
PREMIER, AND MINISTER FOR CITIZENSHIP
2 DEPARTMENT OF PREMIER AND CABINET

2.1 State Plan Leadership and Support

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

Linkage to Results: This service group contributes to sector-wide coordination of State Plan implementation, the reallocation of resources to State Plan priority areas as well as the achievement of specific State Plan objectives for which the agency has a lead role. The service group has a State Plan lead agency role in: measuring customer satisfaction with government services; embedding the principle of prevention and early intervention with government service delivery; cutting red tape for business; and increasing participation in community activities.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
State Plan priorities on track to meet targets*	%	70
Agencies using prevention and early intervention assessment tools	no.	Human Services and Justice
Customer satisfaction surveys conducted	no.	2	2	1
<u>Employees:**</u>	EFT	9	14	14

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	2,754	5,537	5,655
Total expenses include the following:			
Premier's Delivery Unit	2,754	2,754	2,823
Better Regulation Office	...	2,207	2,121
NET COST OF SERVICES	2,754	5,537	5,655

* Where no data is shown it indicates the strategy or indicator was not developed or measured previously.

** EFT data is shown for the Department of Premier and Cabinet created in April 2007.

PREMIER, AND MINISTER FOR CITIZENSHIP
2 DEPARTMENT OF PREMIER AND CABINET

2.2 Economic and Regional Coordination

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

Linkage to Results: This service group contributes to addressing economic and regional issues through better infrastructure coordination, transport coordination and regional issue management.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Coordination of State significant economic projects and initiatives consistent with government policies and plans	%	100
Targeted coordination of major planning initiatives consistent with government planning policy	%	100
Claims registered for the Aboriginal Trust Fund Repayment Scheme	no.	1,241	1,551	1,706	1,706	853
<u>Employees:</u>	EFT	78	80	80

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	21,892	26,471	36,982
Total expenses include the following:			
Office of the Coordinator General	4,445	4,445	6,497
Office of Strategic Operations	14,402	14,402	14,762
Aboriginal Trust Fund Repayment Scheme	2,577	2,577	9,037
NET COST OF SERVICES	21,892	26,471	36,982

PREMIER, AND MINISTER FOR CITIZENSHIP
2 DEPARTMENT OF PREMIER AND CABINET

2.3 Services and Capabilities Improvement

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

Linkage to Results: This service group contributes to achieving improvements in government service delivery by working towards a range of intermediate results that include the following:

- ◆ public sector services and capabilities improved and
- ◆ workforce issues addressed and service delivery improved.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Public sector agencies with Workforce Plans	%	40
Reviews conducted at agency, sector-wide/functional and program level	no.	...	10	10	10	10
'Best practice' guidelines Produced	no.	...	4	2	2	2
<u>Employees:</u>	EFT	102	105	105

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	22,414	27,576	32,538
Total expenses include the following:			
Public Sector Workforce Office	14,579	14,579	14,943
Performance Review Unit	3,663	3,663	3,755
E-recruitment reform project	...	474	4,025
NET COST OF SERVICES	20,901	26,063	31,492
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CAPITAL EXPENDITURE	1,120

PREMIER, AND MINISTER FOR CITIZENSHIP
2 DEPARTMENT OF PREMIER AND CABINET

2.4 Policy Support

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

Linkage to Results: This service group supports government decision making through the provision of professional, accountable and customer focused support services.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Executive Council meetings supported	no.	55	56	52	52	52
Items of legislation drafted	no.	1,373	1,163	n.a.	n.a.	n.a.
Legislative website visits	thous	1,387	1,644	1,700	1,700	1,800
<u>Employees:</u>	EFT	164	174	174

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses		35,391	44,346	46,408
Total expenses include the following:				
Parliamentary Counsel		7,800	8,083	8,285
General Counsel		9,447	9,447	9,683
Policy Development		14,363	14,363	14,722
Counter-terrorism and disaster recovery		3,781	3,781	3,876
Domestic violence		...	2,900	2,900
NET COST OF SERVICES		35,251	44,206	46,240
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CAPITAL EXPENDITURE		145

PREMIER, AND MINISTER FOR CITIZENSHIP
2 DEPARTMENT OF PREMIER AND CABINET

2.5 Administrative Support for Government

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

Linkage to Results: This service group supports government decision making through the provision of professional, accountable and customer focused support services.

	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
<u>Service Measures:</u>						
Protocol and official hospitality events organised	no.	150	150	150	150	150
Ministers' offices supported	no.	21	22	22	21	21
Appointments to Government Boards and Committees	no.	1,356	1,550	1,550	1,550	1,550
<u>Employees:</u>	EFT	430	434	434

2007-08		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	98,397	122,488	104,414
Total expenses include the following:			
Office of Protocol and Special Events	8,418	8,418	8,628
Ministerial and Parliamentary services	65,420	70,693	65,807
NET COST OF SERVICES	93,868	117,802	100,958
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CAPITAL EXPENDITURE	1,294	2,843	1,053

PREMIER, AND MINISTER FOR CITIZENSHIP
2 DEPARTMENT OF PREMIER AND CABINET

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	100,938	108,098	111,837
Other operating expenses	67,058	79,452	64,367
Depreciation and amortisation	3,954	4,206	3,798
Grants and subsidies	6,400	31,764	43,026
Other expenses	2,498	2,898	2,969
Total Expenses Excluding Losses	180,848	226,418	225,997
Less:			
Retained Revenue -			
Sales of goods and services	1,037	1,037	1,211
Investment income	678	678	565
Grants and contributions	3,667	3,722	2,071
Other revenue	800	902	823
Total Retained Revenue	6,182	6,339	4,670
NET COST OF SERVICES	174,666	220,079	221,327
RECURRENT FUNDING STATEMENT			
Net Cost of Services	174,666	220,079	221,327
Recurrent Services Appropriation	162,972	204,766	209,368
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	1,294	2,843	2,318
Capital Works and Services Appropriation	1,294	2,843	2,318

