



# annual report 07–08





**New South Wales Government**  
Department of Premier and Cabinet

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

Dear Premier

In accordance with the *Annual Reports (Departments) Act 1985* and Treasury Circular (TC08/10), I hereby provide you with a copy of the 2007–08 Annual Report for the NSW Department of Premier and Cabinet.

Printed copies of the Report will be available for tabling in Parliament within the statutory timeframe. The Annual Report will be posted on the Department's website following tabling in Parliament.

Yours sincerely

Robyn Kruk  
Director General

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

Business hours: 8:30 am to 5:30 pm  
Telephone: (02) 9228 5555  
Facsimile: (02) 9228 3522  
TTY: (02) 9248 3544

Email: [contact\\_us@dpc.nsw.gov.au](mailto:contact_us@dpc.nsw.gov.au)

Contact details for the Premier, Parliamentary Counsel's Office, Parliament House and metropolitan and regional offices of the Department, can be found at the back of this report. A map of our regions can be found on the inside of the back cover.

Our annual report is available in electronic web-based format at [www.dpc.nsw.gov.au/annualreports](http://www.dpc.nsw.gov.au/annualreports).

This report can be downloaded from the Department of Premier and Cabinet website, [www.dpc.nsw.gov.au](http://www.dpc.nsw.gov.au).

The estimated external costs associated with the production of the Annual Report for 2007–08 is \$5,529.20.

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

2008 NSW Department of Premier and Cabinet. First published in November 2008 on recycled paper. For further information please call (02) 9228 5555.

Photographs displayed on the cover and in the report are courtesy of Tourism New South Wales.

## About this report

The Department of Premier and Cabinet (DPC) is pleased to be able to present the 2008 Annual Report.

This report is presented for tabling in Parliament in accordance with the *Annual Reports (Departments) Act 1985*.

## Navigation

In order to help readers navigate through this document, the following tools are provided:

- a main contents page
- a contents page for each major sub-section of the report
- a glossary detailing a list of acronyms used in the report
- an alphabetical index of key words and subjects.

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# foreword

## from the Director General

At the time of writing this, my departure from the NSW public sector has been recently announced. So, it is with a sense of pride tinged with sadness that I reflect on the past year, which has been a very significant one for the Department of Premier and Cabinet (DPC) specifically, and for the public sector more generally.

2007–08 saw DPC's first full year of operation since the merger of the former Cabinet Office and Premier's Department into a single agency. The bringing together of these two vital arms of central agency activity has required a superhuman effort from the Executive of DPC and the staff at a time when workloads were heavily increased by a range of major initiatives. I thank everyone in the department for their professionalism and preparedness to work in new ways. The result is a merged agency now well equipped to lead the NSW public sector in key areas:

- Public sector workforce issues;
- High-level policy development and coordination;
- Driving sector-wide service improvements through systematically reviewing agencies and programs;
- Driving agency-specific improvement through coordinating implementation of the State Plan;
- Supporting the effective and efficient operation of key elements of the machinery-of-government (such as the provision of support for Cabinet processes);
- Delivering high-level coordination related to counter-terrorism and disaster recovery; and
- Supporting the work of the Office of Coordinator General in its vital role in supporting the development of major infrastructure.

Organisational change is always difficult and takes time. What has particularly impressed me over the past year is that people have made the effort to work cross-organisationally at a time when significant new opportunities (and the pressures they invariably bring) required considerable additional effort. Foremost among these new opportunities was the establishment by the Council of Australian Governments (COAG) of seven working groups to deal with priority issues affecting communities across the nation. These groups deal with:

- Health and ageing
- Indigenous issues



- The productivity agenda
- Climate change and water
- Housing
- Business regulation and competition
- Infrastructure

With each group chaired by a Commonwealth Minister and comprised of Chief Executive or deputy level representation from three agencies (DPC or equivalent, lead line agency and Treasury) from each state, this has been a major undertaking for the whole NSW public sector this year. With major reforms to Commonwealth-State financial arrangements as a key outcome of this process, DPC anchoring of NSW participation in the process has been vital in securing good outcomes for the people of NSW.

Over the past year, we have also played a major role in delivering two highly complex and very different events during which the world's eyes were on Sydney: APEC and World Youth Day. We have become accustomed in NSW to the successful delivery of international events; the Sydney 2000 Olympics a defining moment in this regard. Just as with that event, much of the success of World Youth Day and APEC was built upon NSW public sector support and coordination capacity. Internationally, the reputation we have for the delivery of such events acknowledges the pivotal role that the public sector plays; this capacity needs to be better appreciated and acknowledged locally.

