Ltd	Adjustment of funds from 2019-20	-5,000
Total number of grants is: 29		462,130

Create NSW

Name of organisation	Nature and purpose of grant	Amount paid (\$)
National Arts School	COVID Relief	2,000,000
107 Projects Incorporated	ACF - Play the City	49,000
Amala Groom	ACF - Play the City	10,000
Angela Paez Izquierdo	ACF - Play the City	4,236
Annalouise Paul	ACF - Play the City	7,930
Arab Theatre Studio	ACF - Play the City	38,293
Aristea Mellos	ACF - Play the City	16,280
Asian Australian Artists' Association	ACF - Play the City	34,970
Australian South Sea	ACF - Play the City	39,650
Bell Shakespeare Company Ltd	ACF - Play the City	9,900
Belmont Street Entertainment Pty Ltd	ACF - Play the City	36,800
Bestman Holdings Pty Ltd	ACF - Play the City	10,000
Biennale of Sydney Ltd	ACF - Play the City	10,000
Brand X Productions Incorporated	ACF - Play the City	40,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Brandenburg Ensemble Ltd T/A Australia	ACF - Play the City	36,902
Chelsea Hannah Collings	ACF - Play the City	9,629
Christian Brasche	ACF - Play the City	5,471
Christie Deanne Koppe	ACF - Play the City	10,000
Ciaran Hugo Lyons	ACF - Play the City	45,800
Club 77 Holdings Pty Ltd	ACF - Play the City	10,000
Critical Stages	ACF - Play the City	10,000
Cultural Arts Collective Pty Ltd	ACF - Play the City	10,000
Curious Legends Limited	ACF - Play the City	36,600
Dance Makers Collective Inc	ACF - Play the City	10,000
Danielle Amy Young	ACF - Play the City	4,839
Edward Lyons Music	ACF - Play the City	25,000
Electronic Music Conference Pty Ltd	ACF - Play the City	10,000
Elizabeth Barnett	ACF - Play the City	10,000
Emma Therese Fielden	ACF - Play the City	34,616
Endangered Productions	ACF - Play the City	28,490
Earth Visual & Physical Inc	ACF - Play the City	28,386
Esther Maria Wong	ACF - Play the City	7,050
Felicity Jane Wilcox	ACF - Play the City	8,780
Fiona Therese Lugg	ACF - Play the City	2,100
Frances Madden	ACF - Play the City	10,212
Francisco Lara Puerto	ACF - Play the City	7,600
Good Business Sense Pty Ltd	ACF - Play the City	10,000
Haiku Hands	ACF - Play the City	16,655
Isabella Rubi Manfredi	ACF - Play the City	9,400
Jack Satria Wardana	ACF - Play the City	9,921
Jessica Josephine Newell	ACF - Play the City	10,100
Jihyeon Lim	ACF - Play the City	3,000
Joel Ozborn	ACF - Play the City	10,900
John Sam Guagliardo	ACF - Play the City	10,000
Justin Buchta	ACF - Play the City	5,870
Karen Therese Corbett	ACF - Play the City	13,800
Kathleen Mary O'Connell	ACF - Play the City	5,720
Little Wing Productions	ACF - Play the City	10,000
Live at Yours Pty Ltd	ACF - Play the City	37,100
Marco Max Moller Rinaldi	ACF - Play the City	11,950
Marcus Geoffrey Whale	ACF - Play the City	2,500