PREMIER, AND MINISTER FOR CITIZENSHIP
2 DEPARTMENT OF PREMIER AND CABINET

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	10,161	11,763	9,954
Receivables	4,454	4,500	4,500
Total Current Assets	14,615	16,263	14,454
Non Current Assets -			
Property, plant and equipment - Plant and equipment	9,525	12,833	11,700
Intangibles	2,423	1,434	1,087
Total Non Current Assets	11,948	14,267	12,787
Total Assets	26,563	30,530	27,241
LIABILITIES -			
Current Liabilities -			
Payables	7,550	7,200	7,200
Provisions	10,273	11,592	11,592
Other	...	396	396
Total Current Liabilities	17,823	19,188	19,188
Non Current Liabilities -			
Provisions	1,243	83	83
Total Non Current Liabilities	1,243	83	83
Total Liabilities	19,066	19,271	19,271
NET ASSETS	7,497	11,259	7,970
EQUITY			
Accumulated funds	7,497	11,259	7,970
TOTAL EQUITY	7,497	11,259	7,970

PREMIER, AND MINISTER FOR CITIZENSHIP
2 DEPARTMENT OF PREMIER AND CABINET

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	94,760	101,920	105,485
Grants and subsidies	6,400	31,764	43,026
Other	72,375	85,169	70,155
Total Payments	173,535	218,853	218,666
Receipts			
Sale of goods and services	1,037	1,037	1,211
Interest	678	678	565
Other	7,286	11,117	5,713
Total Receipts	9,001	12,832	7,489
NET CASH FLOWS FROM OPERATING ACTIVITIES	(164,534)	(206,021)	(211,177)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(1,294)	(2,643)	(2,118)
Other	...	(200)	(200)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(1,294)	(2,843)	(2,318)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	162,972	204,766	209,368
Capital appropriation	1,294	2,843	2,318
Cash transfers to Consolidated Fund	...	(1,693)	...
NET CASH FLOWS FROM GOVERNMENT	164,266	205,916	211,686
NET INCREASE/(DECREASE) IN CASH	(1,562)	(2,948)	(1,809)
Opening Cash and Cash Equivalents	11,723	14,711	11,763
CLOSING CASH AND CASH EQUIVALENTS	10,161	11,763	9,954
CASH FLOW RECONCILIATION			
Net cost of services	(174,666)	(220,079)	(221,327)
Non cash items added back	10,132	10,384	10,150
Change in operating assets and liabilities	...	3,674	...
Net cash flow from operating activities	(164,534)	(206,021)	(211,177)

PREMIER, AND MINISTER FOR CITIZENSHIP
3 INDEPENDENT COMMISSION AGAINST CORRUPTION

3.1 Corruption Investigation

Service Description: This service group covers the processing, assessment and investigation of all corruption complaints. It also covers reporting on the resulting corruption investigations and recommending corruption prevention improvements.

Linkage to Results: This service group contributes to deterring corrupt conduct and building community confidence that reported corruption matters are being properly investigated by working towards a range of intermediate results that include the following:

- ◆ complaints being responded to in an appropriate and timely manner
- ◆ increased community confidence that all corruption matters will be rigorously investigated and
- ◆ ensuring that public officials and other potential offenders are deterred from committing corrupt conduct through the exposure of corrupt activities.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Average days to deal with complaints	no.	45	97	43	80	60
Investigations completed within twelve months	%	82	92	90	82*	85
Prosecutions/disciplinary actions commenced arising from investigations	no.	15	10	10	5	10
<u>Employees:</u>	EFT	78	81	82	86	87

* The revised 2007-08 measure for investigations completed within 12 months is lower than budget due to the increased complexity of investigations.

PREMIER, AND MINISTER FOR CITIZENSHIP
3 INDEPENDENT COMMISSION AGAINST CORRUPTION

3.1 Corruption Investigation (cont)

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	13,147	13,924	14,008
NET COST OF SERVICES	12,663	13,268	13,593
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CAPITAL EXPENDITURE	888	621	1,019

PREMIER, AND MINISTER FOR CITIZENSHIP
3 INDEPENDENT COMMISSION AGAINST CORRUPTION

3.2 Corruption Prevention, Research and Education

Service Description: This service group covers research and the development of corruption training and prevention advice for public sector agencies through educational materials.

Linkage to Results: This service group contributes to an increased awareness of corrupt conduct and corruption risks, as well as developing and recommending corruption prevention strategies across the public sector by working towards a range of intermediate results that include the following:

- ◆ raising community and public sector awareness of corrupt conduct and its risks across the public sector
- ◆ developing a comprehensive range of corruption prevention strategies across the public sector
- ◆ providing corruption prevention advice which seeks to promote better corruption risk management in public sector agencies and
- ◆ educating people about the detrimental effects of corruption and promoting the development of corruption detection and minimisation strategies.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Corruption prevention recommendations arising from investigation reports	no.	78	113	57	40	40
Training and ICAC presentations delivered	no.	94	70	80	65	70
Corruption publication guidelines released	no.	5	7	6	6	6
Website visitors	no.	77,430	97,430	75,000	105,000	98,000
<u>Employees:</u>	EFT	27	30	30	29	30

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	4,772	4,392	4,436
NET COST OF SERVICES	4,597	4,185	4,305
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CAPITAL EXPENDITURE	279	196	321

PREMIER, AND MINISTER FOR CITIZENSHIP
3 INDEPENDENT COMMISSION AGAINST CORRUPTION

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	12,968	13,225	13,549
Other operating expenses	4,361	4,482	4,248
Depreciation and amortisation	590	609	647
Total Expenses Excluding Losses	17,919	18,316	18,444
Less:			
Retained Revenue -			
Sales of goods and services	293	380	440
Investment income	75	133	75
Other revenue	290	350	30
Total Retained Revenue	658	863	545
Gain/(loss) on disposal of non current assets	1	...	1
NET COST OF SERVICES	17,260	17,453	17,898
RECURRENT FUNDING STATEMENT			
Net Cost of Services	17,260	17,453	17,898
Recurrent Services Appropriation	16,239	16,239	16,591
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	1,167	817	1,340
Capital Works and Services Appropriation	1,167	817	1,340

