
TREASURER AND MINISTER FOR STATE DEVELOPMENT
TREASURY

	2002-03 Revised \$000	2003-04 Budget \$000
OPERATING STATEMENT		
Expenses -		
Operating expenses -		
Employee related	68,126	72,380
Other operating expenses	34,398	32,341
Maintenance	535	649
Depreciation and amortisation	12,854	12,324
Grants and subsidies	320,850	243,506
Total Expenses	436,763*	361,200
Less:		
Retained Revenue -		
Sales of goods and services	4,209	3,983
Investment income	544	531
Retained taxes, fees and fines	99	60
Grants and contributions	434	115
Other revenue	3,842	3,896
Total Retained Revenue	9,128	8,585
Gain/(loss) on disposal of non current assets	(56)	...
NET COST OF SERVICES	427,691	352,615

* The estimate in Budget Paper No. 3 Volume 2 was \$440,669,000. The variation is mainly due to a decline in payments under the First Home Owners Grant Scheme.

TREASURER AND MINISTER FOR STATE DEVELOPMENT
TREASURY

	2002-03 Revised \$000	2003-04 Budget \$000
CASH FLOW STATEMENT		
CASH FLOWS FROM OPERATING ACTIVITIES		
Payments		
Employee Related	57,958	67,142
Grants and subsidies	320,850	243,506
Other	41,365	36,547
Total Payments	420,173	347,195
Receipts		
Sale of goods and services	4,234	4,099
Interest	547	531
Other	9,052	7,385
Total Receipts	13,833	12,015
NET CASH FLOWS FROM OPERATING ACTIVITIES	(406,340)	(335,180)
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sale of property, plant and equipment	12	...
Purchases of property, plant and equipment	(10,116)	(8,404)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(10,104)	(8,404)
CASH FLOWS FROM GOVERNMENT		
Recurrent appropriation	404,953*	335,721
Capital appropriation	10,134	8,427
Cash reimbursements from the Consolidated Fund Entity	1,996	2,361
Cash transfers to Consolidated Fund	(20)	...
NET CASH FLOWS FROM GOVERNMENT	417,063	346,509
NET INCREASE/(DECREASE) IN CASH	619	2,925
Opening Cash and Cash Equivalents	8,968	9,587
CLOSING CASH AND CASH EQUIVALENTS	9,587	12,512
CASH FLOW RECONCILIATION		
Net cost of services	(427,691)	(352,615)
Non cash items added back	19,492	17,231
Change in operating assets and liabilities	1,859	204
Net cash flow from operating activities	(406,340)	(335,180)

* The estimate in Budget Paper No. 3 Volume 2 was \$409,847,000. The variation is mainly due to a decline in payments under the First Home Owners Grant Scheme.

TREASURER AND MINISTER FOR STATE DEVELOPMENT
TREASURY

2002-03
Revised
\$000

**2003-04
Budget
\$000**

STATEMENT OF FINANCIAL POSITION

ASSETS -

Current Assets -

Cash assets	9,587	12,512
Receivables	5,067	4,954
Other	520	586

Total Current Assets	15,174	18,052
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Non Current Assets -

Property, plant and equipment - Plant and equipment	37,412	33,515
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Total Non Current Assets	37,412	33,515
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Total Assets	52,586	51,567
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LIABILITIES -

Current Liabilities -

Payables	5,411	5,708
Provisions	6,720	6,719
Other	41	41

Total Current Liabilities	12,172	12,468
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Non Current Liabilities -

Provisions	1,513	1,513
Other	27	27

Total Non Current Liabilities	1,540	1,540
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Total Liabilities	13,712	14,008
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NET ASSETS

	38,874	37,559
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EQUITY

Accumulated funds	38,874	37,559
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TOTAL EQUITY	38,874	37,559
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TREASURER AND MINISTER FOR STATE DEVELOPMENT

TREASURY

1 State Financial and Economic Management Strategy and Services

1.1 Increasing the Community's Economic Welfare

Outcome Objective(s): Promote the allocation of resources that increases the economic welfare of the community. The key strategic areas are:

- ◆ enhanced economic development;
- ◆ effective resource allocation;
- ◆ transparent financial management; and
- ◆ strengthened State finances.