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Marian Abboud	ACF - Play the City	9,867
Mas Music Group	ACF - Play the City	10,000
Matthew Keegan	ACF - Play the City	9,570
Maximum Joy	ACF - Play the City	10,000
Metropolitan Orchestra Incorporated	ACF - Play the City	21,000
More to Come Entertainment	ACF - Play the City	10,000
Museum of Contemporary Art Australia	ACF - Play the City	46,720
Nardine Gharsa	ACF - Play the City	34,775
Novotel Sydney Darling Square	ACF - Play the City	9,090.91
Paulina Quinteros	ACF - Play the City	10,000
Peter Syms Martin Covington	ACF - Play the City	6,000
Precarious Inc	ACF - Play the City	60,000
Redfern Surf Club Pty Ltd	ACF - Play the City	43,550
Romy Chester Church	ACF - Play the City	25,700
Sarah Joy Bedak-Radic	ACF - Play the City	19,100
Simon David Aveling	ACF - Play the City	20,756
Sydney Gay & Lesbian Choir Inc	ACF - Play the City	19,350
Sydney Improvised Music Assoc Inc	ACF - Play the City	56,750
The Event Space Pty Ltd	ACF - Play the City	97,275
The Habitat Productions	ACF - Play the City	24,000
The House That Dan Built Inc	ACF - Play the City	29,088
The Lazy Eyes Band	ACF - Play the City	9,850
The Mercantile Hotel	ACF - Play the City	9,900
The Music and Booze Company Pty Ltd	ACF - Play the City	50,000
The Shopfront Theatre for Young People	ACF - Play the City	24,340
The Song Company Pty Ltd	ACF - Play the City	50,000
The University of Sydney	ACF - Play the City	29,000
Trevor Roger Brown	ACF - Play the City	10,000
Tsz Ching Chung	ACF - Play the City	10,000
TTF Oxford Underground Unit Trust	ACF - Play the City	45,000
TTF The Gateway Trust	ACF - Play the City	20,000
Undercover Music Pty Ltd	ACF - Play the City	9,890
Vesna Grace	ACF - Play the City	1,660
Vintageallsorts	ACF - Play the City	70,000
Vladimir Fanshil	ACF - Play the City	10,000
VYVA Entertainment Pty Ltd	ACF - Play the City	50,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Walsh Bay Precinct Association Inc	ACF – Play the City	10,000
Yantra De Vilder	ACF – Play the City	10,000
Biennale of Sydney Ltd	ACF – Key Festivals	680,000
Northern Rivers Writers Centre	ACF – Key Festivals	250,000
Sculpture by The Sea Incorporated	ACF – Key Festivals	400,000
Sydney Writers' Festival	ACF – Key Festivals	500,000
The Sydney Festival Ltd	ACF – Key Festivals	5,089,940
The Sydney Fringe Incorporated	ACF – Key Festivals	200,000
Sydney Opera House Management	Arts Maintenance and Upgrade	25,200,000
Belvoir St Theatre Ltd	Arts Maintenance and Upgrade	81,894
Museum of Contemporary Art	Arts Maintenance and Upgrade	642,000
Accessible Arts	Arts Rescue and Restart	175,000
Albatross Musical Theatre	Arts Rescue and Restart	7,100
Antenna Documentary Institute Ltd	Arts Rescue and Restart	45,000
Arab Theatre Studio	Arts Rescue and Restart	20,000
Aristea Mellos	Arts Rescue and Restart	19,200
Armidale Cultural Centre & Keeping Place	Arts Rescue and Restart	21,940
Armidale Drama and Musical Society	Arts Rescue and Restart	5,000
Armidale & Region Aboriginal Culture Centre	Arts Rescue and Restart	75,000
Arts Law Centre of Australia	Arts Rescue and Restart	150,000
Arts Mid North Coast Inc	Arts Rescue and Restart	150,000
Arts North West Inc	Arts Rescue and Restart	186,800
Arts Northern Rivers	Arts Rescue and Restart	187,400
Arts on Tour NSW Ltd	Arts Rescue and Restart	80,000
Arts Out West	Arts Rescue and Restart	150,000
Arts Upper Hunter Inc	Arts Rescue and Restart	130,000
Artspace Visual Arts Centre Ltd	Arts Rescue and Restart	335,000
Asian Australian Artists Association Inc	Arts Rescue and Restart	115,000
Australasian Performing Right Association AMCOS	Arts Rescue and Restart	215,000
Australian Brandenburg Orchestra	Arts Rescue and Restart	1,318,000
Australian Chamber Orchestra Pty Ltd	Arts Rescue and Restart	750,000
Australian Dance Council Ausdance NSW Inc	Arts Rescue and Restart	45,000
Australian Design Centre	Arts Rescue and Restart	165,000
Australian Romantic & Classical Orchestra	Arts Rescue and Restart	80,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Australian Theatre for Young People	Arts Rescue and Restart	220,000
Ballina Shire Concert Band Inc	Arts Rescue and Restart	5,000
Band Association of NSW Inc	Arts Rescue and Restart	15,000
Bangarra Dance Theatre Australia Ltd	Arts Rescue and Restart	750,000
Bankstown City Brass Band	Arts Rescue and Restart	5,000
Bathurst Regional Art Gallery Society	Arts Rescue and Restart	53,570
Bega Concert Band Inc	Arts Rescue and Restart	5,000
Bell Shakespeare Company	Arts Rescue and Restart	287,000
Bellinger River District Pipe Band and Fireside Celts Inc	Arts Rescue and Restart	5,000
Bermagui Historical Society	Arts Rescue and Restart	5,000
Beyond Empathy Ltd	Arts Rescue and Restart	155,000
Biennale of Sydney Ltd	Arts Rescue and Restart	470,000
Blacktown City Bank Inc	Arts Rescue and Restart	5,000
Blacktown City Community Theatre	Arts Rescue and Restart	5,000
Blue Mountains Concert Band Inc	Arts Rescue and Restart	5,000
Blue Mountains Historical Society Inc	Arts Rescue and Restart	5,000
Blue Mountains Musical Society Inc	Arts Rescue and Restart	5,000
Blue Mountains Pipe Band	Arts Rescue and Restart	5,000
Bondi Association of Arts and Music Inc	Arts Rescue and Restart	5,000
Boomalli Aboriginal Artists Co-operative Ltd	Arts Rescue and Restart	40,000
Booranga Writer's Centre	Arts Rescue and Restart	50,000
Bowraville Arts Council Inc	Arts Rescue and Restart	5,000
Branch Nebula Inc	Arts Rescue and Restart	50,000
Brand X	Arts Rescue and Restart	80,000
Brisbane Water Brass	Arts Rescue and Restart	5,000
Bundanon	Arts Rescue and Restart	50,000
Bundenna Community Bank Incorporated	Arts Rescue and Restart	5,000
Byron Writers Festival	Arts Rescue and Restart	255,000
Camden Community Band	Arts Rescue and Restart	5,000
Camden Haven Community Bands Inc	Arts Rescue and Restart	5,000
Camden Haven Historical Society Inc	Arts Rescue and Restart	5,000
Campbelltown Macarthur Scottish Pipes & Drums Association Inc	Arts Rescue and Restart	5,000
Candelo Arts Society Inc	Arts Rescue and Restart	5,000
Canobolas Highland Pipe Band Inc	Arts Rescue and Restart	5,000
Cardiff Northlakes Brass Inc	Arts Rescue and Restart	5,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Carriageworks Ltd	Arts Rescue and Restart	750,000
Castle Hill Pipe Band	Arts Rescue and Restart	5,000
Castle Hill Players Inc	Arts Rescue and Restart	5,000
Cement Fondu Ltd	Arts Rescue and Restart	5,000
Cementa Inc	Arts Rescue and Restart	100,000
Chatswood Musical Society (t/as North Shore Theatre Company)	Arts Rescue and Restart	5,000
Cicada International Limited	Arts Rescue and Restart	20,000
City of Blacktown Pipe Band	Arts Rescue and Restart	5,000
City of Maitland Pipes and Drums Inc	Arts Rescue and Restart	5,000
City of Newcastle RSL Pipe Band Incorporated	Arts Rescue and Restart	5,000
City of Orange Brass Band Inc	Arts Rescue and Restart	5,000
City of Wollongong Concert Band	Arts Rescue and Restart	5,000
City Recital Hall	Arts Rescue and Restart	650,000
Clan MacLeod Concert Band Inc	Arts Rescue and Restart	5,000
Clan McEwan Pipe Band Inc	Arts Rescue and Restart	5,000
Clarence River Historical Society Inc	Arts Rescue and Restart	5,000
Clyde River and Batemans Bay Historical Society Inc	Arts Rescue and Restart	5,000
Coast Community Broadcasters Inc.	Arts Rescue and Restart	5,000
Coffs Coast Pipes and Drums Inc	Arts Rescue and Restart	5,000
Coffs Harbour City Orchestra	Arts Rescue and Restart	5,000
Company B Ltd	Arts Rescue and Restart	750,000
Contemporary Asian Australian Performance Inc	Arts Rescue and Restart	110,546
Cooma District Band Inc	Arts Rescue and Restart	5,000
Critical Path Inc	Arts Rescue and Restart	80,000
Critical Stages	Arts Rescue and Restart	256,234
Curious Works	Arts Rescue and Restart	90,000
Dance Makers Collective Incorporated	Arts Rescue and Restart	30,000
Darlinghurst Theatre Ltd	Arts Rescue and Restart	630,000
De Quincey Company Limited	Arts Rescue and Restart	5,000
Deniliquin & District Historical Society Inc	Arts Rescue and Restart	5,000
DirtyFeet Ltd	Arts Rescue and Restart	5,000
Diversity Arts Australia	Arts Rescue and Restart	140,000
Dorrigo Dramatic Club	Arts Rescue and Restart	5,000
Dubbo Theatre Company Inc	Arts Rescue and Restart	5,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Dural Musical Society Inc	Arts Rescue and Restart	5,000
Eastern Riverina Arts	Arts Rescue and Restart	200,000
Eastwood Uniting Church Musical Society Inc	Arts Rescue and Restart	5,000
Ensemble Limited	Arts Rescue and Restart	2,100,000
Ensemble Offspring Ltd	Arts Rescue and Restart	70,000
Erth Visual & Physical Inc	Arts Rescue and Restart	188,795
First Draft Inc	Arts Rescue and Restart	55,000
First Nations Australian Writers Network FNAWN	Arts Rescue and Restart	100,000
Fisher's Ghost Youth Orchestra	Arts Rescue and Restart	5,000
Flickerfest	Arts Rescue and Restart	50,000
Flight Path	Arts Rescue and Restart	80,000
FLING Physical Theatre	Arts Rescue and Restart	40,000
Flipside Dance Inc	Arts Rescue and Restart	145,000
Flying Fruit Fly Foundation	Arts Rescue and Restart	350,000
Forbes Town & District Bank Incorporated	Arts Rescue and Restart	5,000
Force Majeure Ltd	Arts Rescue and Restart	70,000
FORM Dance Projects Inc	Arts Rescue and Restart	55,000
Four Winds Concerts Inc	Arts Rescue and Restart	135,000
Free Broadcast Incorporated	Arts Rescue and Restart	180,000
Ganmain Historical Society Inc	Arts Rescue and Restart	5,000
Glenbrook Players Inc	Arts Rescue and Restart	5,000
Gloucester Arts and Culture Council Inc	Arts Rescue and Restart	5,000
Gondwana Choirs Ltd	Arts Rescue and Restart	350,000
Gooloogong Log Cabin Inc	Arts Rescue and Restart	5,000
Gosford City Brass Band	Arts Rescue and Restart	5,000
Governor Macquarie Memorial Pipe Band	Arts Rescue and Restart	5,000
Grenfell Gunyah Craft Shop Inc	Arts Rescue and Restart	5,000
Griffin & Regional Association of the Performing Arts Inc (GRAPA)	Arts Rescue and Restart	5,000
Griffin Theatre Company Ltd	Arts Rescue and Restart	355,000
Gulargambone Community Enterprises Co-operative Ltd	Arts Rescue and Restart	5,000
Gurehlgam Corporation	Arts Rescue and Restart	30,000
Gurehlgam Corporation & Saltwater Freshwater Arts Alliance	Arts Rescue and Restart	300,000
Hastings Choristers Incorporated	Arts Rescue and Restart	5,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Hayes Theatre Co Ltd	Arts Rescue and Restart	300,000
Head on Foundation Ltd	Arts Rescue and Restart	55,000
Heaps Decent Ltd	Arts Rescue and Restart	25,000
Highlands Pipes & Drums Inc	Arts Rescue and Restart	5,000
Hills Community Concert Band	Arts Rescue and Restart	5,000
Hills Music Academy Inc	Arts Rescue and Restart	5,000
History Council of New South Wales Inc	Arts Rescue and Restart	15,000
Hornsby RSL Pipe Band	Arts Rescue and Restart	5,000
HotHouse Theatre Ltd	Arts Rescue and Restart	115,000
Hunter Writers Centre Inc	Arts Rescue and Restart	75,000
Hunters Hill Theatre Inc	Arts Rescue and Restart	5,000
Iluka History Group Incorporated	Arts Rescue and Restart	5,000
Information and Cultural Exchange Inc	Arts Rescue and Restart	240,000
Inner West Community Band Inc	Arts Rescue and Restart	5,000
International Performing Writers Association T/as Word Travels	Arts Rescue and Restart	99,270
Jervis Bay Maritime Museum and Gallery	Arts Rescue and Restart	25,000
Jindera Pioneer Museum and Historical Society Inc	Arts Rescue and Restart	5,000
Jopuka Productions Inc	Arts Rescue and Restart	5,000
Joubert Singers Inc	Arts Rescue and Restart	5,000
Kaldor Public Art Projects Ltd	Arts Rescue and Restart	115,000
Kirkala-Pithiluku Aboriginal Corporation	Arts Rescue and Restart	5,000
Kuringai Youth Orchestra Incorporated	Arts Rescue and Restart	5,000
Lake Macquarie Winds	Arts Rescue and Restart	5,000
Lakeside Festival Incorporated	Arts Rescue and Restart	5,000
Lakie Light Sculpture Inc	Arts Rescue and Restart	5,000
Lane Cove Concert Band Inc	Arts Rescue and Restart	5,000
Lane Cove Theatre Company	Arts Rescue and Restart	5,000
Lawrence Historical Society Inc	Arts Rescue and Restart	5,000
LCC Southern Cross Pipes & Drums	Arts Rescue and Restart	5,000
Lebanese Film Festival	Arts Rescue and Restart	5,000
Legs On The Wall Inc	Arts Rescue and Restart	150,000
Lismore Concert Band Inc	Arts Rescue and Restart	5,000
Lismore Symphony Orchestra	Arts Rescue and Restart	5,000
Lithgow Highland Pipe Band Inc	Arts Rescue and Restart	5,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Liverpool City Brass Band Inc	Arts Rescue and Restart	5,000
Lower Clarence Scottish Association	Arts Rescue and Restart	5,000