PREMIER, AND MINISTER FOR CITIZENSHIP
3 INDEPENDENT COMMISSION AGAINST CORRUPTION

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	1,485	1,138	1,161
Receivables	707	707	673
Total Current Assets	2,192	1,845	1,834
Non Current Assets -			
Property, plant and equipment -			
Land and building	197	154	99
Plant and equipment	729	704	1,243
Intangibles	950	707	916
Total Non Current Assets	1,876	1,565	2,258
Total Assets	4,068	3,410	4,092
LIABILITIES -			
Current Liabilities -			
Payables	212	212	233
Provisions	828	828	878
Total Current Liabilities	1,040	1,040	1,111
Non Current Liabilities -			
Provisions	97	97	97
Total Non Current Liabilities	97	97	97
Total Liabilities	1,137	1,137	1,208
NET ASSETS	2,931	2,273	2,884
EQUITY			
Reserves	428	428	428
Accumulated funds	2,503	1,845	2,456
TOTAL EQUITY	2,931	2,273	2,884

PREMIER, AND MINISTER FOR CITIZENSHIP
3 INDEPENDENT COMMISSION AGAINST CORRUPTION

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	12,360	12,807	12,900
Other	4,801	4,835	4,664
Total Payments	17,161	17,642	17,564
Receipts			
Sale of goods and services	293	380	440
Interest	75	137	75
Other	730	766	480
Total Receipts	1,098	1,283	995
NET CASH FLOWS FROM OPERATING ACTIVITIES	(16,063)	(16,359)	(16,569)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	1	...	1
Purchases of property, plant and equipment	(290)	(210)	(960)
Other	(877)	(607)	(380)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(1,166)	(817)	(1,339)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	16,239	16,239	16,591
Capital appropriation	1,167	817	1,340
Cash transfers to Consolidated Fund	...	(133)	...
NET CASH FLOWS FROM GOVERNMENT	17,406	16,923	17,931
NET INCREASE/(DECREASE) IN CASH	177	(253)	23
Opening Cash and Cash Equivalents	1,308	1,391	1,138
CLOSING CASH AND CASH EQUIVALENTS	1,485	1,138	1,161
CASH FLOW RECONCILIATION			
Net cost of services	(17,260)	(17,453)	(17,898)
Non cash items added back	1,198	1,139	1,225
Change in operating assets and liabilities	(1)	(45)	104
Net cash flow from operating activities	(16,063)	(16,359)	(16,569)

**PREMIER, AND MINISTER FOR CITIZENSHIP
4 OMBUDSMAN'S OFFICE**

4.1 Complaint Advice, Referral, Resolution or Investigation

Service Description: This service group covers providing independent complaint advice and referral, handling complaints and dealing with protected disclosures. It also includes hearing witness protection appeals and conducting information and education programs for agencies and the community.

Linkage to Results: This service group contributes to community confidence that their complaints are being handled fairly, efficiently and effectively and in accordance with law or policy.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Written complaints and notifications about public sector and certain non government agencies	no.	10,304	9,692	11,000	11,000	11,000
Telephone complaints/inquiries received	no.	23,011	22,689	23,000	23,000	23,000
Complaints in the general jurisdiction resolved through provision of advice or constructive action by agencies	%	67	68	65	65	65
Direct investigation or reports in police jurisdiction completed	no.	25	12	25	25	25
Time taken to determine general jurisdiction complaints	weeks	5	7	5	5	5
Inquiries, monitoring, review and direct investigation of community services matters	no.	13	22	20	20	20
Public sector training sessions conducted	no.	100	138	100	100	100
Consumer education programs	no.	78	26	50	50	50
<u>Employees:</u>	EFT	78	81	85	84	84

**PREMIER, AND MINISTER FOR CITIZENSHIP
4 OMBUDSMAN'S OFFICE**

4.1 Complaint Advice, Referral, Resolution or Investigation (cont)

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	9,646	9,611	9,624
NET COST OF SERVICES	9,524	9,481	9,496
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CAPITAL EXPENDITURE	124	123	227

PREMIER, AND MINISTER FOR CITIZENSHIP
4 OMBUDSMAN'S OFFICE

4.2 Oversight of Agency Investigation of Complaints

Service Description: This service group covers oversight of NSW Police Force handling of complaints about police and oversight of agency handling of allegations of child abuse.

Linkage to Results: This service group contributes to independent oversight of complaints and ensures that complaint matters are being dealt with fairly, efficiently and effectively by agencies and in accordance with law or policy.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Police investigations directly monitored	no.	25	34	20	20	20
Time taken to assess child protection notifications	days	3	8	5	5	5
Time taken to assess final child protection investigation report	days	28	41	30	30	30
<u>Employees:</u>	EFT	33	35	34	35	37

2007-08		2008-09
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	4,295	4,280	4,288
NET COST OF SERVICES	4,261	4,242	4,262
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CAPITAL EXPENDITURE	39	39	73

PREMIER, AND MINISTER FOR CITIZENSHIP
4 OMBUDSMAN'S OFFICE

4.3 Scrutiny of Complaint Handling and Other Systems

Service Description: This service group covers scrutiny of systems to prevent child abuse, dealing with police complaints and certain systems in the community services sector. It also includes review of the situation of vulnerable people, review of compliance with certain legislation and coordination of the official community visitor program.