My point above is particularly salient given the NSW Government's strong commitment — through the establishment this year of Events NSW — to attracting significant new events that will bring lasting economic benefits to the state.

A particular highlight of the past year for me has been revitalisation of the Office for Women in the department and a strong new focus on reducing the prevalence of domestic violence in our community. Leadership by DPC in this, as in other areas of early intervention, is at the heart of the NSW public sector developing new solutions to difficult and sometimes seemingly intractable problems.

Another significant new initiative this year was the development of a new central agency performance review function. The systematic review of the performance of government agencies and their programs is critical if we are to ensure that the people of NSW are getting the best services available. Major work has been undertaken this year to look at NSW Ambulance Service, Housing NSW and the Aboriginal Housing Office, and the Department of State and Regional Development. A major review of internal audit in the NSW public sector is responsible for ushering in a series of reforms that will improve the capacity of all agencies to manage risks. Work undertaken by the Premier's Delivery Unit is also delivering significant service and process redesign in agencies so that they are well placed to meet State Plan goals.

As I prepare to leave this phase of my career, I must put on record my deep commitment to a strong and independent public service. I have loved the more than 25 years I have spent in the NSW public sector. I have been fortunate to work with people of great skill who have chosen to work on difficult issues, often for considerably less remuneration than they would attract working on simpler things in other sectors. Sadly, it is the fashion these days to knock the public sector. Certainly the nature of what we do means that we must be carefully scrutinised and, where found wanting, required to improve; equally, the many services the sector delivers well should be acknowledged. There is presently an imbalance in the way our successes and failures are reported. Greater transparency by government agencies in the way they do business is important in building trust with the community and, consequently, a better climate for a more balanced picture to be presented.

Finally, a thank you. To the seven Premier's I've served, to the staff of the three agencies I've headed, to my colleagues in at every level in the public sector, it's been a privilege. My thanks and best wishes to you all.

A handwritten signature in black ink, appearing to read 'Robyn Kruk'. The signature is stylized and fluid.

Robyn Kruk

# about our department

## Our vision

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

## Our purpose

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

## Our values

We value and have commitment to:

- **Innovation and leadership**  
We value staff demonstrating innovation and leadership in a consultative and supportive way
- **Service commitment**  
We are responsive in the way we deliver our services
- **No surprises**  
We anticipate issues and opportunities which will have an impact on our work, alert those people who will be affected and equip them to deal with them
- **Fairness, diversity and social justice**  
We value diversity and treat each person with fairness and respect
- **Integrity**  
We consistently act honestly and ethically. We provide frank and fearless advice
- **Delivery**  
We focus on outcomes, work collaboratively and deliver quality results on time
- **Partnerships with Aboriginal people**  
We support and promote the principles of reconciliation and partnerships in the way we do business and deliver services with Aboriginal people