Maclean and District Pipe Band	Arts Rescue and Restart	5,000
Maclean District Historical Society Inc	Arts Rescue and Restart	5,000
Macleay Valley Pipes and Drums	Arts Rescue and Restart	5,000
Macquarie Singers Inc	Arts Rescue and Restart	5,000
Maitland Repertory Theatre Inc.	Arts Rescue and Restart	5,000
Manly Warringah Pipe Band	Arts Rescue and Restart	5,000
Manning Valley Choral Society Inc	Arts Rescue and Restart	5,000
Manning Valley Historical Society Inc	Arts Rescue and Restart	5,000
Manning Valley Concert Band Incorporated	Arts Rescue and Restart	5,000
Marrugeku Inc	Arts Rescue and Restart	98,540
Matriark Theatre Inc	Arts Rescue and Restart	5,000
Merrigong	Arts Rescue and Restart	910,000
Metro Orchestra	Arts Rescue and Restart	70,000
Milk Crate Theatre	Arts Rescue and Restart	130,000
Millthorpe & District Historical Society	Arts Rescue and Restart	5,000
Milton Follies	Arts Rescue and Restart	5,000
Monkey Baa Theatre for Young People Ltd	Arts Rescue and Restart	285,000
Moogahlin Performing Arts Inc	Arts Rescue and Restart	90,000
Moorambilla Voices Ltd	Arts Rescue and Restart	110,000
Moree Cultural Art Foundation Ltd	Arts Rescue and Restart	40,000
Moruya and District Historical Society	Arts Rescue and Restart	5,000
Mosman Orchestra Incorporated	Arts Rescue and Restart	5,000
Mudgee Readers' Festival Inc	Arts Rescue and Restart	5,000
Museum of Contemporary Art	Arts Rescue and Restart	960,000
Murray Arts Inc	Arts Rescue and Restart	55,290
Murry Arts Inc	Arts Rescue and Restart	130,000
Museums and Galleries of NSW Ltd	Arts Rescue and Restart	285,000
Music NSW Incorporated	Arts Rescue and Restart	670,000
Musica Viva Australia	Arts Rescue and Restart	750,000
National Young Writers' Festival Inc	Arts Rescue and Restart	10,000
Nepean District Historical Society Inc	Arts Rescue and Restart	5,000
New England Bach Festival Inc	Arts Rescue and Restart	5,000
New England Regional Art Museum	Arts Rescue and Restart	160,000
New England Writers' Centre Inc	Arts Rescue and Restart	55,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
New Ghost Theatre Band Inc	Arts Rescue and Restart	5,000
New Theatre	Arts Rescue and Restart	30,000
Newcastle Historic Reserve Land Manager	Arts Rescue and Restart	60,000
Newcastle Theatre	Arts Rescue and Restart	73,000
Newcastle Writers Festival Incorporated	Arts Rescue and Restart	25,000
Newcastle Youth Orchestra	Arts Rescue and Restart	5,000
North Shore Community Band Inc	Arts Rescue and Restart	5,000
North Shore Wind Symphony	Arts Rescue and Restart	5,000
Northern Beaches Concert Band	Arts Rescue and Restart	5,000
Northern Beaches Orchestra	Arts Rescue and Restart	5,000
Northern Beaches Symphonic Wind Ensemble	Arts Rescue and Restart	5,000
Northern Rivers Performing Arts Inc	Arts Rescue and Restart	255,000
Northern Rivers Screenworks Inc	Arts Rescue and Restart	55,000
Northern Suburbs Pipe Band	Arts Rescue and Restart	5,000
Notable Theatre	Arts Rescue and Restart	100,000
Nowra Town Band Incorporated	Arts Rescue and Restart	5,000
NSW Aboriginal Culture, Heritage & Arts Association (ACHAA)	Arts Rescue and Restart	38,060
NSW Aboriginal Culture, Heritage & Arts Association Inc	Arts Rescue and Restart	5,000
NSW Railway Band Inc	Arts Rescue and Restart	5,000
Octapod Association Incorporated	Arts Rescue and Restart	20,000
Omega Ensemble	Arts Rescue and Restart	130,000
Opera Australia	Arts Rescue and Restart	4,125,000
Orana Arts Inc	Arts Rescue and Restart	274,395
Other (Australasian Performing Right Association AMCOS)	Arts Rescue and Restart	10,000
Other (First Nations Australian Writers Network FNAWN)	Arts Rescue and Restart	7,270
Our Lady Queen of Peace Maltese Band NSW Inc.	Arts Rescue and Restart	5,000
Outback Arts Inc	Arts Rescue and Restart	182,200
Outback Theatre for Young People	Arts Rescue and Restart	35,000
Outloud Inc	Arts Rescue and Restart	190,000
Pacific Opera Company Limited	Arts Rescue and Restart	20,000
PACT Centre for Emerging artists	Arts Rescue and Restart	50,000
Palestine Film Festival (Cultural Media)	Arts Rescue and Restart	5,000
Paramatta City Band	Arts Rescue and Restart	5,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Pari Incorporated	Arts Rescue and Restart	67,000
Parramatta Female Factory Precinct Inc	Arts Rescue and Restart	15,000
Pelican Playhouse Inc	Arts Rescue and Restart	5,000
Penrith Musical Comedy Company Inc	Arts Rescue and Restart	5,000
Penrith Performing & Visual Arts	Arts Rescue and Restart	520,000
Penrith Symphony Orchestra Inc	Arts Rescue and Restart	20,000
Performing Lines Limited	Arts Rescue and Restart	450,000
Pinchgut Opera Ltd	Arts Rescue and Restart	460,676
Playwriting Australia	Arts Rescue and Restart	110,000
Pleb City Studios Inc	Arts Rescue and Restart	5,000
Poetry in Action	Arts Rescue and Restart	122,000
Polyphony Singers Incorporated	Arts Rescue and Restart	5,000
Port Macquarie Hastings Pipes & Drums Inc	Arts Rescue and Restart	5,000
Port Macquarie Historical Society Inc	Arts Rescue and Restart	5,000
Port of Yamba Historical Society	Arts Rescue and Restart	5,000
Powerhouse Youth Theatre Inc	Arts Rescue and Restart	85,000
Precarious Inc	Arts Rescue and Restart	50,000
Queer Screen	Arts Rescue and Restart	95,000
Raymond Terrace & District Historical Society Inc	Arts Rescue and Restart	5,000
ReadyMade Works Inc	Arts Rescue and Restart	63,500
Redline Productions	Arts Rescue and Restart	246,443
Richmond Literary Inst	Arts Rescue and Restart	5,000
Richmond Players Inc.	Arts Rescue and Restart	5,000
River City Voices Ltd	Arts Rescue and Restart	5,000
River of Art Incorporated	Arts Rescue and Restart	5,000
Roomies Arts	Arts Rescue and Restart	5,000
Royal Australian Historical Society	Arts Rescue and Restart	60,000
Rumpus Skillshare	Arts Rescue and Restart	20,000
Ryde City Concert Band Inc	Arts Rescue and Restart	5,000
Saltwater Freshwater Arts Alliance	Arts Rescue and Restart	30,000
Saltwater Freshwater Arts Alliance Aboriginal Corporation	Arts Rescue and Restart	55,000
Sapphire Coast Concert Band Inc	Arts Rescue and Restart	5,000
Screenwave Pty Ltd	Arts Rescue and Restart	20,000
Sculpture by the Sea Limited	Arts Rescue and Restart	680,000
Seymour Centre	Arts Rescue and Restart	510,000
Shoalhaven City Concert Band Inc	Arts Rescue and Restart	5,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Shaun Parker & Company Ltd	Arts Rescue and Restart	150,118
Shoalhaven City Pipes and Drums	Arts Rescue and Restart	5,000
Shoalhaven Health and Arts Inc	Arts Rescue and Restart	80,000
Shopfront Arts Co-op Ltd	Arts Rescue and Restart	170,000
Signal Creative Limited	Arts Rescue and Restart	5,000
Sinfonia Mid North Coast Inc.	Arts Rescue and Restart	5,000
Singleton Town Band Inc	Arts Rescue and Restart	5,000
South Coast Writers Centre Inc	Arts Rescue and Restart	77,195
South East Arts (NSW)	Arts Rescue and Restart	181,500
South Pacific Concert Band	Arts Rescue and Restart	5,000
South West Arts Inc	Arts Rescue and Restart	250,000
Southern Highlands Concert Band	Arts Rescue and Restart	5,000
Southern Highlands Textile and Fibre Network	Arts Rescue and Restart	5,000
Southern Tablelands Arts Inc	Arts Rescue and Restart	179,875
Spaghetti Circus Inc	Arts Rescue and Restart	80,000
Sport for Jove	Arts Rescue and Restart	550,000
Sprung!! Integrated Dance Theatre	Arts Rescue and Restart	15,000
Squabbalogic Independent Music Theatre Inc	Arts Rescue and Restart	30,000
Square & Round Dance Association of NSW Inc.	Arts Rescue and Restart	5,000
St George - Sutherland Scottish Pipe Band Inc	Arts Rescue and Restart	5,000
St George Brass Band	Arts Rescue and Restart	5,000
St George Chamber Orchestra	Arts Rescue and Restart	5,000
St George Concert Band Inc	Arts Rescue and Restart	5,000
Stage 2 Strategic Funding	Arts Rescue and Restart	100,287
Stalker Theatre Inc	Arts Rescue and Restart	50,000
Stonewave Taiko Inc	Arts Rescue and Restart	5,000
Strathfield Symphony Orchestra	Arts Rescue and Restart	5,000
Studio A Limited	Arts Rescue and Restart	50,000
Sutherland Shire Brass (Southern Brass)	Arts Rescue and Restart	5,000
Sutherland Shire Choral Society Inc.	Arts Rescue and Restart	5,000
Sutherland Shire Historical Society Inc	Arts Rescue and Restart	5,000
Sutherland Shire Symphony Orchestra Inc	Arts Rescue and Restart	5,000
Sydney Arts Management Advisory Group Inc	Arts Rescue and Restart	5,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Sydney Chamber Opera Inc	Arts Rescue and Restart	55,000
Sydney City Brass	Arts Rescue and Restart	5,000
Sydney Dance Company	Arts Rescue and Restart	750,000
Sydney Film Festival	Arts Rescue and Restart	655,000
Sydney Improvised Music Association Inc	Arts Rescue and Restart	45,000
Sydney Non Objective Group	Arts Rescue and Restart	25,000
Sydney Philharmonia Ltd	Arts Rescue and Restart	220,000
Sydney Symphony Orchestra Holdings Pty Ltd	Arts Rescue and Restart	750,000
Sydney Theatre Company	Arts Rescue and Restart	6,000,000
Sydney Thistle Highland Pipe Band	Arts Rescue and Restart	5,000
Sydney Youth Jazz Orchestra	Arts Rescue and Restart	5,000
Sydney Youth Orchestras Inc	Arts Rescue and Restart	215,000
Synergy & Taikoz Ltd	Arts Rescue and Restart	105,000
Tantrum Theatre Cooperative Ltd	Arts Rescue and Restart	40,000
Temora Town Band Inc	Arts Rescue and Restart	5,000
Tempo Terrific Inc	Arts Rescue and Restart	5,000
The Armidale Pipe Bank Inc	Arts Rescue and Restart	5,000
The Association of Community Theatre Inc	Arts Rescue and Restart	5,000
The Attic Theatrical	Arts Rescue and Restart	5,000
The Australian Ballet	Arts Rescue and Restart	1,250,000
The Australian Haydn Ensemble	Arts Rescue and Restart	42,519
The Australian Haydn Ensemble Inc	Arts Rescue and Restart	55,000
The Bell Shakespeare Company Ltd	Arts Rescue and Restart	750,000
The Cad Factory	Arts Rescue and Restart	30,000
The Eleanor Dark Foundation Ltd Tas Varuna the National Writers' House	Arts Rescue and Restart	175,000
The House that Dan Built Inc	Arts Rescue and Restart	15,000
The Lysicrates Foundation Limited	Arts Rescue and Restart	5,000
The Metropolitan Orchestra Incorporated	Arts Rescue and Restart	100,000
The Mount Victoria and District Historical Society Inc	Arts Rescue and Restart	5,000
The New Balmain Orchestra Inc	Arts Rescue and Restart	5,000
The Oaks Historical Society Incorporated	Arts Rescue and Restart	5,000
The Performance Space Limited	Arts Rescue and Restart	160,000
The Pig and Whistle Fleet Club t/as Tathra Wharf Maritime Museum	Arts Rescue and Restart	5,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
The Red Room Company Ltd	Arts Rescue and Restart	95,000
The Shire Bands Inc.	Arts Rescue and Restart	5,000
The Song Company Pty Ltd	Arts Rescue and Restart	115,000
The Sydney Festival Ltd	Arts Rescue and Restart	750,000
The Sydney Fringe Inc	Arts Rescue and Restart	210,000
The Sydney Writers' Festival Limited	Arts Rescue and Restart	590,000
The Wired Lab Ltd	Arts Rescue and Restart	40,000
Theatre Kantanka Incorporated	Arts Rescue and Restart	5,000
Theatre Network NSW Inc	Arts Rescue and Restart	5,000
Think + DO Tank Foundation Limited	Arts Rescue and Restart	35,000
Thredbo Historical Society	Arts Rescue and Restart	5,000
Toronto and District Brass Band Inc	Arts Rescue and Restart	5,000
Tumut Art Society Inc	Arts Rescue and Restart	5,000
Tweed Coast Band	Arts Rescue and Restart	5,000
Twofold	Arts Rescue and Restart	235,000
Upper Lansdowne Memorial Hall	Arts Rescue and Restart	5,000
Urban Theatre Projects Ltd	Arts Rescue and Restart	200,000
Wagga Wagga Writers Inc	Arts Rescue and Restart	5,000
Wallarah Community Band Inc	Arts Rescue and Restart	5,000
Waratah Brass-Newcastle Incorporated	Arts Rescue and Restart	5,000
Warrigah Concert Brass Incorporated	Arts Rescue and Restart	5,000
Wauchope Community Arts Council Inc	Arts Rescue and Restart	5,000
Waverley Bondi Beach Band Inc	Arts Rescue and Restart	5,000
Wee Waa Community Band Inc.	Arts Rescue and Restart	5,000
West Darling Arts Inc	Arts Rescue and Restart	200,000
Western Lake Macquarie Concert Band Inc	Arts Rescue and Restart	5,000
Western Riverina Arts Inc	Arts Rescue and Restart	200,000
Westwords Ltd	Arts Rescue and Restart	60,000
Woolgoolga Art Group Inc	Arts Rescue and Restart	5,000
Woy Woy Little Theatre inc	Arts Rescue and Restart	5,000
Writing NSW	Arts Rescue and Restart	200,000
Yarkuwa Indigenous Knowledge Centre	Arts Rescue and Restart	30,000
Yarrowonga Mulwala Historical Society Inc	Arts Rescue and Restart	5,000
Yellow Line Theatre Productions	Arts Rescue and Restart	5,000
Siren Theatre Association Inc	Arts Rescue and Restart	107,590

