
MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

50.1 Road Development

Service Description: This service group seeks to ensure safe and efficient movement of people and goods on the arterial road network to facilitate and support changes in land use and the economy, facilitate greater use of public transport and meet environmental targets. Services include planning, designing, scheduling and delivering the development of the road network capacity.

Linkage to Results: This service group contributes to a safe, sustainable and efficient transport system by working towards a range of intermediate results that include the following:

- ◆ ensuring that network development meets future growth, population and freight needs
- ◆ alternative forms of transport are supported
- ◆ the safety of the road environment is maximised and
- ◆ the impact of roadworks on the environment is minimised and positive urban design outcomes are produced.

| <u>Service Measures:</u> | Units | 2005-06 Actual | 2006-07 Actual | 2007-08 Budget | 2007-08 Revised | 2008-09 Forecast |
|---|-------|-------------------|-------------------|-------------------|--------------------|-----------------------------|
| Major works completed within 10% of planned duration | % | 82 | 75 | 90 | 90 | 90 |
| Major works completed within 10% of authorised cost | % | 82 | 87 | 90 | 90 | 90 |
| Bus Priority Measures | | | | | | |
| % length of strategic bus corridor treated (infrastructure) | % | 5 | 11 | 38 | 38 | 46 |
| Bus lane length | km. | 89 | 96 | 99 | 102 | 107 |
| Transit lane length | km. | 86 | 87 | 87 | 87 | 90 |
| Environmental assessments undertaken | no. | 311 | 320 | 310 | 310 | 320 |
| <u>Employees:</u> | EFT | n.a. | 231 | 237 | 216 | 224 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

50.1 Road Development (cont)

| | 2007-08 | | 2008-09 |
|------------------------------------|-----------------|------------------|------------------|
| | Budget \$000 | Revised \$000 | Budget \$000 |
| <i>FINANCIAL INDICATORS</i> | | | |
| Total Expenses Excluding Losses | 906,286 | 915,244 | 966,689 |
| NET COST OF SERVICES | 742,480 | 519,579 | 739,882 |
| <hr/> | | | |
| CAPITAL EXPENDITURE | 1,505,259 | 1,494,625 | 1,823,602 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

50.2 M4/M5 Cashback

Service Description: This service group covers the reimbursement of motorists for the toll component paid using Electronic Toll Tags on the M4 and M5 Motorways when driving NSW privately registered cars and motorcycles.

| | | 2005-06 | 2006-07 | 2007-08 | 2007-08 | 2008-09 |
|----------------------------|-------|---------|---------|---------|---------|-----------------|
| | Units | Actual | Actual | Budget | Revised | Forecast |
| <u>Service Measures:</u> | | | | | | |
| M4/M5 cashback claims | thous | 580 | 725 | 830 | 760 | 840 |
| M4/M5 cashback claims paid | \$m | 81.8 | 92.0 | 97.0 | 97.0 | 102.0 |

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

FINANCIAL INDICATORS

| | | | | |
|---------------------------------|--|--------|--------|----------------|
| Total Expenses Excluding Losses | | 97,000 | 97,000 | 102,000 |
| NET COST OF SERVICES | | 97,000 | 97,000 | 102,000 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

50.3 Road Use

Service Description: This service group seeks to implement initiatives to increase safe road use by ensuring that drivers and riders are eligible, competent and identified, and vehicles meet the relevant standards. Service objectives include reducing the trauma and cost of road deaths and injuries by reducing adverse impacts of vehicles on roads and the environment and ensuring compliance with licensing, registration and network access requirements.

Linkage to Results: This service group contributes to a safe, sustainable and efficient transport system by working towards the following intermediate results:

- ◆ ensuring that network development meets future growth, population and freight needs
- ◆ people and freight movement and incident management is optimised
- ◆ ensuring more vulnerable road users such as pedestrians and motorcyclists are safer when mixing with car drivers and heavy vehicles
- ◆ ensuring the safety of the road environment, by improving vehicle condition and road user behaviour and
- ◆ ensuring heavy vehicles' access to the road network is sustainable and safe and heavy vehicle emissions are reduced.

| <u>Service Measures:</u> | Units | 2005-06 Actual | 2006-07 Actual | 2007-08 Budget | 2007-08 Revised | 2008-09 Forecast |
|--|-------|-------------------|-------------------|-------------------|--------------------|-----------------------------|
| State funded crash treatments | no. | 143 | 101 | 150 | 150 | 150 |
| Heavy vehicle inspection scheme | | | | | | |
| number of inspections | thous | 87 | 89 | 91 | 91 | 99 |
| Enhanced enforcement hours | thous | 149.63 | 124.19 | 160.00 | 145.20 | 160.00 |
| Licensed drivers and riders | mill | 4.47 | 4.58 | 4.65 | 4.65 | 4.73 |
| Registered vehicles | mill | 4.97 | 5.08 | 5.20 | 5.20 | 5.32 |
| Total service cost (registration and licensing) per weighted transaction | \$ | 7.66 | 6.50 | 7.00 | 7.00 | 7.00 |
| <u>Employees:</u> | EFT | n.a. | 2,017 | 1,682 | 2,001 | 1,967 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

50.3 Road Use (cont)

| | 2007-08 | | 2008-09 Budget \$000 |
|--|-----------------|------------------|-------------------------------------|
| | Budget \$000 | Revised \$000 | |
| FINANCIAL INDICATORS | | | |
| Total Expenses Excluding Losses | 460,899 | 572,226 | 534,002 |
| Total expenses include the following: | | | |
| Toll operations | 23,516 | 26,600 | 24,400 |
| Driver and vehicle management and customer service | 332,090 | 407,286 | 380,851 |
| Road safety | 91,405 | 109,775 | 101,500 |
| Camera enforcement | 15,062 | 20,565 | 18,900 |
| NET COST OF SERVICES | 330,162 | 411,683 | 360,761 |
| <hr/> | | | |
| CAPITAL EXPENDITURE | 63,792 | 63,515 | 39,059 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

50.4 Road Management

Service Description: This service group seeks to ensure safe, reliable movement of people and goods on the arterial road network and manage the primary arterial network to retain the value and quality of the infrastructure as a long-term renewable asset. This is achieved by maintenance and rebuilding works, traffic control systems, incident and special event management systems and route management strategies and partial funding of local roads.