Linkage to Results: This service group contributes to independent scrutiny of systems and ensures that services are being provided fairly, efficiently and effectively complying with best practice and in accordance with law or policy.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Records audited in police jurisdiction	no.	8,000	5,322	6,000	6,000	6,000
Audits conducted in the child protection jurisdiction	no.	10	20	20	20	20
Time spent on visiting services	hours	7,581	9,507	14,616	14,616	14,616
Individual section 13 reviews of people in care	no.	27	45	40	40	40
Review of community services complaints handling system	no.	20	20	20	20	20
Death in care reviewable (calendar year)	no.	68	98	65	65	≤ 07-08
Child death reviewable (calendar year)	no.	117	123	120	160	≤ 07-08
<u>Employees:</u>	EFT	50	53	55	52	55

2007-08	2008-09
Budget	Budget
\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	7,283	7,257	7,689
NET COST OF SERVICES	7,249	7,219	7,652
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CAPITAL EXPENDITURE	116	115	215

**PREMIER, AND MINISTER FOR CITIZENSHIP
4 OMBUDSMAN'S OFFICE**

4.4 Review of Implementation of Legislation

Service Description: This service group reviews implementation of legislation that expands the powers of NSW Police Force.

Linkage to Results: The community has confidence that law enforcement agencies are using new powers in accordance with the law and in the public interest.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Reports on our review including finding prepared within timeframe	%	100	100	100	100	100
<u>Employees:</u> *	EFT	8	8	9	9	2

2007-08		2008-09
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	1,091	1,087	273
NET COST OF SERVICES	1,091	1,087	273
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CAPITAL EXPENDITURE	24	23	44

* Reduction in 2008-09 reflects the expected completion of a number of reviews of new legislation early in the financial year.

**PREMIER, AND MINISTER FOR CITIZENSHIP
4 OMBUDSMAN'S OFFICE**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	17,804	17,231	17,529
Other operating expenses	3,813	4,320	3,807
Depreciation and amortisation	698	684	538
Total Expenses Excluding Losses	22,315	22,235	21,874
Less:			
Retained Revenue -			
Sales of goods and services	72	72	72
Investment income	50	50	50
Grants and contributions	...	69	54
Other revenue	68	15	15
Total Retained Revenue	190	206	191
NET COST OF SERVICES	22,125	22,029	21,683
RECURRENT FUNDING STATEMENT			
Net Cost of Services	22,125	22,029	21,683
Recurrent Services Appropriation	20,176	20,069	19,986
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	303	300	559
Capital Works and Services Appropriation	300	300	559

**PREMIER, AND MINISTER FOR CITIZENSHIP
4 OMBUDSMAN'S OFFICE**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	459	642	380
Receivables	419	531	505
Total Current Assets	878	1,173	885
Non Current Assets -			
Property, plant and equipment - Plant and equipment	878	885	985
Intangibles	218	318	239
Total Non Current Assets	1,096	1,203	1,224
Total Assets	1,974	2,376	2,109
LIABILITIES -			
Current Liabilities -			
Payables	336	350	350
Provisions	1,545	1,639	1,688
Other	34	152	69
Total Current Liabilities	1,915	2,141	2,107
Non Current Liabilities -			
Provisions	16	15	15
Other	9	9	...
Total Non Current Liabilities	25	24	15
Total Liabilities	1,940	2,165	2,122
NET ASSETS	34	211	(13)
EQUITY			
Accumulated funds	34	211	(13)
TOTAL EQUITY	34	211	(13)

**PREMIER, AND MINISTER FOR CITIZENSHIP
4 OMBUDSMAN'S OFFICE**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	16,588	16,020	16,566
Other	4,357	4,726	4,419
Total Payments	20,945	20,746	20,985
Receipts			
Sale of goods and services	72	72	72
Interest	45	47	50
Other	594	616	615
Total Receipts	711	735	737
NET CASH FLOWS FROM OPERATING ACTIVITIES	(20,234)	(20,011)	(20,248)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(223)	(212)	(459)
Other	(80)	(88)	(100)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(303)	(300)	(559)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	20,176	20,069	19,986
Capital appropriation	300	300	559
NET CASH FLOWS FROM GOVERNMENT	20,476	20,369	20,545
NET INCREASE/(DECREASE) IN CASH	(61)	58	(262)
Opening Cash and Cash Equivalents	520	584	642
CLOSING CASH AND CASH EQUIVALENTS	459	642	380
CASH FLOW RECONCILIATION			
Net cost of services	(22,125)	(22,029)	(21,683)
Non cash items added back	1,617	1,598	1,452
Change in operating assets and liabilities	274	420	(17)
Net cash flow from operating activities	(20,234)	(20,011)	(20,248)

PREMIER, AND MINISTER FOR CITIZENSHIP
5 NEW SOUTH WALES ELECTORAL COMMISSION

5.1 Conduct and Management of Elections

Service Description: This service group covers the delivery of election services, managing the electoral roll, public awareness and communications, and the disclosure of election funding information.

Linkage to Results: The result of the services is to deliver impartial electoral results which:

- ◆ withstand public scrutiny
- ◆ are based on the maximisation of voter participation and minimisation of informal votes and
- ◆ communicate electoral results in an accurate and timely way.

<u>Service Measures:</u>		2005-06	2006-07	2007-08	2007-08	2008-09
	Units	Actual	Actual	Budget	Revised	Forecast
Conduct of elections	\$m	8.7	41.4	18.7	18.7	26.9
Electoral roll management	\$m	3.4	3.5	3.4	3.7	4
Communication and public awareness	\$m	0.7	8.3	1.6	1.6	3.7
Funding and disclosure*	\$m	2.0	4.4	5.8	10.1	2.1
<u>Employees:</u>	EFT	35	42	42	43	43

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses		29,575	34,125	36,680
Total expenses include the following:				
By-elections		636
General Election		2,385	2,385	588
Payments to candidates and parties		4,166	8,499	440
Political education		1,663	1,646	1,646
Payments to Commonwealth		3,425	3,707	4,004
Local Government Election		8,600	8,600	20,000
NET COST OF SERVICES		27,457	23,278	13,381
<hr/>				
CAPITAL EXPENDITURE		2,400	2,200	1,800

* Expenditure of \$10.1 million in 2007-08 (revised) was for the 2007 State General Election.