## Who we are and what we do

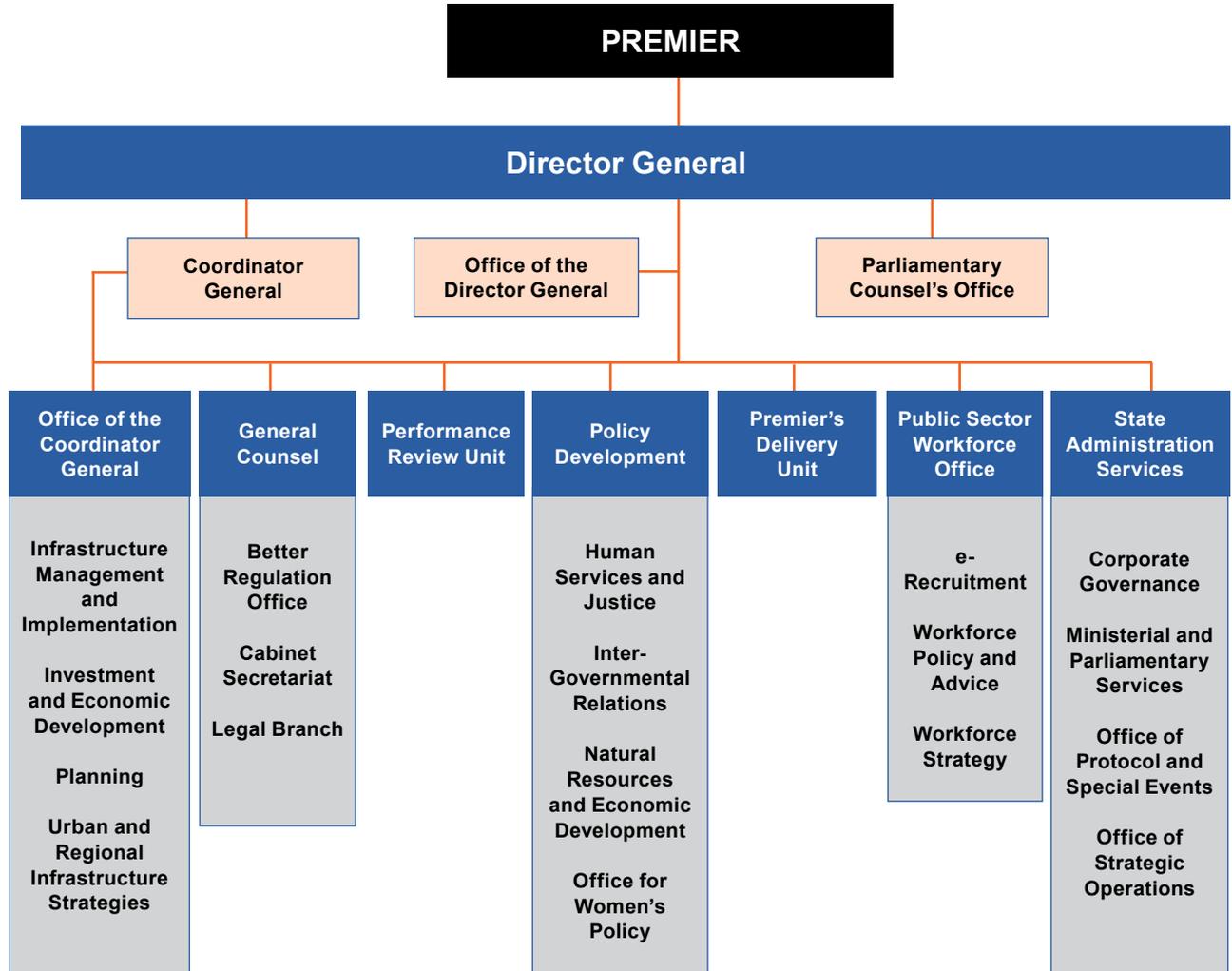
Our role is to support the Premier and NSW Government in achieving government objectives, and to provide leadership and direction to the NSW public sector. We liaise with many different types of organisations and work in partnership with both the public and private sectors.

DPC provides strategic advice and services to the Premier, and is committed to fulfilling the initiatives laid down by the State Plan. We advise on, coordinate, administer and manage a host of government and state activities each year. These include:

- major state events
- state infrastructure projects
- industry and business initiatives
- workforce reforms
- governmental strategic advice
- state services review and reform
- state planning and policy development
- drafting of legislation
- counter terrorism
- regional projects and issues management.

Our aim is to deliver value in everything we do — we are working together to try to make NSW a better place to live, work and do business.

# Our organisation structure



# our highlights



## Intergovernment relations

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In December 2007, the Council of Australian Governments (COAG) established seven working groups to deal with priority issues affecting communities across the nation. These groups deal with: health and ageing, Indigenous issues, the productivity agenda, climate change and water, housing, business regulation and competition, and infrastructure.

Each group is chaired by a Commonwealth Minister and comprised of Chief Executive or deputy level representation from three agencies (DPC or equivalent, lead line agency and Treasury) from each state. Working groups have developed high level statements of objectives and outcomes in each of the working group as well as identifying goals, policy directions, and priority areas for reform. This work will underpin significant reform in Commonwealth-State financial arrangements and, consequently, has been a major priority for the DPC, NSW Treasury and key line agencies across the NSW Public Sector



## Supporting women

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The Office for Women's Policy (OWP) is part of DPC. In 2008, the activities arranged by the Office for Women's Policy were expanded and enhanced, with an increased number of grants to councils to raise awareness of International Women's Day. For the first time there was a public call for nominations for the 2008 Woman of the Year Award. One-hundred inspirational women were nominated, the winner being Dianne Madden who established Camp Kookaburra in the Sutherland Shire. Camp Kookaburra provides support for children aged 8 to 12 years living with a family member affected by mental illness. Participation in the camp helps reduce the isolation these children feel by providing an important support network.