Linkage to Results: This service group contributes to a safe, sustainable and efficient road transport system by working towards the following intermediate results:

- ◆ ensuring that network development meets future growth, population and freight needs
- ◆ alternative forms of transport are supported
- ◆ people and freight movement and incident management is optimised
- ◆ the road network has been maintained to the required condition and value
- ◆ the safety of the road environment and road user behaviour is maximised and
- ◆ the impact of roadworks on the environment is minimised and positive urban design outcomes are produced.

| <u>Service Measures:</u> | Units | 2005-06 Actual | 2006-07 Actual | 2007-08 Budget | 2007-08 Revised | 2008-09 Forecast |
|---|-------|-------------------|-------------------|-------------------|--------------------|-----------------------------|
| Maintenance and reconstruction expenditure on state roads per km of roadway | \$000 | 37 | 40 | 38 | 41 | 41 |
| Average annual rate of rebuilding of sealed roads | % | 1.2 | 1.1 | 1.0 | 1.1 | 1.1 |
| Maintenance and reconstruction expenditure on state roads per million VKT | \$000 | 16 | 17 | 16 | 17 | 17 |
| <u>Employees:</u> | EFT | n.a. | 4,613 | 4,558 | 4,561 | 4,577 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

50.4 Road Management (cont)

| | 2007-08 | | 2008-09 Budget \$000 |
|---------------------------------------|-----------------|------------------|-------------------------------------|
| | Budget \$000 | Revised \$000 | |
| FINANCIAL INDICATORS | | | |
| Total Expenses Excluding Losses | 865,867 | 1,007,000 | 1,010,081 |
| Total expenses include the following: | | | |
| Infrastructure maintenance | 652,959 | 754,188 | 766,000 |
| Road environment safety management | 7,345 | 7,427 | 7,185 |
| Traffic and transport management | 192,004 | 226,500 | 218,901 |
| Strategic network planning | 6,331 | 9,735 | 9,393 |
| NET COST OF SERVICES | 758,108 | 867,640 | 856,358 |
| CAPITAL EXPENDITURE | 341,474 | 351,885 | 337,639 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

| | 2007-08 | | 2008-09 |
|---|------------------|------------------|------------------|
| | Budget \$000 | Revised \$000 | Budget \$000 |
| OPERATING STATEMENT | | | |
| Expenses Excluding Losses - | | | |
| Operating expenses - | | | |
| Employee related | 501,856 | 577,278 | 478,871 |
| Other operating expenses | 949,489 | 1,070,814 | 1,138,614 |
| Depreciation and amortisation | 785,639 | 799,639 | 838,639 |
| Grants and subsidies | 40,906 | 82,581 | 99,906 |
| Finance costs | 51,352 | 60,348 | 55,932 |
| Other expenses | 810 | 810 | 810 |
| Total Expenses Excluding Losses | 2,330,052 | 2,591,470 | 2,612,772 |
| Less: | | | |
| Retained Revenue - | | | |
| Sales of goods and services | 281,821 | 333,246 | 361,632 |
| Investment income | 6,385 | 14,385 | 13,385 |
| Grants and contributions | 28,183 | 181,173 | 21,696 |
| Other revenue | 86,691 | 150,017 | 157,829 |
| Total Retained Revenue | 403,080 | 678,821 | 554,542 |
| Gain/(loss) on disposal of non current assets | 222 | 17,747 | 229 |
| Other gains/(losses) | (1,000) | (1,000) | (1,000) |
| NET COST OF SERVICES | 1,927,750 | 1,895,902 | 2,059,001 |
| RECURRENT FUNDING STATEMENT | | | |
| Net Cost of Services | 1,927,750 | 1,895,902 | 2,059,001 |
| Recurrent Services Appropriation | 1,429,710 | 1,449,530 | 1,536,128 |
| CAPITAL EXPENDITURE STATEMENT | | | |
| Capital Expenditure | 1,910,525 | 1,910,025 | 2,200,300 |
| Capital Works and Services Appropriation | 1,828,911 | 1,834,411 | 2,115,154 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

| | 2007-08 | | 2008-09 |
|---|-------------------|-------------------|-------------------|
| | Budget \$000 | Revised \$000 | Budget \$000 |
| BALANCE SHEET | | | |
| ASSETS - | | | |
| Current Assets - | | | |
| Cash assets | 166,877 | 196,428 | 222,689 |
| Receivables | 111,143 | 106,133 | 106,133 |
| Inventories | 7,446 | 10,034 | 10,034 |
| Assets held for sale | 38,282 | 60,958 | 60,958 |
| Total Current Assets | 323,748 | 373,553 | 399,814 |
| Non Current Assets - | | | |
| Receivables | 12,419 | 12,512 | 14,811 |
| Other financial assets | 85,737 | 85,738 | 91,564 |
| Property, plant and equipment - | | | |
| Land and building | 2,850,571 | 2,856,200 | 2,905,274 |
| Plant and equipment | 106,615 | 105,111 | 112,611 |
| Infrastructure systems | 69,637,922 | 72,556,420 | 73,800,401 |
| Intangibles | 26,329 | 20,180 | 16,741 |
| Other | 1,029,059 | 1,265,592 | 1,397,439 |
| Total Non Current Assets | 73,748,652 | 76,901,753 | 78,338,841 |
| Total Assets | 74,072,400 | 77,275,306 | 78,738,655 |
| LIABILITIES - | | | |
| Current Liabilities - | | | |
| Payables | 384,389 | 433,397 | 433,397 |
| Borrowings at amortised cost | 147,188 | 146,946 | 147,041 |
| Other financial liabilities at fair value | 21 | ... | ... |
| Provisions | 241,762 | 223,109 | 228,829 |
| Other | 111,292 | 128,172 | 129,303 |
| Total Current Liabilities | 884,652 | 931,624 | 938,570 |
| Borrowings at amortised cost | 611,792 | 606,588 | 524,858 |
| Provisions | 90,121 | 147,311 | 147,298 |
| Other | 663,391 | 663,875 | 631,069 |
| Total Non Current Liabilities | 1,365,304 | 1,417,774 | 1,303,225 |
| Total Liabilities | 2,249,956 | 2,349,398 | 2,241,795 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