**PREMIER, AND MINISTER FOR CITIZENSHIP
5 NEW SOUTH WALES ELECTORAL COMMISSION**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	5,596	5,596	5,816
Other operating expenses	10,764	2,110	2,223
Depreciation and amortisation	1,576	1,576	1,327
Other expenses	11,639	24,843	27,314
Total Expenses Excluding Losses	29,575	34,125	36,680
Less:			
Retained Revenue -			
Sales of goods and services	2,059	2,058	3,149
Investment income	59	189	150
Other revenue	...	8,600	20,000
Total Retained Revenue	2,118	10,847	23,299
NET COST OF SERVICES	27,457	23,278	13,381
RECURRENT FUNDING STATEMENT			
Net Cost of Services	27,457	23,278	13,381
Recurrent Services Appropriation	25,211	29,883	31,444
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	2,400	2,200	1,800
Capital Works and Services Appropriation	2,400	2,400	1,800

**PREMIER, AND MINISTER FOR CITIZENSHIP
5 NEW SOUTH WALES ELECTORAL COMMISSION**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	943	1,772	1,308
Receivables	357	8,957	12,057
Total Current Assets	1,300	10,729	13,365
Non Current Assets -			
Property, plant and equipment - Plant and equipment	2,260	1,986	1,384
Intangibles	4,612	4,791	5,866
Total Non Current Assets	6,872	6,777	7,250
Total Assets	8,172	17,506	20,615
LIABILITIES -			
Current Liabilities -			
Payables	1,402	1,402	1,402
Provisions	463	738	738
Other	783	90	24
Total Current Liabilities	2,648	2,230	2,164
Non Current Liabilities -			
Other	...	327	232
Total Non Current Liabilities	...	327	232
Total Liabilities	2,648	2,557	2,396
NET ASSETS	5,524	14,949	18,219
EQUITY			
Accumulated funds	5,524	14,949	18,219
TOTAL EQUITY	5,524	14,949	18,219

**PREMIER, AND MINISTER FOR CITIZENSHIP
5 NEW SOUTH WALES ELECTORAL COMMISSION**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	5,187	5,176	5,509
Other	22,911	29,411	33,164
Total Payments	28,098	34,587	38,673
Receipts			
Sale of goods and services	2,109	2,667	3,149
Interest	59	267	150
Other	408	2,174	20,366
Total Receipts	2,576	5,108	23,665
NET CASH FLOWS FROM OPERATING ACTIVITIES	(25,522)	(29,479)	(15,008)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(100)	(100)	(100)
Other	(2,300)	(2,100)	(1,700)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(2,400)	(2,200)	(1,800)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	25,211	29,883	31,444
Capital appropriation	2,400	2,400	1,800
Cash transfers to Consolidated Fund	(16,900)
NET CASH FLOWS FROM GOVERNMENT	27,611	32,283	16,344
NET INCREASE/(DECREASE) IN CASH	(311)	604	(464)
Opening Cash and Cash Equivalents	1,254	1,168	1,772
CLOSING CASH AND CASH EQUIVALENTS	943	1,772	1,308
CASH FLOW RECONCILIATION			
Net cost of services	(27,457)	(23,278)	(13,381)
Non cash items added back	1,985	1,985	1,634
Change in operating assets and liabilities	(50)	(8,186)	(3,261)
Net cash flow from operating activities	(25,522)	(29,479)	(15,008)

PREMIER, AND MINISTER FOR CITIZENSHIP
6 INDEPENDENT PRICING AND REGULATORY TRIBUNAL

6.1 Energy/Transport/Water Pricing and Analysis and Policy Work

Service Description: This service group covers the setting of prices for energy, water and public transport and for carrying out other specific reviews of Government services referred at the request of the responsible Ministers.

Linkage to Results: This service group contributes to the following intermediate results:

- ◆ abuse of monopoly power is prevented, and efficiency, sustainability and community welfare is promoted
- ◆ independent advice is provided to the Government on issues of pricing, funding, competition, service, policy and governance
- ◆ prices (or revenues) for energy, transport and water services are determined fairly and reasonably in accordance with legislation and
- ◆ issues of financial viability, efficiency, environmental impact, consumer protection and other issues are balanced.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Perceived quality of consultation processes*	%	91	91	n.a.	n.a.	n.a.
Perceived professionalism of staff*	%	95	95	n.a.	n.a.	n.a.
Perceived clarity of reports*	%	90	90	n.a.	n.a.	n.a.
Perceived quality of leadership - practical outcomes and independence*	%	86	86	n.a.	n.a.	n.a.
Reports and recommendations broadly accepted by Ministers	no.	6	5	6	6	6
<u>Employees:</u>	EFT	44	46	47	47	45

* The stakeholder survey is carried out every two years.

PREMIER, AND MINISTER FOR CITIZENSHIP
6 INDEPENDENT PRICING AND REGULATORY TRIBUNAL

6.1 Energy/Transport/Water Pricing and Analysis and Policy Work (cont)

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
<i>FINANCIAL INDICATORS</i>			
Total Expenses Excluding Losses	11,627	11,903	11,748
NET COST OF SERVICES	10,772	10,787	10,938
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CAPITAL EXPENDITURE	117	1,628	117

PREMIER, AND MINISTER FOR CITIZENSHIP
6 INDEPENDENT PRICING AND REGULATORY TRIBUNAL

6.2 Licensing and Greenhouse Reduction Scheme Administration

Service Description: This service group consists of Water Licensing, Energy Compliance and the Greenhouse Gas Reduction Scheme administration.