Name of organisation	Nature and purpose of grant	Amount paid (\$)
VYVA Entertainment Pty Ltd (Mr Rhyan Clapman)	Arts Rescue and Restart	75,000
Runaway Records	Arts Rescue and Restart	18,679
CDP Theatre Producers Pty Ltd	Arts Rescue and Restart	76,552
Electronic Music Conference Pty Ltd	Arts Rescue and Restart	80,000
Sacred Currents Inc	Arts Rescue and Restart	75,000
Gondwana Choirs Ltd	Arts Rescue and Restart	60,000
Kurinji Pty Ltd	Arts Rescue and Restart	60,000
National Association for the Visual Arts Ltd	Arts Rescue and Restart	40,000
Story Factory Inc	Arts Rescue and Restart	33,516
Mr Owen Lyons	Arts Rescue and Restart	28,439
Ensemble Apex Incorporated	Arts Rescue and Restart	20,000
Peggy Glanville-Hicks Composers House Ltd	Arts Rescue and Restart	20,000
Centrehouse Inc	Arts Rescue and Restart	15,000
Yarkuwa Indigenous Knowledge Centre Aboriginal Corporation	Arts Rescue and Restart	100,000
Octopod Association Incorporated	Arts Rescue and Restart	130,000
The Great Club	Arts Rescue and Restart	60,000
Corowa District Historical Society Inc	Arts Rescue and Restart	5,000
Lone Goat Gallery Section 355 Committee	Arts Rescue and Restart	5,000
South West Rocks School of Arts Organisation 355 Committee of Management	Arts Rescue and Restart	5,000
South West Rocks School of Arts Organisation Inc	Arts Rescue and Restart	5,000
Wellington Town Band	Arts Rescue and Restart	5,000
Merimbula-Imlay Historical Society Inc	Arts Rescue and Restart	5,000
Sydney Youth Musical Theatre (Hornsby) Inc	Arts Rescue and Restart	5,000
Hills Musical Theatre Company	Arts Rescue and Restart	5,000
Kogarah Concert Band Incorporated	Arts Rescue and Restart	5,000
Shoalhaven Art Society	Arts Rescue and Restart	27,488
Lady Denman Heritage Complex	Arts Rescue and Restart	6,900
257 recipients in the Creative Kids programs	Creative Kids Program	61,455,145
Total number of grants is: 491		143,911,549