| | 2007-08 | | 2008-09 |
|-----------------------------|-------------------|-------------------|-------------------|
| | Budget \$000 | Revised \$000 | Budget \$000 |
| <hr/> | | | |
| BALANCE SHEET (cont) | | | |
| NET ASSETS | 71,822,444 | 74,925,908 | 76,496,860 |
| EQUITY | | | |
| Reserves | 27,761,023 | 30,541,686 | 30,513,686 |
| Accumulated funds | 44,061,421 | 44,384,222 | 45,983,174 |
| TOTAL EQUITY | 71,822,444 | 74,925,908 | 76,496,860 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY 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 | 540,008 | 498,248 | 473,164 |
| Grants and subsidies | 41,716 | 83,391 | 100,716 |
| Finance costs | 49,617 | 61,315 | 53,769 |
| Other | 1,204,878 | 1,324,300 | 1,390,031 |
| Total Payments | 1,836,219 | 1,967,254 | 2,017,680 |
| Receipts | | | |
| Sale of goods and services | 280,821 | 332,246 | 365,036 |
| Interest | 6,385 | 13,945 | 13,385 |
| Other | 261,377 | 277,846 | 254,891 |
| Total Receipts | 548,583 | 624,037 | 633,312 |
| NET CASH FLOWS FROM OPERATING ACTIVITIES | (1,287,636) | (1,343,217) | (1,384,368) |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | |
| Proceeds from sale of property, plant and equipment | 23,247 | 63,747 | 43,445 |
| Purchases of property, plant and equipment | (1,906,525) | (1,909,025) | (2,199,300) |
| Other | (4,000) | (892) | (1,000) |
| NET CASH FLOWS FROM INVESTING ACTIVITIES | (1,887,278) | (1,846,170) | (2,156,885) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | |
| Repayment of borrowings and advances | (83,707) | (84,434) | (83,798) |
| NET CASH FLOWS FROM FINANCING ACTIVITIES | (83,707) | (84,434) | (83,798) |
| Recurrent appropriation | 1,429,710 | 1,449,530 | 1,536,128 |
| Capital appropriation | 1,828,911 | 1,834,411 | 2,115,154 |
| NET CASH FLOWS FROM GOVERNMENT | 3,258,621 | 3,283,941 | 3,651,282 |
| NET INCREASE/(DECREASE) IN CASH | ... | 10,120 | 26,261 |
| Opening Cash and Cash Equivalents | 166,877 | 186,308 | 196,428 |
| CLOSING CASH AND CASH EQUIVALENTS | 166,877 | 196,428 | 222,689 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
50 ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

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

CASH FLOW STATEMENT (cont)

CASH FLOW RECONCILIATION

| | | | |
|--|--------------------|--------------------|--------------------|
| Net cost of services | (1,927,750) | (1,895,902) | (2,059,001) |
| Non cash items added back | 714,275 | 525,726 | 703,129 |
| Change in operating assets and liabilities | (74,161) | 26,959 | (28,496) |
| Net cash flow from operating activities | (1,287,636) | (1,343,217) | (1,384,368) |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE

51 DEPARTMENT OF COMMERCE

51.1 Fair Trading

Service Description: This service group covers fair trading policy development and regulatory review, provision of information to consumers and traders and enforcement of compliance with fair trading laws and impartial dispute resolution through an independent tribunal.

Linkage to Results: This service group contributes to ensuring a fair marketplace for consumers and traders by working towards a range of intermediate results that include the following:

- ◆ fair trading regulation with minimal red tape
- ◆ community able to access information and services and
- ◆ compliance with fair trading laws.

| | Units | 2005-06 Actual | 2006-07 Actual | 2007-08 Budget | 2007-08 Revised | 2008-09 Forecast |
|---|-------|-------------------|-------------------|-------------------|--------------------|-----------------------------|
| <u>Service Measures:</u> | | | | | | |
| Complaints finalised within 30 days | % | 95 | 96 | 80 | 80 | 80 |
| Telephone enquiries answered within the guarantee of service | % | 79 | 83 | 85 | 85 | 85 |
| Consumer Trader and Tenancy Tribunal matters finalised prior to or at first hearing | % | 77 | 78 | 78 | 75 | 75 |
| Proportion of prosecutions successful | % | 86 | 95 | 97 | 90 | 90 |
| <u>Employees:</u> | EFT | 1,169 | 1,155 | 1,181 | 1,181 | 1,194 |

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

FINANCIAL INDICATORS

| | | | |
|---------------------------------|---------|---------|----------------|
| Total Expenses Excluding Losses | 157,158 | 162,508 | 167,035 |
| NET COST OF SERVICES | 50,549 | 47,690 | 52,758 |
| <hr/> | | | |
| CAPITAL EXPENDITURE | 5,920 | 10,420 | 11,581 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE

51 DEPARTMENT OF COMMERCE

51.2 Industrial Relations

Service Description: This service group covers industrial relations policy development and review, provision of information to employers and employees, enforcement of compliance with industrial relations laws through inspection of NSW workplaces and administration of the process for appeals against promotion and disciplinary decisions in the public sector.