Linkage to Results: This service group contributes to the following results:

- ◆ suppliers of energy and water meet their licence obligations and
- ◆ CO₂ reduction targets are enforced.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Acceptance by Minister of annual water audit reports	no.	3	3	3	3	3
Acceptance by Minister of annual energy compliance reports	no.	2	2	2	2	2
Accredited abatement projects	no.	73	70	70	70	70
Abatement certificates registered	mill	7.7	14.5	10.0	24.7	24.2
GGAS revenue/scheme administration costs	%	53	161	160	160	160
<u>Employees:</u>	EFT	25	25	27	27	27

———2007-08———	2008-09
Budget	Revised
\$000	\$000
Budget	Budget
\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	6,365	6,381	6,303
NET COST OF SERVICES	5,800	5,782	5,869
<hr/>			
CAPITAL EXPENDITURE	63	872	63

PREMIER, AND MINISTER FOR CITIZENSHIP
6 INDEPENDENT PRICING AND REGULATORY TRIBUNAL

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	10,265	9,440	9,872
Other operating expenses	7,377	8,320	7,629
Depreciation and amortisation	350	524	550
Total Expenses Excluding Losses	17,992	18,284	18,051
Less:			
Retained Revenue -			
Sales of goods and services	1,200	1,400	1,025
Investment income	214	300	219
Other revenue	6
Total Retained Revenue	1,420	1,700	1,244
Gain/(loss) on disposal of non current assets	...	15	...
NET COST OF SERVICES	16,572	16,569	16,807
RECURRENT FUNDING STATEMENT			
Net Cost of Services	16,572	16,569	16,807
Recurrent Services Appropriation	15,923	15,923	16,151
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	180	2,500	180
Capital Works and Services Appropriation	180	180	180

PREMIER, AND MINISTER FOR CITIZENSHIP
6 INDEPENDENT PRICING AND REGULATORY TRIBUNAL

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	4,527	2,890	3,113
Receivables	448	1,046	1,046
Total Current Assets	4,975	3,936	4,159
Non Current Assets -			
Property, plant and equipment - Plant and equipment	421	2,804	2,442
Intangibles	25	29	21
Total Non Current Assets	446	2,833	2,463
Total Assets	5,421	6,769	6,622
LIABILITIES -			
Current Liabilities -			
Payables	728	499	499
Provisions	923	1,031	1,031
Total Current Liabilities	1,651	1,530	1,530
Non Current Liabilities -			
Provisions	46	7	7
Total Non Current Liabilities	46	7	7
Total Liabilities	1,697	1,537	1,537
NET ASSETS	3,724	5,232	5,085
EQUITY			
Accumulated funds	3,724	5,232	5,085
TOTAL EQUITY	3,724	5,232	5,085

PREMIER, AND MINISTER FOR CITIZENSHIP
6 INDEPENDENT PRICING AND REGULATORY TRIBUNAL

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	9,875	9,050	9,543
Other	7,445	8,479	7,629
Total Payments	17,320	17,529	17,172
Receipts			
Sale of goods and services	1,026	1,400	1,025
Interest	214	300	219
Other	180
Total Receipts	1,420	1,700	1,244
NET CASH FLOWS FROM OPERATING ACTIVITIES	(15,900)	(15,829)	(15,928)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	...	20	...
Purchases of property, plant and equipment	(180)	(2,500)	(180)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(180)	(2,480)	(180)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	15,923	15,923	16,151
Capital appropriation	180	180	180
NET CASH FLOWS FROM GOVERNMENT	16,103	16,103	16,331
NET INCREASE/(DECREASE) IN CASH	23	(2,206)	223
Opening Cash and Cash Equivalents	4,504	5,096	2,890
CLOSING CASH AND CASH EQUIVALENTS	4,527	2,890	3,113
CASH FLOW RECONCILIATION			
Net cost of services	(16,572)	(16,569)	(16,807)
Non cash items added back	672	914	879
Change in operating assets and liabilities	...	(174)	...
Net cash flow from operating activities	(15,900)	(15,829)	(15,928)

PREMIER, AND MINISTER FOR CITIZENSHIP

7 NATURAL RESOURCES COMMISSION

7.1 Natural Resources Commission

Service Description: Provision of independent advice to the NSW Government on natural resource management issues which enables natural resource management decisions to be based on sound science and best practice management and ensures decisions are made in the environmental, social and economic interests of the State.

Linkage to Results: This service group contributes to better outcomes for native vegetation, biodiversity, land, rivers and coastal waterways, by working towards a range of intermediate results that include the following:

- ◆ Government has credible evidence on whether the targets for natural resource management are being met
- ◆ Government has credible evidence on whether CMAs and other natural resource management programs are effectively contributing to state targets and whether there is better adaptive management by CMAs and natural resource management programs in progressing towards the targets
- ◆ natural resource management policy settings are based on sound science and improving the condition of natural resources
- ◆ Government maintains a natural resource management framework that ensures a sound scientific basis for properly informed management of natural resources, achievement of the government priorities and integrated triple bottom line outcomes and
- ◆ Government decisions on complex and controversial natural resource management issues are demonstrably informed by independent advice, sound science and best practice management.

		2005-06	2006-07	2007-08	2007-08	2008-09
	Units	Actual	Actual	Budget	Revised	Forecast
<u>Service Measures:</u>						
Report on progress to State targets	no.	1	1	2
Review and audit Catchment Action Plans and CMAs	no.	13	14	6	5	6
Advice on technical natural resource management issues	no.	111	68	24	14	19
Reviews of the Standard and recommendations to facilitate wider adoption	no.	1	4	5	5	4
Reviews requested by Government on complex natural resource management issues	no.	1	4	3	3	3
<u>Employees:</u>	EFT	15	24	24	24	23

PREMIER, AND MINISTER FOR CITIZENSHIP
7 NATURAL RESOURCES COMMISSION

7.1 Natural Resources Commission (cont)

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
FINANCIAL INDICATORS			
Total Expenses Excluding Losses	4,753	4,753	4,797
NET COST OF SERVICES	4,732	4,732	4,775