A new Violence Prevention Coordination Unit (VPCU) has been established to lead and coordinate state-wide domestic and family violence responses across NSW Government agencies. The VPCU has supported the development of a new Premier's Council on Preventing Violence Against Women, and the delivery of \$2.9 million in annual funding for a partnership grants program. \$900,000 of this will be dedicated to projects and services for Aboriginal women. The VPCU is currently developing a Strategic Policy Framework to underpin state-wide responses that will directly relate to priorities within the State Plan.



## Successful state events

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DPC includes the Office of Protocol and Special Events (OPSE) which manages state community occasions. The Meetings and Events Australia organisation awarded OPSE the Event of the Year 2007 accolade for Our Bridge: 75th Anniversary Celebrations for the Sydney Harbour Bridge. This award indicates the level of quality and excellence that goes into NSW State Government events, not just for the Bridge celebrations but for all the events with which we are involved.

In the past 12 months, the Department has been involved with numerous high-profile occasions held within NSW. Some of the traditional annual occasions we have project managed or provided government coordination for include: New Year's Eve celebrations, the Mardi Gras, City to Surf, Australia Day, the Christmas Parade, the Anzac Day Dawn Service, Remembrance Day Services, Sydney Festival First Night, and the Premier's Public Sector Awards.

In addition, we have been involved with events such as: US Warships, Superboats, Sydney Running Festival, APEC Leaders Week 2007, the dedication of the New Zealand World War 1 soldier statue on the Anzac Bridge, and the live sites for the Federal Government's apology to the Stolen Generations in February 2008.

Head of State visits were also managed by DPC. These include the President of China, President of the United States of America, President of the Russian Federation and a Head of Government visit by the Prime Minister of Canada.



## Better transport systems

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Following on from the release of the Urban Transport Statement in 2006 where the Government identified a number of initiatives to improve Sydney's transport network, we have developed and released a package of ambitious major transport projects involving new rail, motorway and metro rail systems. The Office of the Coordinator General has played an integral role in the coordination of this proposal and continues to work on the delivery of these projects.

Part of the package is the North West Metro Project. This is a \$12 billion European-style metro rail line for Sydney which will provide fast, high capacity rail services from the central business district to the city's north-west. During the past year, we have been involved in the establishment and coordination of this initiative, including assisting in the preparation of a product definition report and a business case. These latter items are part of the first stage of the project and due to be completed in November 2008.

## Protecting our community

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The Department has coordinated and led responses to the threat of terrorism and the impact of major disasters.

We have enhanced agency and community capabilities to prepare, prevent, respond and recover from acts of terrorism. In 2007–08, working with NSW Police and other agencies we developed and launched the secureNSW website: a comprehensive site for counter terrorism related information.

The Department worked with state government agencies to provide immediate and comprehensive response to the devastating impact of the June 2007 storms across the Central Coast and Hunter regions. State and Commonwealth Governments provided project funds to assist community recovery. DPC coordinated the allocation of over \$1.488 million to 85 community projects in both regions.

## Improving the NSW public sector

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In a major undertaking to improve accountability and performance within the NSW Government internal auditing function, we reviewed this capability in all NSW Government agencies and state owned corporations. The ultimate goal is to develop and implement an agreed governance and practice framework for internal auditing. The benefit of this will be stronger, more independent governance of audit and risk. It will also help achieve a more skilled and cost effective internal audit function.

This project included completing cross-government surveys of internal audit functions and interviews with Chief Audit Executives and Audit Committee chairpersons. To ensure a contemporary approach, we consulted with the Institute of Internal Auditors (IIA) and Chief Audit Executives from a number of major private sector organisations.

The Institute of Internal Auditors stated, 'IIA-Australia applauds the NSW public sector internal audit implementation plan and urges that it be used as a blueprint for the future of the Australian public sector in all its jurisdictions'.

Our review (benchmarked against best practice) found that the levels of performance varied across agencies, and confirmed the need for significant reforms to improve internal audit functions in the public sector. The review results were published in the *NSW Public Sector Final Report* in April 2008. We recommended that a best practice framework for assessing internal audit functions be implemented, along with innovative approaches to multi-agency arrangements and skills development. This will help provide effective utilisation of existing audit resources across the public sector. NSW Treasury is chairing a review implementation steering committee to ensure the effective implementation of the recommendations of the review. We are working closely with NSW Treasury, the Department of Commerce and line agencies internal audit executives.

DPC has also implemented a raft of reforms to support better management of the public sector workforce. These include streamlining public sector recruitment practices, developing a consolidated policy for managing displaced employees, designing a new policy to improve the well-being of employees and manage attendance. We are also working towards the introduction of electronic recruitment processes.