Strategies: Contribute to the productivity and efficiency of the NSW economy by undertaking **microeconomic reform**, including:

- ◆ implementation of electricity trading risk management policy;
- ◆ oversight of electricity network pricing determinations for 2004;
- ◆ implementation of policies to address community insurance issues;
- ◆ review of the Fire Service Levy; and
- ◆ establishment of enhanced capital assessment and monitoring functions.

Applying a **Financial Management Framework and Commercial Policy Framework** that assists agencies deliver value for money programs and services through:

- ◆ Service and Resource Allocation Agreement (SRAA) negotiation and integration into the Budget process;
- ◆ implementation of a strategic capital allocation reform program;
- ◆ convergence with international accounting standards; and
- ◆ review of Public Trading Enterprise monitoring policy.

Optimising **State balance sheet** structure, including efficient management of debt, unfunded superannuation and other liabilities through review of the management of financial assets.

Advocating and applying the **State Fiscal Strategy**:

- ◆ analysis of the long term sustainability of the State's fiscal strategy;
- ◆ review of State taxes as specified in the Inter-Government Agreement; and
- ◆ co-ordination for the NSW case for the 2004 Commonwealth Grants Commission (CGC) review.

TREASURER AND MINISTER FOR STATE DEVELOPMENT
TREASURY

1 State Financial and Economic Management Strategy and Services

1.1 Increasing the Community's Economic Welfare (cont)

	Units	2000-01 Actual	2001-02 Actual	2002-03 Actual	2003-04 Benchmark
<u>Outcome Performance Estimates:</u>					
Continuing receipt of National Competition Policy tranche payments/avoidance of penalties					
		Yes	Yes	Yes	Yes
Maintenance of NSW credit rating		AAA	AAA	AAA	AAA
At least maintenance of General Government real net worth		Av. real 5% pa since June 1997		Av. real 1% pa to June 2007	
Reduction in State net financial liabilities as % of GSP	%	15.9	15.8	16.4	16.2
At least maintenance of NSW GST revenue share relative to equal per capita share following CGC 5 year methodological reviews	%	n.a.	n.a.	n.a.	>86 (from 2004-05)
<u>Output Performance Estimates:</u>					
Deviation of actual GFS expenses from the Budget projection	%	+6.1	+5.4	+4.5	<+2.0
Relevant agencies with OFM endorsed asset maintenance plans	%	87	88	94	100
Pilot SRAAs integrated into the Budget process	%	55	73	91	100
<u>Timeliness:</u>					
Government businesses with signed Statements of Corporate Intent	%	94	94	76	100
<u>Resources (EFT):</u>					
		191	199	229	235

Note: Program Statements have been replaced by Outcome Objectives in line with the Service and Resource Allocation Agreement implemented in 2001-02. Data not available for earlier years.

TREASURER AND MINISTER FOR STATE DEVELOPMENT
TREASURY

1 State Financial and Economic Management Strategy and Services

1.1 Increasing the Community's Economic Welfare (cont)

	2002-03 Revised \$000	2003-04 Budget \$000
OPERATING STATEMENT		
Expenses -		
Operating expenses -		
Employee related	22,573	23,195
Other operating expenses	13,062	13,651
Maintenance	100	99
Depreciation and amortisation	913	650
Grants and subsidies		
Grants to agencies	1,794	169
Total Expenses	38,442	37,764
Less:		
Retained Revenue -		
Sales of goods and services		
Minor sales of goods and services	14	15
Investment income	193	190
Grants and contributions	73	...
Other revenue	3,811	3,733
Total Retained Revenue	4,091	3,938
NET COST OF SERVICES	34,351	33,826
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ASSET ACQUISITIONS	474	350

TREASURER AND MINISTER FOR STATE DEVELOPMENT
TREASURY

2 Revenue Collection

2.1 Ensuring Due Revenue

Outcome Objective(s): Ensure effective and equitable collection of revenue from taxes, duties and other sources due to the State of New South Wales.