PREMIER, AND MINISTER FOR CITIZENSHIP
7 NATURAL RESOURCES COMMISSION

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	2,876	2,816	2,588
Other operating expenses	1,598	1,658	1,930
Depreciation and amortisation	279	279	279
Total Expenses Excluding Losses	4,753	4,753	4,797
Less:			
Retained Revenue -			
Investment income	21	21	22
Total Retained Revenue	21	21	22
NET COST OF SERVICES	4,732	4,732	4,775
RECURRENT FUNDING STATEMENT			
Net Cost of Services	4,732	4,732	4,775
Recurrent Services Appropriation	4,457	4,457	4,499

PREMIER, AND MINISTER FOR CITIZENSHIP
7 NATURAL RESOURCES COMMISSION

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	107	150	206
Receivables	165	91	91
Total Current Assets	272	241	297
Non Current Assets -			
Property, plant and equipment - Plant and equipment	385	380	101
Other	30
Total Non Current Assets	415	380	101
Total Assets	687	621	398
LIABILITIES -			
Current Liabilities -			
Payables	61	81	81
Provisions	232	270	256
Other	17	...	14
Total Current Liabilities	310	351	351
Non Current Liabilities -			
Provisions	32	16	16
Total Non Current Liabilities	32	16	16
Total Liabilities	342	367	367
NET ASSETS	345	254	31
EQUITY			
Accumulated funds	345	254	31
TOTAL EQUITY	345	254	31

**PREMIER, AND MINISTER FOR CITIZENSHIP
7 NATURAL RESOURCES COMMISSION**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	2,817	2,758	2,534
Other	1,598	1,657	1,931
Total Payments	4,415	4,415	4,465
Receipts			
Interest	21	21	22
Total Receipts	21	21	22
NET CASH FLOWS FROM OPERATING ACTIVITIES	(4,394)	(4,394)	(4,443)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	4,457	4,457	4,499
Cash transfers to Consolidated Fund	...	(104)	...
NET CASH FLOWS FROM GOVERNMENT	4,457	4,353	4,499
NET INCREASE/(DECREASE) IN CASH	63	(41)	56
Opening Cash and Cash Equivalents	44	191	150
CLOSING CASH AND CASH EQUIVALENTS	107	150	206
CASH FLOW RECONCILIATION			
Net cost of services	(4,732)	(4,732)	(4,775)
Non cash items added back	338	338	332
Net cash flow from operating activities	(4,394)	(4,394)	(4,443)

PREMIER, AND MINISTER FOR CITIZENSHIP
8 COMMUNITY RELATIONS COMMISSION OF NEW SOUTH WALES

8.1 Community Support Services

Service Description: This service group covers the provision of community relations policy advice to the Government, implementation of the Principles of Multiculturalism by all Government agencies, involvement in community projects and administration of the Community Development Grants program.

Linkage to Results: This service group contributes to achieving more harmonious communities by working towards a range of intermediate results that include the following:

- ◆ Social justice and community development for ethnic communities in New South Wales are promoted.
- ◆ The benefits of cultural diversity are recognised and maximised through the facilitation of cooperative arrangements and initiatives.
- ◆ The principles of multiculturalism are observed by public authorities.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Expressions of interest received for grant applications	no.	141	200	250	250	300
Successful grant applications	%	75	80	85	85	85
<u>Employees:</u>	EFT	44	42	44	44	44

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	9,012	9,200	8,995
NET COST OF SERVICES	8,842	8,740	8,775
<hr/>			
CAPITAL EXPENDITURE	75	90	75

PREMIER, AND MINISTER FOR CITIZENSHIP
8 COMMUNITY RELATIONS COMMISSION OF NEW SOUTH WALES

8.2 Language Services

Service Description: This service group covers the provision of efficient, reliable and professional interpreting and translation services of community languages in a form relevant to client needs, provided by appropriately trained interpreters and translators.

Linkage to Results: This service group contributes to achieving more harmonious communities by working towards a range of intermediate results that include equitable access to government and community services for people from culturally and linguistically diverse backgrounds.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Assignments performed	no.	42,500	43,800	45,000	45,000	45,000
Formal complaints registered	no.	50	109	100	100	100
<u>Employees:</u>	EFT	72	72	72	72	72

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	7,389	7,555	8,090
NET COST OF SERVICES	3,305	3,155	3,608

PREMIER, AND MINISTER FOR CITIZENSHIP
8 COMMUNITY RELATIONS COMMISSION OF NEW SOUTH WALES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	11,764	12,037	12,521
Other operating expenses	2,676	2,757	2,710
Depreciation and amortisation	415	415	269
Grants and subsidies	1,546	1,546	1,585
Total Expenses Excluding Losses	16,401	16,755	17,085
Less:			
Retained Revenue -			
Sales of goods and services	4,174	4,640	4,552
Investment income	80	80	150
Grants and contributions	...	115	...
Other revenue	...	25	...
Total Retained Revenue	4,254	4,860	4,702
NET COST OF SERVICES	12,147	11,895	12,383
RECURRENT FUNDING STATEMENT			
Net Cost of Services	12,147	11,895	12,383
Recurrent Services Appropriation	11,526	11,526	11,726
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	75	90	75
Capital Works and Services Appropriation	75	75	75

PREMIER, AND MINISTER FOR CITIZENSHIP
8 COMMUNITY RELATIONS COMMISSION OF NEW SOUTH WALES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	3,686	4,250	4,176
Receivables	397	840	1,111
Total Current Assets	4,083	5,090	5,287
Non Current Assets -			
Property, plant and equipment -			
Land and building	151	149	23
Plant and equipment	131	137	142
Intangibles	73	110	37
Total Non Current Assets	355	396	202
Total Assets	4,438	5,486	5,489
LIABILITIES -			
Current Liabilities -			
Payables	737	1,401	1,412
Provisions	717	474	370
Total Current Liabilities	1,454	1,875	1,782
Non Current Liabilities -			
Provisions	61	314	314
Total Non Current Liabilities	61	314	314
Total Liabilities	1,515	2,189	2,096
NET ASSETS	2,923	3,297	3,393
EQUITY			
Accumulated funds	2,923	3,297	3,393
TOTAL EQUITY	2,923	3,297	3,393