Screen

Name of organisation	Nature and purpose of grant	Amount paid (\$)
412 Entertainment	Screen NSW	15,000
A Stark Production Pty Ltd	Screen NSW	64,000
A2k Media Pty Ltd	Screen NSW	20,000
Aaliyah-Jade Bradbury	Screen NSW	20,000
Alien TV Pty Ltd	Screen NSW	9,000
Animal Logic Pty Ltd	Screen NSW	80,000
Antenna Documentary Institute Ltd	Screen NSW	42,000
Aquarius Films Pty Ltd	Screen NSW	28,890
Archibald 100 Pty Ltd	Screen NSW	80,000
Armenian Film Festival Australia	Screen NSW	4,000
Audible Australia Pty Ltd	Screen NSW	59,484
Australian Directors Guild Ltd	Screen NSW	21,000
Australian International Documentary	Screen NSW	30,000
Australian Writers Guild	Screen NSW	11,500
Benjamin Timothy Cole	Screen NSW	20,000
Beyond Entertainment	Screen NSW	26,625
Bianca Brittney Cruse	Screen NSW	10,000
Big Serious Studios Pty Ltd	Screen NSW	66,010
Blackfella Films P/L	Screen NSW	92,200
Blackfish Films Pty Ltd	Screen NSW	22,736
Borella Films Pty Ltd	Screen NSW	20,200
Bower Bird Films Pty. Limited	Screen NSW	20,000
Bowraville Murders Pty Ltd	Screen NSW	45,000
Breadline Spv Pty Ltd	Screen NSW	138,200
Bronte Pictures Pty Ltd	Screen NSW	25,000
Bunya Production Pty Ltd	Screen NSW	30,000
Buster Productions Pty Ltd	Screen NSW	80,000
Byron Studios Pty Ltd	Screen NSW	32,619
Carmen Productions Pty Ltd	Screen NSW	462,213
Causeway Creations Pty Ltd	Screen NSW	100,000
Changer Pty Ltd	Screen NSW	39,800
Chaser Digital Pty Ltd	Screen NSW	18,000
Cheeky Little Media Pty Ltd	Screen NSW	4,000
Co-Curious Ltd	Screen NSW	17,220
Colman, Lucy Louise	Screen NSW	15,000
Cordell Jigsaw Productions Pty Ltd	Screen NSW	67,200
Country Song Pty Ltd	Screen NSW	87,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Croatia House Inc	Screen NSW	3,000
Csps Spv Pty Ltd	Screen NSW	18,000
Cultural Media	Screen NSW	8,000
Cutting Edge Post Pty Ltd	Screen NSW	20,000
Daniel Bennett	Screen NSW	10,516
Daniella Paulina Ortega	Screen NSW	3,000
Dark Arts Pictures Pty Ltd	Screen NSW	6,000
Dbd Film Services Pty Ltd	Screen NSW	29,500
Decade Films Pty Ltd	Screen NSW	15,000
Declan Caruso-Filmmaker & Photographer	Screen NSW	17,000
Democracy Project Pty Ltd	Screen NSW	115,000
Downwind Media	Screen NSW	25,000
Dream Genie Pictures Pty Ltd	Screen NSW	15,000
Dubbo Film Makers Inc	Screen NSW	9,000
Easy Tiger Productions Pty Ltd	Screen NSW	414,250
Eden Season 1 Pty Ltd	Screen NSW	900,000
Emerald Films Pty Ltd	Screen NSW	14,358
Endemol Shine Australia Pty Ltd	Screen NSW	360,000
Enigma Machine Pty Ltd	Screen NSW	12,000
Firestarter Pictures Pty Ltd	Screen NSW	10,000
Flickerfest Pty Ltd	Screen NSW	51,000
Framed Film Pty Ltd	Screen NSW	10,000
Frayed Season Two Pty Ltd	Screen NSW	332,500
Fredbird Cdk Pty Ltd	Screen NSW	14,000
Freemantle Media Australia P/L	Screen NSW	115,000
Garuwa Creative Pty Ltd	Screen NSW	12,650
Gary Paramanathan	Screen NSW	880
Goalpost Television Pty Ltd	Screen NSW	116,050
Goldfinch Films	Screen NSW	10,000
Goodfellow Creative	Screen NSW	19,000
Greenhouse Events Pty Ltd	Screen NSW	40,000
Here Out West Productions Pty Ltd	Screen NSW	363,500
Hoodlum Active Pty Ltd	Screen NSW	18,000
Hoodlum Productions (NSW) Pty Ltd	Screen NSW	14,400
Hypergiant Films Pty Ltd	Screen NSW	20,800
I Am That Pty Ltd	Screen NSW	15,000
I Kandy Films Pty Ltd	Screen NSW	38,332