Strategies: Improve revenue administration and service delivery by:

- ◆ implementing the **Stronger Revenue Base** strategy aimed at enhancing revenue collection and adopting strategies to reduce the level of undetected revenue;
- ◆ developing and implementing **Powerful Systems and Processes** strategy by enhancing the quality of our core computer systems and business processes;
- ◆ enhancing our Client Services Strategy;
- ◆ developing our people through the **Skilled and Committed People** strategy; and
- ◆ implementing the **Expanded Revenue Services** strategy that will enhance OSR's competitiveness and efficiency in undertaking new functions.

	Units	2000-01	2001-02	2002-03	2003-04
<u>Outcome Performance Estimates:</u>					
Duties collected	\$m	4,715	4,613	5,158	4,916
Pay-roll tax collected	\$m	4,496	4,555	4,726	4,389
Land tax collected	\$m	865	1,010	1,154	1,251
Federal tax equivalent collected	\$m	446	294	372	481
Gaming	\$m	736	267	762	791
Racing	\$m	138	142	144	151
Other revenue collected	\$m	590	425	252	255

Output Performance Estimates:

Number of assessments	m	1.3	1.3	1.3	1.3
Number of clients	'000	317	571	590	602
Overdue debt as a proportion of total revenue	%	1.20	1.05	1.01	0.90
\$ Revenue administered per \$ expense	\$	194.0	163.9	175.7	171.6
Revenue per EFT (staff)	\$m	23.1	21.0	22.8	22.2
Proportion of revenue received by electronic payment	%	60	60	63	65
Client satisfaction with audits carried out	%	99	99	95	95

TREASURER AND MINISTER FOR STATE DEVELOPMENT
TREASURY

2 Revenue Collection

2.1 Ensuring Due Revenue (cont)

Resources:

Duties	EFT	199	198	195	203
Pay-roll tax	EFT	103	102	120	136
Land tax	EFT	190	216	211	209
Federal tax equivalent	EFT	2	2	2	4
Gaming	EFT	...	3	4	3
Racing	EFT	4	5	7	1
Other revenue	EFT	21	13	13	21

Note: Program Statements have been replaced by Outcome Objectives in line with the Service and Resource Allocation Agreement implemented in 2001-02.

2002-03 Revised \$000	2003-04 Budget \$000
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OPERATING STATEMENT

Expenses -

Operating expenses -		
Employee related	37,281	38,046
Other operating expenses	12,062	10,976
Maintenance	335	430
Depreciation and amortisation	10,239	9,920
Grants and subsidies		
Valuer General's Office	11,601	11,937
Total Expenses	71,518	71,309

**TREASURER AND MINISTER FOR STATE DEVELOPMENT
TREASURY**

2 Revenue Collection

2.1 Ensuring Due Revenue (cont)

OPERATING STATEMENT (cont)

Less:

Retained Revenue -

Sales of goods and services		
Fees for services	453	456
Search fees	3,730	3,512
Minor sales of goods and services	11	...
Investment income	320	315
Grants and contributions	265	106
Other revenue	28	152
Total Retained Revenue	4,807	4,541
Gain/(loss) on disposal of non current assets	(49)	...
NET COST OF SERVICES	66,760	66,768

ASSET ACQUISITIONS	9,240	2,144
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TREASURER AND MINISTER FOR STATE DEVELOPMENT
TREASURY

3 Administrative Services

3.2 Ensuring Eligible Payments

Outcome Objective(s): Ensure eligible applicants receive payments due under Commonwealth/State Government schemes.

Strategies: Maximise efficiency and effectiveness of administration of payments consistent with the Commonwealth/State Governments' policy by:

- ◆ ensuring eligible home owners receive payments due under Commonwealth/State Government schemes;
- ◆ enhancing our **Powerful Systems and Processes** to ensure eligible claimants and parties for Unclaimed Money and Petroleum Subsidies receive their entitlements;
- ◆ ensuring education and awareness within the broader community of the eligibility criteria for grants and payments; and
- ◆ applying the **Stronger Revenue Base** strategy to implement an effective audit program to minimise the risks of ineligible persons receiving payments.