PREMIER, AND MINISTER FOR CITIZENSHIP
8 COMMUNITY RELATIONS COMMISSION OF NEW SOUTH WALES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	11,115	11,387	11,936
Grants and subsidies	1,546	1,546	1,585
Other	3,126	3,205	3,160
Total Payments	15,787	16,138	16,681
Receipts			
Sale of goods and services	4,461	4,927	4,281
Interest	80	80	150
Other	450	590	450
Total Receipts	4,991	5,597	4,881
NET CASH FLOWS FROM OPERATING ACTIVITIES	(10,796)	(10,541)	(11,800)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(75)	(66)	(75)
Other	...	(24)	...
NET CASH FLOWS FROM INVESTING ACTIVITIES	(75)	(90)	(75)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	11,526	11,526	11,726
Capital appropriation	75	75	75
Cash transfers to Consolidated Fund	...	(28)	...
NET CASH FLOWS FROM GOVERNMENT	11,601	11,573	11,801
NET INCREASE/(DECREASE) IN CASH	730	942	(74)
Opening Cash and Cash Equivalents	2,956	3,308	4,250
CLOSING CASH AND CASH EQUIVALENTS	3,686	4,250	4,176
CASH FLOW RECONCILIATION			
Net cost of services	(12,147)	(11,895)	(12,383)
Non cash items added back	1,064	1,064	947
Change in operating assets and liabilities	287	290	(364)
Net cash flow from operating activities	(10,796)	(10,541)	(11,800)

PREMIER, AND MINISTER FOR CITIZENSHIP
AUDIT OFFICE OF NEW SOUTH WALES

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Retained Revenue -			
Sales of goods and services	34,726	32,791	34,246
Investment income	240	376	260
Other revenue	...	140	...
Total Retained Revenue	34,966	33,307	34,506
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	29,540	25,912	27,734
Other operating expenses	4,324	4,762	4,981
Depreciation and amortisation	827	683	1,060
Other expenses	32	28	29
Total Expenses Excluding Losses	34,723	31,385	33,804
SURPLUS/(DEFICIT)	243	1,922	702

PREMIER, AND MINISTER FOR CITIZENSHIP
AUDIT OFFICE OF NEW SOUTH WALES

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	4,631	6,605	7,280
Receivables	4,692	5,473	5,473
Other	5,900	5,730	5,730
Total Current Assets	15,223	17,808	18,483
Non Current Assets -			
Property, plant and equipment -			
Land and building	1,419	1,468	1,285
Plant and equipment	445	690	757
Intangibles	1,221	1,039	1,182
Other	4,954	3,937	3,937
Total Non Current Assets	8,039	7,134	7,161
Total Assets	23,262	24,942	25,644
LIABILITIES -			
Current Liabilities -			
Payables	928	1,341	1,341
Provisions	8,278	8,026	8,026
Other	740	439	439
Total Current Liabilities	9,946	9,806	9,806
Non Current Liabilities -			
Provisions	267	146	146
Other	300	300	300
Total Non Current Liabilities	567	446	446
Total Liabilities	10,513	10,252	10,252
NET ASSETS	12,749	14,690	15,392
EQUITY			
Accumulated funds	12,749	14,690	15,392
TOTAL EQUITY	12,749	14,690	15,392

**PREMIER, AND MINISTER FOR CITIZENSHIP
AUDIT OFFICE OF NEW SOUTH WALES**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of goods and services	34,726	32,791	34,246
Interest	240	376	260
Other	2,100	2,240	2,100
Total Receipts	37,066	35,407	36,606
Payments			
Employee related	29,540	25,912	27,734
Other	6,456	6,890	7,110
Total Payments	35,996	32,802	34,844
NET CASH FLOWS FROM OPERATING ACTIVITIES	1,070	2,605	1,762
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(12)	(320)	(562)
Other	(645)	(648)	(525)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(657)	(968)	(1,087)
NET INCREASE/(DECREASE) IN CASH	413	1,637	675
Opening Cash and Cash Equivalents	4,218	4,968	6,605
CLOSING CASH AND CASH EQUIVALENTS	4,631	6,605	7,280
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	243	1,922	702
Non cash items added back	827	683	1,060
Net cash flow from operating activities	1,070	2,605	1,762

**PREMIER, AND MINISTER FOR CITIZENSHIP
EVENTS NEW SOUTH WALES PTY LIMITED**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Retained Revenue -			
Other	...	21,184	31,000
Total Retained Revenue	...	21,184	31,000
Less:			
Expenses Excluding Losses -			
Operating Expenses -			
Employee related	...	1,786	3,869
Other operating expenses	...	19,398	25,506
Depreciation and amortisation	390
Total Expenses Excluding Losses	...	21,184	29,765
SURPLUS/(DEFICIT)	1,235

**PREMIER, AND MINISTER FOR CITIZENSHIP
EVENTS NEW SOUTH WALES PTY LIMITED**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	390
Total Current Assets	390
Non Current Assets -			
Property, plant and equipment -			
Land and building	444
Plant and equipment	68
Intangibles	333
Total Non Current Assets	845
Total Assets	1,235
NET ASSETS	1,235
EQUITY			
Accumulated funds	1,235
TOTAL EQUITY	1,235

**PREMIER, AND MINISTER FOR CITIZENSHIP
EVENTS NEW SOUTH WALES PTY LIMITED**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Other	...	21,184	31,000
Total Receipts	...	21,184	31,000
Payments			
Employee related	...	1,786	3,869
Other	...	19,398	25,506
Total Payments	...	21,184	29,375
NET CASH FLOWS FROM OPERATING ACTIVITIES	1,625
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(735)
Other	(500)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(1,235)
NET INCREASE/(DECREASE) IN CASH	390
CLOSING CASH AND CASH EQUIVALENTS	390
CASH FLOW RECONCILIATION			
Surplus/(deficit) for year	1,235
Non cash items added back	390
Net cash flow from operating activities	1,625