Linkage to Results: This service group contributes to ensuring fair workplaces by working towards a range of intermediate results that include the following:

- ◆ fair industrial relations legislation with minimal red tape
- ◆ accessible information and help for employers and employees to ensure industrial relations laws are understood
- ◆ compliance with industrial relations laws and
- ◆ best practice employment advice.

| <u>Service Measures:</u> | Units | 2005-06 Actual | 2006-07 Actual | 2007-08 Budget | 2007-08 Revised | 2008-09 Forecast |
|---|-------|-------------------|-------------------|-------------------|--------------------|-----------------------------|
| Enquiries and complaints satisfactorily resolved within targeted timeframes | % | 90 | 92 | 85 | 85 | 85 |
| Employers satisfied with advisory services | % | ... | 95 | 95 | 95 | 95 |
| Employers investigated who are subject to NSW industrial relations laws | % | 82 | 86 | 85 | 85 | 85 |
| <u>Employees:</u> | EFT | 164 | 161 | 167 | 167 | 179 |

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

FINANCIAL INDICATORS

| | | | |
|---------------------------------|--------|--------|---------------|
| Total Expenses Excluding Losses | 21,541 | 21,803 | 23,743 |
| NET COST OF SERVICES | 21,251 | 20,938 | 22,619 |
| <hr/> | | | |
| CAPITAL EXPENDITURE | 508 | 2,139 | 2,789 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE

51 DEPARTMENT OF COMMERCE

51.3 Procurement

Service Description: This service group covers the development and implementation of procurement policy and tendering services, provision of operational support for the State Contracts Control Board (SCCB) and the delivery of electronic procurement tools and solutions.

Linkage to Results: This service group contributes to maximising value to government agencies in delivering services to clients, customers and the community by working towards a range of intermediate results that include the following:

- ◆ minimise procurement costs for government and agencies
- ◆ simplifying processes for dealing with government
- ◆ improving access to procurement contracts for customers and suppliers and
- ◆ minimise procurement contractual risks for the government and agencies.

| <u>Service Measures:</u> | Units | 2005-06 Actual | 2006-07 Actual | 2007-08 Budget | 2007-08 Revised | 2008-09 Forecast |
|---|-------|-------------------|-------------------|-------------------|--------------------|-----------------------------|
| Transactions through SCCB goods and services contracts | \$m | 3,100 | 3,600 | 3,900 | 3,900 | 3,900 |
| Average performance score of "Best Practice" accredited contractors for capital works | % | ... | 73 | 70 | 70 | 70 |
| Government average motor vehicle fleet environmental performance score target met (target 12.0) | no. | 9.9 | 10.8 | 12.0 | 11.3 | 12.0 |
| Value of contracts managed online through smartbuy and eTendering | \$m | ... | ... | 2.5 | 5.0 | 10.0 |
| Manage motor vehicle clearance rates at initial auction between 70% to 80% | % | ... | 80 | 80 | 80 | 80 |
| <u>Employees:</u> | EFT | 370 | 313 | 276 | 276 | 278 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
51 DEPARTMENT OF COMMERCE

51.3 Procurement (cont)

| | 2007-08 | | 2008-09 |
|------------------------------------|--------------------|----------|-----------------|
| | Budget | Revised | Budget |
| | \$000 | \$000 | \$000 |
| <i>FINANCIAL INDICATORS</i> | | | |
| Total Expenses Excluding Losses | 259,087 | 247,092 | 251,508 |
| NET COST OF SERVICES | (27,737) | (34,437) | (43,938) |
| <hr/> | | | |
| CAPITAL EXPENDITURE | 288,196 | 301,751 | 265,712 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE

51 DEPARTMENT OF COMMERCE

51.4 Public Works and Services

Service Description: This service group covers the commercial services provided to government agencies, including the provision of planning and building, design services, management of construction projects, finding sustainable solutions to the problems of capturing, treating and distributing water and the management of motor vehicle fleets for government agencies.

Linkage to Results: This service group contributes to maximising value to government agencies in delivering services to clients, customers and the community by working towards a range of intermediate results that include the following:

- ◆ managing construction and maintenance projects so they are delivered on time, within scope and safety standards, and within budget
- ◆ minimising project management risks and costs for the government and agencies and
- ◆ providing engineering services for state emergency management.

| <u>Service Measures:</u> | Units | 2005-06 Actual | 2006-07 Actual | 2007-08 Budget | 2007-08 Revised | 2008-09 Forecast |
|---|-------|-------------------|-------------------|-------------------|--------------------|-----------------------------|
| Projects managed on time | % | 92 | 87 | 85 | 85 | 85 |
| Projects managed within budget | % | 95 | 92 | 85 | 85 | 85 |
| Lost time injury frequency ratio lower than other providers | % | 52 | 82 | 20 | 20 | 20 |
| <u>Employees:</u> | EFT | 1,728 | 1,275 | 1,250 | 1,250 | 1,317 |

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

FINANCIAL INDICATORS

| | | | |
|---------------------------------|---------|---------|----------------|
| Total Expenses Excluding Losses | 211,349 | 183,579 | 184,277 |
| NET COST OF SERVICES | (3,227) | 6,771 | 1,504 |
| <hr/> | | | |
| CAPITAL EXPENDITURE | 18,865 | 9,381 | 14,187 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE

51 DEPARTMENT OF COMMERCE

51.5 Communications and Advertising

Service Description: This service group covers the provision of public awareness advertising, providing all recruitment advertising and public notices including the publication of the Government Gazette, advertising public sector job vacancies and managing the government recruitment website.