Units 2000-01 2001-02 2002-03 **2003-04**

Outcome Performance Estimates:

First Home Owners Grant (FHOG)	\$m	314	505	307	231
FH Plus exemptions/concessions granted	\$m	124	134	67	62
Unclaimed money	\$m	6.5	9	8	10
Petroleum subsidy	\$m	50	39	38	37

Output Performance Estimates:

FHOG applications paid	no.	43,000	61,865	41,981	33,000
Claims paid for unclaimed money	no.	2,600	4,000	3,485	5,500
Petroleum subsidy claims paid	no.	500	780	540	528
Administration cost per grant/claim/ subsidy/rebate	\$	27	28	26	29

Resources:

First Home Owners Grant	EFT	27	39	38	28
Unclaimed money	EFT	8	11	15	15
Other	EFT	2	2	2	3

Note: Program Statements have been replaced by Outcome Objectives in line with the Service and Resource Allocation Agreement implemented in 2001-02.

TREASURER AND MINISTER FOR STATE DEVELOPMENT
TREASURY

3 Administrative Services

3.2 Ensuring Eligible Payments (cont)

	2002-03 Revised \$000	2003-04 Budget \$000
OPERATING STATEMENT		
Expenses -		
Operating expenses -		
Employee related	3,552	3,343
Other operating expenses	1,276	906
Maintenance	33	36
Depreciation and amortisation	1,006	1,053
Grants and subsidies		
First Home Owners Grant Scheme	306,632	231,400
GST offset payments for bookmakers	386	...
Grain Freight Rebate	437	...
Total Expenses	313,322	236,738
Less:		
Retained Revenue -		
Sales of goods and services		
Minor sales of goods and services	1	...
Investment income	31	26
Grants and contributions	26	9
Other revenue	3	11
Total Retained Revenue	61	46
Gain/(loss) on disposal of non current assets	(5)	...
NET COST OF SERVICES	313,266	236,692
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ASSET ACQUISITIONS	46	196

TREASURER AND MINISTER FOR STATE DEVELOPMENT
TREASURY

4 Fine Enforcement

4.1 Effective Fine Enforcement

Outcome Objective(s): Ensure effective and timely fine enforcement services which contribute to a higher level of compliance with the law.

Strategies: Ensuring the effective and timely administration of the full range of fine enforcement activities for the benefit of the people of New South Wales by:

- ◆ enhancing Client and Stakeholder Relationships as part of the client service strategy;
- ◆ ensure effective and timely fine enforcement services which contribute to a higher level of compliance with the law; and
- ◆ providing fine enforcement services to State and Local Government Agencies.

Units 2000-01 2001-02 2002-03 **2003-04**

Outcome Performance Estimates:

Gross recoveries of fines and enforcement costs *	\$m	90	92	87	87
Number of new fines enforced	'000	729	696	494	500

Output Performance Estimates:

Cost to collect \$100 fine enforcement revenue	\$	n.a.	13.75	15.26	<15.00
Time taken to close new fines enforced	Days	204	194	195	190
Fines closed to fines enforced	%	38	40	44	48

<u>Resources:</u>	EFT	147	132	161	169
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* Gross Recoveries are directly related to the number of fines referred for enforcement. Gross recoveries for 2002-03 and 2003-04 have been significantly impacted by the decrease in referrals from the Police Infringement Processing Bureau.

Note: Program Statements have been replaced by Outcome Objectives in line with the Service and Resource Allocation Agreement implemented in 2001-02.

TREASURER AND MINISTER FOR STATE DEVELOPMENT
TREASURY

4 Fine Enforcement

4.1 Effective Fine Enforcement (cont)

	2002-03 Revised \$000	2003-04 Budget \$000
<i>OPERATING STATEMENT</i>		
Expenses -		
Operating expenses -		
Employee related	4,720	7,796
Other operating expenses	7,998	6,808
Maintenance	67	84
Depreciation and amortisation	696	701
Total Expenses	13,481	15,389
Less:		
Retained Revenue -		
Retained taxes, fees and fines	99	60
Grants and contributions	70	...
Total Retained Revenue	169	60
Gain/(loss) on disposal of non current assets	(2)	...
NET COST OF SERVICES	13,314	15,329
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ASSET ACQUISITIONS	420	5,737