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Imagine Impact Australia Pty Ltd	Screen NSW	180,000
Immigrant Films Pty Ltd	Screen NSW	40,299
In Cahoots Creations Pty Ltd	Screen NSW	30,000
In Films Pty Ltd	Screen NSW	90,000
Information & Cultural Exchange Inc	Screen NSW	105,000
Irish Screen Projects Incorporated	Screen NSW	6,000
Jane Louise Reynolds	Screen NSW	1,000
Jeremy Daniel Peek	Screen NSW	1,200
Joanna Maree Beveridge	Screen NSW	10,000
Jodine Holli Wolman	Screen NSW	30,000
Joshua Mark Longhurst	Screen NSW	10,000
Jungle Entertainment Pty Ltd	Screen NSW	79,662
Kalmedia Pty Ltd	Screen NSW	14,000
Kalori Productions Pty Ltd	Screen NSW	872.73
Kindred Film Pty Ltd	Screen NSW	67,500
Krista Jordan	Screen NSW	1,000
Lebanese Film Festival Association	Screen NSW	8,000
Lic Sealight Pty Ltd	Screen NSW	8,000
Lingo Pictures Pty Ltd	Screen NSW	82,000
Liquid Fur Pty Ltd	Screen NSW	12,000
Lune Media Pty Ltd	Screen NSW	15,000
Mad Ones Films Pty Ltd	Screen NSW	20,000
Made Up Stories Pty Ltd	Screen NSW	80,000
Magpie Pictures	Screen NSW	20,000
Main Course Films Pty Ltd	Screen NSW	600
Mangrove Films Pty Ltd	Screen NSW	115,000
Mary Barltrop	Screen NSW	1,200
Matchbox Productions Pty Ltd	Screen NSW	100,000
McAvoy Media Pty Ltd	Screen NSW	30,000
Media Farm Pty Ltd	Screen NSW	5,557
Mint Pictures P/L	Screen NSW	7,500
New Gold Productions Pty Ltd	Screen NSW	15,000
Nicola Anne Dade	Screen NSW	10,800
Night Kitchen Productions Pty Ltd	Screen NSW	23,500
No Excuses Films Pty Ltd	Screen NSW	30,000
Noble Savage Pictures Pty Ltd	Screen NSW	24,000
Northern Pictures	Screen NSW	25,289
Northern Pictures Productions Pty Ltd	Screen NSW	565,474

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Northern Rivers Screenworks Inc	Screen NSW	150,000
Oliver Adams Wakelin	Screen NSW	2,500
Origma Productions Pty Ltd	Screen NSW	1,500
Palangi Productions P/L	Screen NSW	8,000
Parent Up S1 Spv Pty Ltd	Screen NSW	342,500
Party Upstairs Pty Ltd	Screen NSW	19,000
Patricia Kung	Screen NSW	1,000
Penguin Bloom Film Holdings Pty Ltd	Screen NSW	10,000
People Making Movies Pty Ltd	Screen NSW	1,500
People Productions Pty Ltd	Screen NSW	11,000
Perfect Light Film Festival	Screen NSW	7,000
Peter Alexander Hamilton	Screen NSW	16,000
Petroni Productions Pty Ltd	Screen NSW	25,319
Playmaker Media Pty Ltd	Screen NSW	99,000
Playmaker Mw Spv Pty Ltd	Screen NSW	747,000
Pop Family Entertainment Pty Ltd	Screen NSW	20,000
Porchlight Films Pty Ltd	Screen NSW	28,500
Prepper Holdings Pty Limited	Screen NSW	126,000
Puff Productions Pty Ltd	Screen NSW	374,316
Pursekey Productions Pty Ltd	Screen NSW	15,000
Queer Screen Limited	Screen NSW	25,000
Rebecca Kate Lamond	Screen NSW	2,500
Rebecca O'Brien	Screen NSW	20,000
Rebekah Kate Ward	Screen NSW	30,000
Retroflex Lateral Pty Ltd	Screen NSW	230,000
Rhapsody Films Pty Ltd	Screen NSW	16,150
Riverside Theatre	Screen NSW	3,000
Roger Augustin	Screen NSW	18,290
Rymer Childs Pty Ltd	Screen NSW	15,000
Sam Content Pty Ltd	Screen NSW	750
Scope Locations Pty Ltd	Screen NSW	1,537.81
Screen Producers Association of Australia	Screen NSW	35,000
Screentime Pty Ltd	Screen NSW	156,392
Screenwave Australia Pty Ltd	Screen NSW	25,000
See-Saw Films TV Pty Ltd	Screen NSW	100,000
Serendipity Productions P/L	Screen NSW	12,000
Serpentine Film Productions Pty Ltd	Screen NSW	322,697

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Sf3 - Smartfone Flick Fest	Screen NSW	3,000
Shark Island Productions Pty Ltd	Screen NSW	67,500
Shelter Productions 3 Pty Ltd	Screen NSW	9,000
Smith & Nasht Pty Ltd	Screen NSW	48,000
Soft Tread Enterprises Pty Ltd	Screen NSW	12,000
Southern Pictures Pty Ltd	Screen NSW	15,000
Space Nova Pty Ltd	Screen NSW	48,750
Spectre Studios Pty Ltd	Screen NSW	3,000
Staple Fiction Pty Ltd	Screen NSW	21,350
Step Into Paradise Films Pty Ltd	Screen NSW	45,000
Stranger Than Fiction Films Pty Ltd	Screen NSW	109,500
Strong Arm Films	Screen NSW	21,500
Studio B Animation Pty Ltd	Screen NSW	1,250
Studio Hackett	Screen NSW	21,200
Subtext Pictures Pty Ltd	Screen NSW	66,210
Sunday Emerson Gullifer	Screen NSW	28,000
Sweetshop & Green	Screen NSW	9,600
Taiwan Film Festival Incorporated	Screen NSW	5,000
Thaumaturgy Pty Ltd	Screen NSW	15,000
The Drovers Wife	Screen NSW	107,500
The Fight Together Pty Ltd	Screen NSW	36,000
The Queen Production Pty Ltd	Screen NSW	95,961
The Sheik Film Company Pty Ltd	Screen NSW	28,500
The Side Show Movie Pty Ltd	Screen NSW	4,000
The Sydney Film Festival	Screen NSW	1,296,977
The Trustee for Documentary Aust	Screen NSW	15,000
Timequake Media	Screen NSW	3,000
Tin Pictures Pty Ltd	Screen NSW	16,500
Total Control TV Pty Ltd	Screen NSW	50,000
Tree (Australia) Pty Ltd	Screen NSW	750
Tus Production Pty Ltd	Screen NSW	45,000
Unbecoming Productions Pty Ltd	Screen NSW	20,500
Unf Pty Ltd	Screen NSW	57,200
University of Technology Sydney	Screen NSW	15,000
Unko Pty Ltd	Screen NSW	32,000
Utv Pty Ltd	Screen NSW	8,500
Wake Media Pty Ltd	Screen NSW	52,400
Wakefield TV Pty Ltd	Screen NSW	148,000

Name of organisation	Nature and purpose of grant	Amount paid (\$)
Wash My Soul Productions Pty Ltd	Screen NSW	44,000
Wildbear Aviation Pty Ltd	Screen NSW	2,500
Wintergarden Pictures Pty Ltd	Screen NSW	15,555
Women In Film And Television	Screen NSW	8,000
Wooden Horse Pty Ltd	Screen NSW	71,986
Wtfn Productions Pty Ltd	Screen NSW	218,000
Wyrnwood Production Spv Pty Ltd	Screen NSW	261,250
Zaylah, Mouna	Screen NSW	988
Total number of grants is: 195		13,208,469