Linkage to Results: This service group contributes to maximising value to government agencies in delivering services to clients, customers and the community by working towards a range of intermediate results that include the following:

- ◆ improving access for customers and suppliers to communications contracts
- ◆ managing advertising projects so they are delivered on time, within scope and within budget
- ◆ minimising communications costs for government and agencies and
- ◆ minimising management risks for the government and agency advertising and communications.

| <u>Service Measures:</u> | Units | 2005-06 Actual | 2006-07 Actual | 2007-08 Budget | 2007-08 Revised | 2008-09 Forecast |
|--|-------|-------------------|-------------------|-------------------|--------------------|-----------------------------|
| Savings to government achieved through centralised media contracts | \$m | 32 | 44 | 44 | 44 | 44 |
| Visits to jobs, nsw website | mill | ... | 2.5 | 3.2 | 3.0 | 3.2 |
| <u>Employees:</u> | EFT | ... | ... | 41 | 41 | 42 |

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

FINANCIAL INDICATORS

| | | | |
|---------------------------------|-------|-------|--------------|
| Total Expenses Excluding Losses | 4,877 | 5,039 | 7,032 |
| NET COST OF SERVICES | 73 | 105 | 2,316 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE

51 DEPARTMENT OF COMMERCE

51.6 Government Chief Information Office

Service Description: This service group covers the provision of strategic whole of government information communication technology (ICT) policy advice and guidelines. Government Chief Information Office initiatives include the provision and management of the NSW Government internet web portal, the provision of the online licence application and renewal system, maintaining the government mobile radio communications network, and the government broadband service.

Linkage to Results: This service group contributes to maximising value to government agencies in delivering services to clients, customers and the community by working towards a range of intermediate results that include the following:

- ◆ improving access for customers and suppliers
- ◆ managing ICT projects so they are delivered on time, within scope and within budget and
- ◆ minimising ICT project management risks and costs for the government and agencies.

| | | 2005-06 | 2006-07 | 2007-08 | 2007-08 | 2008-09 |
|--|-------|---------|---------|---------|---------|-----------------|
| | Units | Actual | Actual | Budget | Revised | Forecast |
| <u>Service Measures:</u> | | | | | | |
| Government radio network monthly availability | % | ... | 99.99 | 99.95 | 99.95 | 99.95 |
| People First ICT plan savings and recurrent expenditure (annualised) | \$m | ... | ... | 45 | 45 | 70 |
| Government licences administered through Government Licensing System | no. | ... | 93,683 | 300,000 | 300,000 | 300,000 |
| Visits to the NSW Government portal | mill | ... | 4 | 4 | 4 | 4 |
| <u>Employees:</u> | EFT | ... | ... | 93 | 93 | 94 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
51 DEPARTMENT OF COMMERCE

51.6 Government Chief Information Office (cont)

| | <u>2007-08</u> | | 2008-09 |
|------------------------------------|-----------------|------------------|-------------------------|
| | Budget \$000 | Revised \$000 | Budget \$000 |
| <i>FINANCIAL INDICATORS</i> | | | |
| Total Expenses Excluding Losses | 55,518 | 54,831 | 58,687 |
| NET COST OF SERVICES | 44,064 | 37,942 | 48,158 |
| <hr/> | | | |
| CAPITAL EXPENDITURE | ... | 6,050 | 4,594 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE

51 DEPARTMENT OF COMMERCE

51.7 Corporate Services

Service Description: This service group covers the provision of corporate services to a selection of government agencies including accounting and financial services, payroll and human resource services, information technology services, asset facilities management, information and research services, mail and records management and switchboard services.

Linkage to Results: This service group contributes to maximising value to government agencies in delivering services to clients, customers and the community by working towards a range of intermediate results that include the following:

- ◆ managing corporate services projects so they are delivered on time, within scope and within budget and
- ◆ minimising corporate services costs and risks for government and agencies.

| <u>Service Measures:</u> | Units | 2005-06 Actual | 2006-07 Actual | 2007-08 Budget | 2007-08 Revised | 2008-09 Forecast |
|--|-------|-------------------|-------------------|-------------------|--------------------|-----------------------------|
| Transaction processing variance performance against a basket of benchmarks | % | 18 | 24 | 24 | 20 | 20 |
| Client satisfaction with shared corporate services | % | 85 | 94 | 80 | 85 | 85 |
| Client satisfaction with the delivery of human services net (HSNet) | % | ... | 81.3 | 81.3 | 80.0 | 80.0 |
| <u>Employees:</u> | EFT | ... | 992 | 994 | 994 | 1,056 |

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

FINANCIAL INDICATORS

| | | | |
|---------------------------------|---------|---------|----------------|
| Total Expenses Excluding Losses | 105,946 | 130,893 | 134,859 |
| NET COST OF SERVICES | 29,506 | 35,227 | 31,942 |
| <hr/> | | | |
| CAPITAL EXPENDITURE | 3,591 | 6,419 | 8,199 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE**51 DEPARTMENT OF COMMERCE**