TREASURER AND MINISTER FOR STATE DEVELOPMENT
DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

	2002-03 Revised \$000	2003-04 Budget \$000
OPERATING STATEMENT		
Expenses -		
Operating expenses -		
Employee related	25,321	27,630
Other operating expenses	18,467	15,263
Maintenance	213	215
Depreciation and amortisation	1,037	1,120
Grants and subsidies	15,122	18,193
Other expenses	36,403	43,570
Total Expenses	96,563	105,991
Less:		
Retained Revenue -		
Sales of goods and services	712	527
Investment income	650	565
Grants and contributions	774	...
Other revenue	120	210
Total Retained Revenue	2,256	1,302
Gain/(loss) on disposal of non current assets	21	...
NET COST OF SERVICES	94,286	104,689

TREASURER AND MINISTER FOR STATE DEVELOPMENT
DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

	2002-03 Revised \$000	2003-04 Budget \$000
CASH FLOW STATEMENT		
CASH FLOWS FROM OPERATING ACTIVITIES		
Payments		
Employee Related	23,948	26,170
Grants and subsidies	15,122	18,193
Other	62,128	64,693
Total Payments	101,198	109,056
Receipts		
Sale of goods and services	393	708
Interest	626	565
Other	7,445	5,910
Total Receipts	8,464	7,183
NET CASH FLOWS FROM OPERATING ACTIVITIES	(92,734)	(101,873)
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sale of property, plant and equipment	21	...
Advance repayments received	630	130
Purchases of property, plant and equipment	(894)	(110)
Other	37	...
NET CASH FLOWS FROM INVESTING ACTIVITIES	(206)	20
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of borrowings and advances	(119)	(130)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(119)	(130)
CASH FLOWS FROM GOVERNMENT		
Recurrent appropriation	89,016	100,623
Capital appropriation	893	110
Cash reimbursements from the Consolidated Fund Entity	877	925
Cash transfers to Consolidated Fund	(2,820)	...
NET CASH FLOWS FROM GOVERNMENT	87,966	101,658
NET INCREASE/(DECREASE) IN CASH	(5,093)	(325)
Opening Cash and Cash Equivalents	27,374	22,281
CLOSING CASH AND CASH EQUIVALENTS	22,281	21,956

TREASURER AND MINISTER FOR STATE DEVELOPMENT
DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

	2002-03 Revised \$000	2003-04 Budget \$000
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CASH FLOW STATEMENT (cont)

CASH FLOW RECONCILIATION

Net cost of services	(94,286)	(104,689)
Non cash items added back	2,437	2,597
Change in operating assets and liabilities	(885)	219
Net cash flow from operating activities	(92,734)	(101,873)

TREASURER AND MINISTER FOR STATE DEVELOPMENT
DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

2002-03
Revised
\$000

**2003-04
Budget
\$000**

STATEMENT OF FINANCIAL POSITION

ASSETS -

Current Assets -

Cash assets	22,281	21,956
Receivables	1,799	1,568
Other financial assets	130	130
Other	1,458	1,458

Total Current Assets	25,668	25,112
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Non Current Assets -

Receivables	500	500
Other financial assets	726	596
Property, plant and equipment -		
Land and building	3,794	3,693
Plant and equipment	3,002	2,093

Total Non Current Assets	8,022	6,882
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Total Assets	33,690	31,994
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LIABILITIES -

Current Liabilities -

Payables	7,817	7,795
Interest bearing	131	131
Provisions	1,868	1,873

Total Current Liabilities	9,816	9,799
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Non Current Liabilities -

Interest bearing	260	130
Provisions	105	110

Total Non Current Liabilities	365	240
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Total Liabilities	10,181	10,039
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NET ASSETS	23,509	21,955
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EQUITY

Accumulated funds	23,509	21,955
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TOTAL EQUITY	23,509	21,955
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TREASURER AND MINISTER FOR STATE DEVELOPMENT
DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

1 Development of the New South Wales Economy

1.1 Development of the New South Wales Economy

Program Objective(s): To advance the economic development of New South Wales by securing sustainable economic and business growth in metropolitan and regional areas.