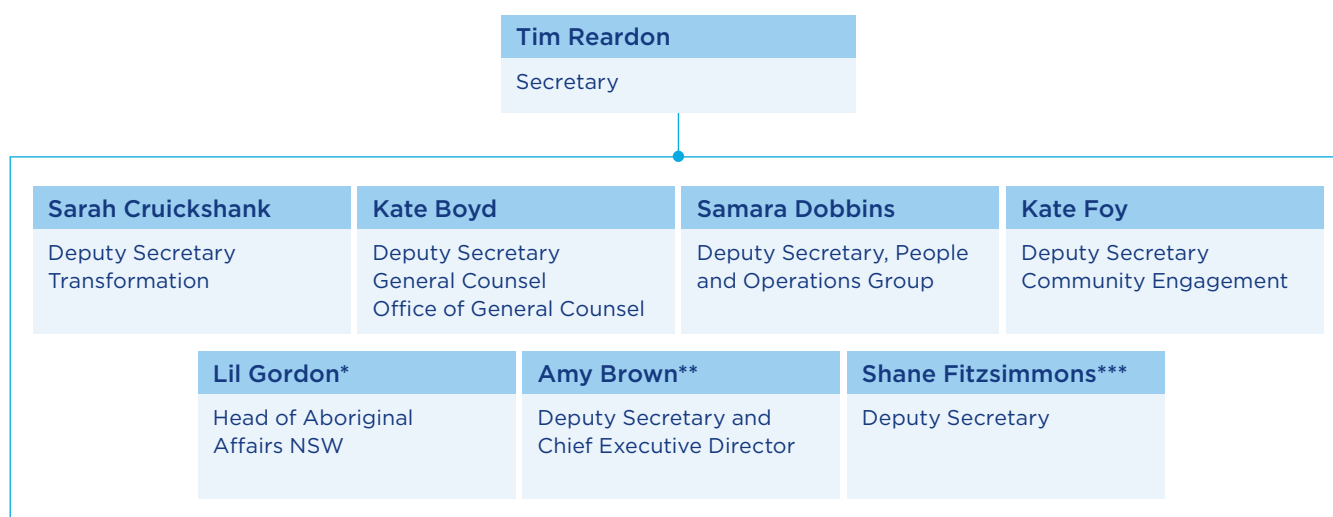
SES flood resupply at Windsor

Human resources

Management and structure as of 30 June 2021

Name	Position	Qualification
Tim Reardon	Secretary	<ul style="list-style-type: none"> Bachelor of Technology (Engineering & Management) Graduate Certificate in Natural Resources Diploma of Engineering (Civil) Business Management Certificate, AIM Company Directors Diploma, AICD
Sarah Cruickshank	Deputy Secretary Transformation	<ul style="list-style-type: none"> Bachelor of Arts (History)
Kate Boyd	Deputy Secretary General Counsel Office of General Counsel	<ul style="list-style-type: none"> Bachelor of Arts Bachelor of Laws (Hons) Admitted as a legal practitioner of the Supreme Court of NSW Company Directors Diploma, AICD (in progress)
Samara Dobbins	Deputy Secretary People & Operations Group	<ul style="list-style-type: none"> Bachelor of Arts (Industrial Relations) Graduate Diploma in Management Certificate in Governance and Risk Management
Kate Foy	Deputy Secretary Community and Engagement	<ul style="list-style-type: none"> Bachelor of Arts Executive Masters of Public Administration

Department structure as of 30 June 2021



*Note: Lil Gordon, Head of Aboriginal Affairs NSW is a member of the Department of Premier and Cabinet Senior Executive Board, Aboriginal Affairs NSW is a branch of the Community Engagement Group

**Note: Amy Brown is the Chief Executive Officer of Investment NSW and a member of the Department of Premier and Cabinet Senior Executive Board; Amy is not on the Department of Premier and Cabinet payroll.

*** Note: Shane Fitzsimmons is the Commissioner of Resilience NSW and member of the Department of Premier and Cabinet Senior Executive Board; Shane is not on the Department of Premier and Cabinet payroll.

Human resources statistics as at 30 June 2021

Numbers and remuneration of senior executives

The following table relates to the department's public sector senior executive (PSSE) roles.

Premier and Cabinet senior executives	2019-20		2020-21	
	Female	Male	Female	Male
Band 4	0	1	0	1
Band 3	4	0	4	0
Band 2	11	10	9	8
Band 1	40	20	26	12
Totals	55	31	39	21
	86		60	

Note: Only includes executives occupying a role - excludes those on secondments, leave without pay and maternity leave.

Executive - average remuneration	2019-20 (\$)	2020-21 (\$)
Band 4 (Secretary)	629,100	629,100
Band 3 (Deputy Secretary)	456,173	461,250
Band 2 (Executive Director)	297,587	290,021
Band 1 (Director)	215,039	224,160

Executive salaries represent 15.2% of overall salaries-related expenses for 2020-21 (13.0% for 2019-20).

Trends in the distribution of equal employment opportunity (EEO) groups

EEO Group	Benchmark/target	2019	2020	2021
Women	100	98	106	108
Aboriginal and Torres Strait Islander people	100	N/A	110	100
People whose first language spoken as a child was not English	100	95	93	96
People with disability	100	N/A	88	93
People with disability requiring work-related adjustment	100	N/A	N/A	N/A

Source: Workforce Profile Data

Note 1: A Distribution Index score of 100 indicates that the distribution of members of the workforce diversity group across salary bands is equivalent to that of the rest of the workforce. A score less than 100 means that members of the workforce diversity group tend to be more concentrated at lower salary bands than is the case for other staff. The more pronounced this tendency is, the lower the score will be. In some cases, the index may be more than 100, indicating that members of the workforce diversity group tend to be more concentrated at higher salary bands than is the case for other staff.

Note 2: The Distribution Index is not calculated when the number of employees in the workforce diversity group is less than 20 or when the number of other employees is less than 20. This is denoted on the table as N/A.

Staff profile by employment category

The following table shows the number of officers and employees the department employed by category over four years (excluding casuals).

	2018		2019			2020			2021		
	Male	Female	Male	Female	Non-binary	Male	Female	Non-binary	Male	Female	Non-binary
Permanent full-time	180	284	148	279	1	314	418	2	166	241	2
Permanent part-time	5	55	38	49	0	21	123	0	77	169	1
Temporary full-time	23	32	16	52	0	79	97	0	51	74	1
Temporary part-time	0	1	7	11	0	9	48	0	7	45	0
Public service senior executive	34	43	36	46	0	33	53	0	21	39	0
Non-public service senior executive	0	0	0	0	0	0	0	0	0	0	0
Training positions	0	0	0	0	0	0	0	0	0	0	0
Retained staff	0	0	0	0	0	0	0	0	0	0	0
Total	242	415	245	437	1	456	739	2	322	568	4

* Note: State Archives and Records Authority and Sydney Living Museums are reported separately from the Department of Premier and Cabinet.