| | 2007-08 | | 2008-09 |
|---|-----------------|------------------|-----------------|
| | Budget \$000 | Revised \$000 | Budget \$000 |
| OPERATING STATEMENT | | | |
| Expenses Excluding Losses - | | | |
| Operating expenses - | | | |
| Employee related | 396,319 | 391,265 | 393,937 |
| Other operating expenses | 169,933 | 178,389 | 178,845 |
| Depreciation and amortisation | 177,759 | 176,751 | 188,815 |
| Grants and subsidies | 29,148 | 20,037 | 22,218 |
| Finance costs | 40,245 | 37,186 | 41,213 |
| Other expenses | 2,072 | 2,117 | 2,113 |
| Total Expenses Excluding Losses | 815,476 | 805,745 | 827,141 |
| Less: | | | |
| Retained Revenue - | | | |
| Sales of goods and services | 633,990 | 592,640 | 619,570 |
| Investment income | 14,557 | 19,607 | 18,512 |
| Retained taxes, fees and fines | 46,208 | 52,708 | 48,324 |
| Grants and contributions | 9,338 | 15,283 | 12,301 |
| Other revenue | 1,750 | 1,426 | 112 |
| Total Retained Revenue | 705,843 | 681,664 | 698,819 |
| Gain/(loss) on disposal of non current assets | (3,176) | 9,725 | 13,715 |
| Other gains/(losses) | (1,670) | 120 | (752) |
| NET COST OF SERVICES | 114,479 | 114,236 | 115,359 |
| Government Contributions | 179,200 | 168,657 | 172,174 |
| SURPLUS/(DEFICIT) BEFORE DISTRIBUTIONS | 64,721 | 54,421 | 56,815 |
| Distributions - | | | |
| Dividends | 8,800 | 8,800 | 15,000 |
| SURPLUS/(DEFICIT) AFTER DISTRIBUTIONS | 55,921 | 45,621 | 41,815 |
| RECURRENT FUNDING STATEMENT | | | |
| Net Cost of Services | 114,479 | 114,236 | 115,359 |
| Recurrent Services Appropriation | 150,546 | 147,444 | 153,039 |
| CAPITAL EXPENDITURE STATEMENT | | | |
| Capital Expenditure | 317,080 | 336,160 | 307,062 |
| Capital Works and Services Appropriation | 21,191 | 14,318 | 11,309 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
51 DEPARTMENT OF COMMERCE

| | 2007-08 | | 2008-09 Budget \$000 |
|--------------------------------------|------------------|------------------|----------------------------|
| | Budget \$000 | Revised \$000 | |
| BALANCE SHEET | | | |
| ASSETS - | | | |
| Current Assets - | | | |
| Cash assets | 405,235 | 350,368 | 484,853 |
| Receivables | 157,785 | 218,018 | 222,738 |
| Other financial assets | 29,072 | 25,478 | 26,115 |
| Inventories | 670 | 638 | 638 |
| Other | 153,802 | 106,660 | 103,180 |
| Total Current Assets | 746,564 | 701,162 | 837,524 |
| Non Current Assets - | | | |
| Other financial assets | 17 | ... | ... |
| Inventories | 6,099 | 5,229 | 4,929 |
| Property, plant and equipment - | | | |
| Land and building | 24,258 | 107,681 | 121,996 |
| Plant and equipment | 548,537 | 610,595 | 509,388 |
| Intangibles | 91,659 | 59,949 | 70,897 |
| Other | 82 | ... | ... |
| Total Non Current Assets | 670,652 | 783,454 | 707,210 |
| Total Assets | 1,417,216 | 1,484,616 | 1,544,734 |
| LIABILITIES - | | | |
| Current Liabilities - | | | |
| Payables | 284,621 | 295,082 | 302,457 |
| Borrowings at amortised cost | 241,449 | 237,186 | 238,032 |
| Provisions | 137,731 | 121,756 | 130,779 |
| Other | 2,139 | 2,092 | 2,144 |
| Total Current Liabilities | 665,940 | 656,116 | 673,412 |
| Non Current Liabilities - | | | |
| Borrowings at amortised cost | 241,463 | 237,201 | 238,047 |
| Provisions | 5,756 | ... | ... |
| Other | 217 | 6,461 | 6,622 |
| Total Non Current Liabilities | 247,436 | 243,662 | 244,669 |
| Total Liabilities | 913,376 | 899,778 | 918,081 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
51 DEPARTMENT OF COMMERCE

| | 2007-08 | |
|-----------------------------|----------------|----------------|
| | Budget | Revised |
| | \$000 | \$000 |
| | | 2008-09 |
| | | Budget |
| | | \$000 |
| <hr/> | | |
| BALANCE SHEET (cont) | | |
| NET ASSETS | 503,840 | 584,838 |
| | | 626,653 |
| EQUITY | | |
| Reserves | 18,607 | 18,607 |
| Accumulated funds | 485,233 | 566,231 |
| | | 608,046 |
| TOTAL EQUITY | 503,840 | 584,838 |
| | | 626,653 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE

51 DEPARTMENT OF COMMERCE

| | 2007-08 | | 2008-09 |
|---|------------------|------------------|------------------|
| | Budget \$000 | Revised \$000 | Budget \$000 |
| CASH FLOW STATEMENT | | | |
| CASH FLOWS FROM OPERATING ACTIVITIES | | | |
| Payments | | | |
| Employee related | 403,711 | 377,096 | 379,634 |
| Grants and subsidies | 29,148 | 20,037 | 22,218 |
| Finance costs | 40,245 | 37,186 | 41,213 |
| Other | 459,934 | 467,623 | 475,119 |
| Total Payments | 933,038 | 901,942 | 918,184 |
| Receipts | | | |
| Sale of goods and services | 632,715 | 579,158 | 617,701 |
| Retained taxes | (1,472) | (522) | (516) |
| Interest | 11,222 | 13,453 | 14,548 |
| Other | 349,723 | 360,733 | 359,189 |
| Total Receipts | 992,188 | 952,822 | 990,922 |
| NET CASH FLOWS FROM OPERATING ACTIVITIES | 59,150 | 50,880 | 72,738 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | |
| Proceeds from sale of property, plant and equipment | 166,800 | 167,400 | 207,906 |
| Proceeds from sale of investments | 5,630 | 5,104 | 3,663 |
| Purchases of property, plant and equipment | (296,158) | (321,906) | (289,809) |
| Purchases of investments | (3,039) | ... | ... |
| Other | (20,922) | (14,254) | (17,253) |
| NET CASH FLOWS FROM INVESTING ACTIVITIES | (147,689) | (163,656) | (95,493) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | |
| Proceeds from borrowings and advances | ... | 298,636 | 331,027 |
| Repayment of borrowings and advances | (26,271) | (352,573) | (329,335) |
| Other | (24,800) | (8,800) | (8,800) |
| NET CASH FLOWS FROM FINANCING ACTIVITIES | (51,071) | (62,737) | (7,108) |
| CASH FLOWS FROM GOVERNMENT | | | |
| Recurrent appropriation | 150,546 | 147,444 | 153,039 |
| Capital appropriation | 21,191 | 14,318 | 11,309 |
| Cash transfers to Consolidated Fund | ... | (1,712) | ... |
| NET CASH FLOWS FROM GOVERNMENT | 171,737 | 160,050 | 164,348 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
51 DEPARTMENT OF COMMERCE