Program Description: The provision of business information on Government policies applying to industries. Marketing regional and metropolitan New South Wales as an investment location. Project facilitation and the provision of limited financial assistance. Provision of business counselling and consultancy assistance to small and medium enterprises. Assisting the development of enterprises. Promoting exports and co-ordinating public sector exports. Encouraging and promoting innovation. Acting as an advocate for business within Government.

<u>Outcomes:</u>	Units	2000-01	2001-02	2002-03	2003-04
Metropolitan projects facilitated or financially assisted -					
Investment committed	\$m	439	221	262	400
Employment impact	no.	3,982	2,258	1,116	2,000
Regional projects facilitated or financially assisted -					
Investment committed	\$m	423	787	955	600
Employment impact	no.	4,761	3,958	4,402	4,000
Small and medium business clients -					
Employment growth in firms assisted	no.	3,071	2,375	2,920	3,130
	%	10	7	8	8
Export growth in firms assisted	\$m	157	466	530	620
	%	23	19	18	18
Micro and Start Up business clients -					
New employment reported by Business Advisory Service Centres	no.	4,030	5,881	5,444	5,400
Industry Capability Network (NSW) Ltd - import replacement	\$m	82	100	102	110

Outputs:

Metropolitan projects facilitated or financially assisted -					
Investment projects assisted	no.	44	17	22	25
Funding to assist investment projects	\$m	8	8	2	10
Regional projects facilitated or financially assisted -					
Investment projects assisted	no.	131	131	135	135
Funding to assist investment projects	\$m	17	13	14	15

TREASURER AND MINISTER FOR STATE DEVELOPMENT
DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

1 Development of the New South Wales Economy

1.1 Development of the New South Wales Economy (cont)

Visits to NSW Trade and Investment Centre and the Country Embassy	no.	30,000	24,200	30,630	31,500
Internet access to DSRD's web pages (sessions)	no.	288,538	305,112	672,931	800,000
Small and medium business clients - Clients assisted	no.	1,059	1,875	2,517	2,500
Value of assistance paid	\$m	2.4	3.5	4.1	4.5
Micro and Start Up business clients - Enquiries reported	no.	99,106	127,300	136,068	136,000
Businesses assisted	no.	25,551	37,024	41,679	41,000
<u>Average Staffing:</u>	EFT	254	260	297	300

2002-03 Revised \$000	2003-04 Budget \$000
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OPERATING STATEMENT

Expenses -

Operating expenses -		
Employee related	25,321	27,630
Other operating expenses	18,467	15,263
Maintenance	213	215
Depreciation and amortisation	1,037	1,120
Grants and subsidies		
Recurrent grants to non-profit organisations	2,877	4,055
Regional headquarters tax concessions	423	1,179
Mount Panorama precinct upgrade	...	5,000
Katoomba/Echo Point Development	5,822	1,671
Hunter Advantage Fund	2,000	788
Illawarra Advantage Fund	1,500	3,000
Newcastle Centre for Excellence in Energy Research	2,500	2,500

TREASURER AND MINISTER FOR STATE DEVELOPMENT
DEPARTMENT OF STATE AND REGIONAL DEVELOPMENT

1 Development of the New South Wales Economy

1.1 Development of the New South Wales Economy (cont)

OPERATING STATEMENT (cont)

Other expenses

Payroll tax rebates and other assistance
associated with the decentralisation of
secondary industry in country areas

150 **150**

Assistance to industry

8,408 **13,460**

Biotechnology strategies

4,375 **4,600**

Small Business Development

6,539 **6,669**

Regional development assistance

15,731 **17,311**

NSW High Growth Business

1,200 **1,380**

Total Expenses

96,563 105,991

Less:

Retained Revenue -

Sales of goods and services

Minor sales of goods and services

712 **527**

Investment income

650 **565**

Grants and contributions

774 ...

Other revenue

120 **210**

Total Retained Revenue

2,256 1,302

Gain/(loss) on disposal of non current assets

21 ...

NET COST OF SERVICES

94,286 104,689

ASSET ACQUISITIONS

894 110