Artist rendering of the Atlassian building at Tech Central



Legislation and legal change

Acts allocated to the Premier (as at 30 June 2021)

The Premier has the administration of the following Acts (except those marked with an asterisk). Where Acts are marked with an asterisk, the Premier has joint administration with the Special Minister of State, Minister for the Public Service and Employee Relations, Aboriginal Affairs, and the Arts:

Australia Acts (Request) Act 1985 [No 109](#)

Barangaroo Act 2009 [No 2](#)

Community Welfare Act 1987 [No 52](#), Part 5 and any other provisions of that Act in so far as they relate to functions under Part 5, jointly with the Deputy Premier, Minister for Regional New South Wales, Industry and Trade and the Minister for Police and Emergency Services

Constitution Act 1902 [No 32](#)

Constitution Further Amendment (Referendum) Act 1930 [No 2](#)

Constitution (Legislative Council Reconstitution) Savings Act 1993 [No 19](#)

**Electoral Act 2017* [No 66](#)

**Electoral Funding Act 2018* [No 20](#)

Essential Services Act 1988 [No 41](#), Parts 1 and 2

**Government Advertising Act 2011* [No 35](#), jointly with the Minister for Customer Service

**Government Sector Employment Act 2013* [No 40](#)

Greater Sydney Commission Act 2015 [No 57](#)

Growth Centres (Development Corporations) Act 1974 [No 49](#), in so far as it relates to the UrbanGrowth NSW Development Corporation

**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](#), section 9

Infrastructure NSW Act 2011 [No 23](#)

Interpretation Act 1987 [No 15](#)

**Law Enforcement Conduct Commission Act 2016* [No 61](#)

**Legislation Review Act 1987* [No 165](#)

**Lobbying of Government Officials Act 2011* [No 5](#)

Members of Parliament Staff Act 2013 [No 41](#)

Multicultural NSW Act 2000 [No 77](#), jointly with the Minister for Sport, Multiculturalism, Seniors and Veterans

**Ombudsman Act 1974* [No 68](#)

**Parliamentary Evidence Act 1901* [No 43](#)

**Parliamentary Precincts Act 1997* [No 66](#)

**Parliamentary Remuneration Act 1989* [No 160](#)

Public Finance and Audit Act 1983 [No 152](#), sections 28, 28A, 29 and 30 and Schedule 1

**Public Interest Disclosures Act 1994* [No 92](#)

Royal Commissions Act 1923 [No 29](#)

Seat of Government Surrender Act 1909 [No 14](#)

Seat of Government Surrender Act 1915 [No 9](#)

**Senators' 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 Emergency and Rescue Management Act 1989 [No 165](#), in so far as it relates to emergency recovery, jointly with the Deputy Premier, Minister for Regional New South Wales, Industry and Trade and the Minister for Police and Emergency Services

State Owned Corporations Act 1989 [No 134](#) (except section 37B, the Treasurer)

**Statutory and Other Offices Remuneration Act 1975* [\(1976 No 4\)](#)

**Subordinate Legislation Act 1989* [No 146](#)

Acts allocated to the Special Minister of State (as at 30 June 2021)

Aboriginal Land Rights Act 1983 [No 42](#)

Aboriginal Languages Act 2017 [No 51](#)

Annual Holidays Act 1944 [No 31](#)

Art Gallery of New South Wales Act 1980 [No 65](#)

Australian Museum Trust Act 1975 [No 95](#)

Broken Hill Trades Hall Site Act of 1898 [No 31](#)

Coal Industry (Industrial Matters) Act 1946 [No 44](#)

Crown Land Management Act 2016 [No 58](#), in so far as it relates to the Crown land known as Government House Sydney, reserve number 1037869

Electoral Act 2017 [No 66](#), jointly with the Premier

Electoral Funding Act 2018 [No 20](#), jointly with the Premier

Employment Protection Act 1982 [No 122](#)

Essential Services Act 1988 [No 41](#) (except parts, the Premier)

Film and Television Industry Act 1988 [No 18](#)

Government Advertising Act 2011 [No 35](#), jointly with the Premier and the Minister for Customer Service

Government Sector Employment Act 2013 [No 40](#), jointly with the Premier

Heritage Act 1977 [No 136](#)

Historic Houses Act 1980 [No 94](#)

Independent Commission Against Corruption Act 1988 [No 35](#), jointly with the Premier

Independent Commission Against Corruption (Commissioner) Act 1994 [No 61](#), jointly with the Premier

Industrial Relations Act 1996 [No 17](#) (except section 148 and Schedule 2, jointly with the Attorney General, and Minister for Prevention of Domestic and Sexual Violence, and parts, the Attorney General, and Minister for Prevention of Domestic and Sexual Violence)

Industrial Relations Advisory Council Act 2010 [No 76](#)

Industrial Relations (Child Employment) Act 2006 [No 96](#)

Industrial Relations (Commonwealth Powers) Act 2009 [No 115](#)

Industrial Relations (Ethical Clothing Trades) Act 2001 [No 128](#)

Law Enforcement Conduct Commission Act 2016 [No 61](#), jointly with the Premier

Legislation Review Act 1987 [No 165](#), jointly with the Premier

Library Act 1939 [No 40](#)

Lobbying of Government Officials Act 2011 [No 5](#), jointly with the Premier

Long Service Leave Act 1955 [No 38](#)

Long Service Leave (Metalliferous Mining Industry) Act 1963 [No 48](#)

Modern Slavery Act 2018 [No 30](#)

Museum of Applied Arts and Sciences Act 1945 [No 31](#)

National Parks and Wildlife Act 1974 [No 80](#), Division 3 of Part 3 and Parts 6 and 6A, jointly with the Minister for Energy and Environment

National Trust of Australia (New South Wales) Act 1990 [No 92](#)

Norfolk Island Administration Act 2016 [No 25](#)

Ombudsman Act 1974 [No 68](#), jointly with the Premier

Parliamentary Evidence Act 1901 [No 43](#), jointly with the Premier

Parliamentary Precincts Act 1997 [No 66](#), jointly with the Premier

Parliamentary Remuneration Act 1989 [No 160](#), jointly with the Premier

Public Holidays Act 2010 [No 115](#)

Public Interest Disclosures Act 1994 [No 92](#), jointly with the Premier

Senators' Elections Act 1903 [No 9](#), jointly with the Premier

State Arms, Symbols and Emblems Act 2004 [No 1](#), jointly with the Premier

State Records Act 1998 [No 17](#)

Statutory and Other Offices Remuneration Act 1975 ([1976 No 4](#)), jointly with the Premier

Subordinate Legislation Act 1989 [No 146](#), jointly with the Premier

Sydney Opera House Trust Act 1961 [No 9](#)

New and amending legislation

New and amending legislation in the Premier's portfolio (Acts assented to during 2020-21)

Where Acts are marked with an asterisk, the Premier has joint administration with the Special Minister of State, Minister for the Public Service and Employee Relations, Aboriginal Affairs, and the Arts

Statute Law (Miscellaneous Provisions) Act 2020 No 30

**Law Enforcement Conduct Commission Amendment (Commissioners) Act 2021 No 14*

**Electoral Legislation Amendment (Local Government Elections) Act 2021 No 20*

New and amending regulations in the Premier's portfolio (Regulations made during 2020-21)

Where regulations are marked with an asterisk, the Premier has joint administration with the Special Minister of State, Minister for the Public Service and Employee Relations, Aboriginal Affairs, and the Arts

Constitution (COVID-19 Emergency Measures) Amendment (Prescribed Period) Regulation 2020

**Electoral Funding Amendment (Local Government Expenditure Caps) Regulation 2020*

New and amending legislation in the Special Minister of State's portfolio (Acts assented to during 2020-21)

National Parks and Wildlife Legislation Amendment (Reservations) Act 2020 No 38

New and amending regulations in the Special Minister of State's portfolio (regulations made during 2020-21)

Aboriginal Land Rights Regulation 2020

Annual Holidays Regulation 2021

Crown Land Management Amendment (Plan of Management) Regulation 2021

Heritage Amendment (Applications) Regulation 2021

Industrial Relations (General) Regulation 2020

Long Service Leave Regulation 2021

Long Service Leave (Metalliferous Mining Industry) Regulation 2021

National Parks and Wildlife Amendment Regulation 2021

Contacts

Premier of New South Wales

The Honourable Dominic Perrottet MP
52 Martin Place Sydney NSW 2000
GPO Box 5341 Sydney NSW 2001
T (02) 8574 5000
F (02) 9339 5500
nsw.gov.au

Government House Sydney

Macquarie Street Sydney NSW 2000
T (02) 9228 4111
E enquires@governor.nsw.gov.au
governor.nsw.gov.au

Parliament House

Macquarie Street Sydney NSW 2000
T (02) 9230 2111
parliament.nsw.gov.au

Department of Premier and Cabinet Sydney CBD office

52 Martin Place Sydney NSW 2000
GPO Box 5341 Sydney NSW 2001
T (02) 9228 5555
dpc.nsw.gov.au

More information

dpc.nsw.gov.au

Email: contact_us@dpc.nsw.gov.au

Phone: (02) 9228 5555

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