| | 2007-08 | | 2008-09 |
|--|-----------------|------------------|------------------|
| | Budget \$000 | Revised \$000 | Budget \$000 |
| CASH FLOW STATEMENT (cont) | | | |
| NET INCREASE/(DECREASE) IN CASH | 32,127 | (15,463) | 134,485 |
| Opening Cash and Cash Equivalents | 373,108 | 365,831 | 350,368 |
| CLOSING CASH AND CASH EQUIVALENTS | 405,235 | 350,368 | 484,853 |
| CASH FLOW RECONCILIATION | | | |
| Net cost of services | (114,479) | (114,236) | (115,359) |
| Non cash items added back | 181,922 | 177,049 | 192,341 |
| Change in operating assets and liabilities | (8,293) | (11,933) | (4,244) |
| Net cash flow from operating activities | 59,150 | 50,880 | 72,738 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
STATE RECORDS AUTHORITY

| | 2007-08 | | 2008-09 |
|--|---------------|---------------|---------------|
| | Budget | Revised | Budget |
| | \$000 | \$000 | \$000 |
| OPERATING STATEMENT | | | |
| Retained Revenue - | | | |
| Sales of goods and services | 10,793 | 10,993 | 11,348 |
| Investment income | 50 | 80 | 55 |
| Grants and contributions | 6,220 | 6,020 | 5,849 |
| Total Retained Revenue | 17,063 | 17,093 | 17,252 |
| Less: | | | |
| Expenses Excluding Losses - | | | |
| Operating Expenses - | | | |
| Other operating expenses | 13,682 | 13,707 | 13,501 |
| Depreciation and amortisation | 1,900 | 1,905 | 1,905 |
| Finance costs | 486 | 486 | 375 |
| Total Expenses Excluding Losses | 16,068 | 16,098 | 15,781 |
| SURPLUS/(DEFICIT) | 995 | 995 | 1,471 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
STATE RECORDS AUTHORITY

| | 2007-08 | | 2008-09 |
|--------------------------------------|-----------------|------------------|-----------------|
| | Budget \$000 | Revised \$000 | Budget \$000 |
| BALANCE SHEET | | | |
| ASSETS - | | | |
| Current Assets - | | | |
| Cash assets | 844 | 1,932 | 3,821 |
| Receivables | 1,830 | 1,499 | 1,555 |
| Inventories | 80 | 107 | 107 |
| Other | 835 | 852 | 877 |
| Total Current Assets | 3,589 | 4,390 | 6,360 |
| Non Current Assets - | | | |
| Property, plant and equipment - | | | |
| Land and building | 41,871 | 41,128 | 40,376 |
| Plant and equipment | 7,162 | 7,917 | 7,114 |
| Intangibles | ... | 19 | 14 |
| Total Non Current Assets | 49,033 | 49,064 | 47,504 |
| Total Assets | 52,622 | 53,454 | 53,864 |
| LIABILITIES - | | | |
| Current Liabilities - | | | |
| Payables | 1,020 | 1,093 | 1,113 |
| Borrowings at amortised cost | 127 | 127 | ... |
| Provisions | 1,840 | 1,942 | 1,987 |
| Total Current Liabilities | 2,987 | 3,162 | 3,100 |
| Non Current Liabilities - | | | |
| Borrowings at amortised cost | 6,735 | 6,734 | 5,735 |
| Total Non Current Liabilities | 6,735 | 6,734 | 5,735 |
| Total Liabilities | 9,722 | 9,896 | 8,835 |
| NET ASSETS | 42,900 | 43,558 | 45,029 |
| EQUITY | | | |
| Reserves | 4,823 | 4,823 | 4,823 |
| Accumulated funds | 38,077 | 38,735 | 40,206 |
| TOTAL EQUITY | 42,900 | 43,558 | 45,029 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
STATE RECORDS AUTHORITY

| | 2007-08 | | 2008-09 |
|---|-----------------|------------------|-----------------|
| | Budget \$000 | Revised \$000 | Budget \$000 |
| CASH FLOW STATEMENT | | | |
| CASH FLOWS FROM OPERATING ACTIVITIES | | | |
| Receipts | | | |
| Sale of goods and services | 10,748 | 10,948 | 11,303 |
| Interest | 80 | 110 | 55 |
| Other | 7,410 | 7,190 | 7,020 |
| Total Receipts | 18,238 | 18,248 | 18,378 |
| Payments | | | |
| Employee related | 25 | 25 | 25 |
| Finance costs | 486 | 486 | 375 |
| Other | 14,858 | 14,862 | 14,618 |
| Total Payments | 15,369 | 15,373 | 15,018 |
| NET CASH FLOWS FROM OPERATING ACTIVITIES | 2,869 | 2,875 | 3,360 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | |
| Purchases of property, plant and equipment | (1,365) | (1,365) | (345) |
| Other | ... | (22) | ... |
| NET CASH FLOWS FROM INVESTING ACTIVITIES | (1,365) | (1,387) | (345) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | |
| Repayment of borrowings and advances | (2,175) | (2,175) | (1,126) |
| NET CASH FLOWS FROM FINANCING ACTIVITIES | (2,175) | (2,175) | (1,126) |
| NET INCREASE/(DECREASE) IN CASH | (671) | (687) | 1,889 |
| Opening Cash and Cash Equivalents | 1,515 | 2,619 | 1,932 |
| CLOSING CASH AND CASH EQUIVALENTS | 844 | 1,932 | 3,821 |
| CASH FLOW RECONCILIATION | | | |
| Surplus/(deficit) for year | 995 | 995 | 1,471 |
| Non cash items added back | 1,900 | 1,905 | 1,905 |
| Change in operating assets and liabilities | (26) | (25) | (16) |
| Net cash flow from operating activities | 2,869 | 2,875 | 3,360 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
NSWBUSINESSLINK PTY LIMITED

| | 2007-08 | | 2008-09 Budget \$000 |
|--|-----------------|------------------|-------------------------------------|
| | Budget \$000 | Revised \$000 | |
| OPERATING STATEMENT | | | |
| Retained Revenue - | | | |
| Sales of goods and services | 85,497 | 119,751 | 113,216 |
| Investment income | 345 | 644 | 500 |
| Grants and contributions | 29,235 | 34,075 | 29,771 |
| Other revenue | 3,115 | ... | ... |
| Total Retained Revenue | 118,192 | 154,470 | 143,487 |
| Less: | | | |
| Expenses Excluding Losses - | | | |
| Operating Expenses - | | | |
| Employee related | 5,254 | 37,103 | 23,594 |
| Other operating expenses | 99,401 | 102,136 | 104,497 |
| Depreciation and amortisation | 12,697 | 14,278 | 13,885 |
| Finance costs | 1,125 | 1,000 | 950 |
| Total Expenses Excluding Losses | 118,477 | 154,517 | 142,926 |
| SURPLUS/(DEFICIT) | (285) | (47) | 561 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
NSWBUSINESSLINK PTY LIMITED

| | 2007-08 | | 2008-09 |
|--------------------------------------|-----------------|------------------|-----------------|
| | Budget \$000 | Revised \$000 | Budget \$000 |
| BALANCE SHEET | | | |
| ASSETS - | | | |
| Current Assets - | | | |
| Cash assets | 16,439 | 8,846 | 8,792 |
| Receivables | 11,842 | 14,800 | 14,800 |
| Total Current Assets | 28,281 | 23,646 | 23,592 |
| Non Current Assets - | | | |
| Receivables | 2,202 | ... | ... |
| Property, plant and equipment - | | | |
| Land and building | 3,116 | 1,614 | 434 |
| Plant and equipment | 7,382 | 11,843 | 14,469 |
| Intangibles | 15,989 | 15,327 | 12,496 |
| Total Non Current Assets | 28,689 | 28,784 | 27,399 |
| Total Assets | 56,970 | 52,430 | 50,991 |
| LIABILITIES - | | | |
| Current Liabilities - | | | |
| Payables | 28,549 | 22,009 | 22,009 |
| Borrowings at amortised cost | 2,000 | 9,300 | 7,300 |
| Total Current Liabilities | 30,549 | 31,309 | 29,309 |
| Non Current Liabilities - | | | |
| Borrowings at amortised cost | 14,000 | 4,569 | 4,569 |
| Total Non Current Liabilities | 14,000 | 4,569 | 4,569 |
| Total Liabilities | 44,549 | 35,878 | 33,878 |
| NET ASSETS | 12,421 | 16,552 | 17,113 |
| EQUITY | | | |
| Accumulated funds | 12,421 | 16,552 | 17,113 |
| TOTAL EQUITY | 12,421 | 16,552 | 17,113 |

MINISTER FOR ROADS, AND MINISTER FOR COMMERCE
NSWBUSINESSLINK PTY LIMITED

| | 2007-08 | | 2008-09 |
|---|-----------------|------------------|-----------------|
| | Budget \$000 | Revised \$000 | Budget \$000 |
| CASH FLOW STATEMENT | | | |
| CASH FLOWS FROM OPERATING ACTIVITIES | | | |
| Receipts | | | |
| Sale of goods and services | 85,497 | 119,751 | 113,216 |
| Interest | 345 | 644 | 500 |
| Other | 50,977 | 59,130 | 49,003 |
| Total Receipts | 136,819 | 179,525 | 162,719 |
| Payments | | | |
| Employee related | 5,254 | 37,103 | 23,594 |
| Finance costs | 1,125 | 1,000 | 950 |
| Other | 127,028 | 128,592 | 123,729 |
| Total Payments | 133,407 | 166,695 | 148,273 |
| NET CASH FLOWS FROM OPERATING ACTIVITIES | 3,412 | 12,830 | 14,446 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | |
| Purchases of property, plant and equipment | (3,500) | (7,000) | (7,000) |
| Other | (2,500) | (5,000) | (5,500) |
| NET CASH FLOWS FROM INVESTING ACTIVITIES | (6,000) | (12,000) | (12,500) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | |
| Repayment of borrowings and advances | (2,000) | ... | (2,000) |
| NET CASH FLOWS FROM FINANCING ACTIVITIES | (2,000) | ... | (2,000) |
| NET INCREASE/(DECREASE) IN CASH | (4,588) | 830 | (54) |
| Opening Cash and Cash Equivalents | 21,027 | 8,016 | 8,846 |
| CLOSING CASH AND CASH EQUIVALENTS | 16,439 | 8,846 | 8,792 |
| CASH FLOW RECONCILIATION | | | |
| Surplus/(deficit) for year | (285) | (47) | 561 |
| Non cash items added back | 12,697 | 14,278 | 13,885 |
| Change in operating assets and liabilities | (9,000) | (1,401) | ... |
| Net cash flow from operating activities | 3,412 | 12,830 | 14,446 |