## Responding to the needs of rural and regional communities

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We are continuing to provide strong support and coordinate multi-stakeholder projects in rural and regional areas. Benefits were achieved through initiatives that combine the efforts of government agencies, local councils, business and community leaders. For example, we have successfully coordinated the efforts of state government agencies to assist communities respond to the impact of the drought, and have supported the NSW Rural and Regional Task Force. Taskforce consultations have informed a major report to the government that recommends actions to improve rural and regional services.

We have also assisted in designing multi-agency services that are provided by the new Government Service Centre in Queanbeyan. The centre was completed on time and within budget in June 2008. It will provide easier access, better delivery and coordination of government services for the Queanbeyan region.

## Premier's Development Award

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Over the past year, DPC has collaborated with the Australian and New Zealand School of Government (ANZSOG) and the Sydney University Graduate School of Government (GSG) to organise the Premier's Development Award.

The scheme recognises exceptional NSW Public Sector employees who have graduated with an Executive Masters in Public Administration and a Graduate Diploma in Public Administration. It seeks to provide a significant career development opportunity and executive level training for the NSW Government. The program involves a 3-6 month placement in selected areas of the Department, to work full time on a significant project, such as a performance review or a sector-wide improvement project. The award is a joint initiative of DPC, and the two graduate schools.

This scheme was developed following a project undertaken by ANZSOG students from NSW, Victoria and the Commonwealth. They found that only 40 percent of agencies in NSW had initiatives in place to capitalise on the investment made in leadership and development programs offered by ANZSOG and GSG. The scheme will address the gap in post program learning for ANZSOG and GSG graduates, and will build on the investment that has already been made in these graduates.

Seven NSW Public Sector employees were awarded the Premier's Development Award in June 2008.



# key areas of performance

The State Plan is the NSW Government's ten year vision to prioritise government effort, deliver better services and improve accountability across the public sector. DPC is responsible for overall delivery of the plan.

To deliver on this role the DPC has developed a Statement of Strategic Intent. This Statement identifies the key areas of activity for the Department intended to meet the State Plan priorities. The key areas of performance are:

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Resource reallocation **20**

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# service delivery improvement

- **Achieve improvements in service delivery across the sector**
- **Ensure sector-wide approach to 'enabling' strategies including corporate services delivery, ICT, procurement and asset management**

## Driving improvements in service delivery

As part of the strategy to support the State Plan initiatives, we have worked with public sector agencies and peak organisations to develop Priority Delivery Plans that underpin State Plan targets.

DPC has a responsibility to support and monitor progress of this program, and has developed a performance reporting system to assess its delivery. The reporting system identifies performance challenges and allows DPC to assist agencies address performance issues.

Consistent with government's commitment to transparency, performance data against targets is being reported on a dedicated website ([www.stateplan.nsw.gov.au](http://www.stateplan.nsw.gov.au)). This website is updated as new information becomes available.

## Performance review and analysis

DPC has established a Performance Review Unit (PRU), which is an expert group that specifically looks at the performance of public sector agencies. Over the past year PRU has reviewed the following areas.

### NSW Ambulance Service

The performance review found that the Ambulance Service has maintained a relatively high standard of service, however it is evident that operations will have to be streamlined to manage increasing demand. One of the recommendations from

the review was to adopt a 'tiering' system of the Ambulance Service so there is clear operational separation between emergency and non-emergency streams. Other recommendations were to:

- implement a campaign to promote effective use of ambulance resources
- address workforce management issues
- upgrade the grievance handling processes
- strengthen governance and business systems
- review educational and training arrangements for paramedics.

### Housing NSW and the Aboriginal Housing Office

This performance review will provide a detailed analysis to guide future service delivery planning and operations. The aim is to ensure that social housing policy, programs and services are properly aligned and efficiently delivered. The review is developing its evidence base through literature survey, desktop research, interviews with key internal and external stakeholders and focus groups.

### Department of State and Regional Development

The review of the Department of State and Regional Development (DSRD) is nearing completion. It examines the role played by DSRD in facilitating the economic development of NSW and future directions for the agency. The review involved consultations with stakeholders in the business community and university sector. It also included a detailed analysis of the Department's current activities, resource allocation and outcomes.

### Increasing tourism

The Unit worked with Tourism NSW and the tourism industry to develop a strategy that responds to the O'Neill Review of Tourism in NSW. The strategy proposes the allocation of \$40 million over three years to increase tourism in NSW.

## Reviewing Government Boards and Committees

A new policy and guidelines statement will be issued to govern the establishment, operation, review and retention of boards and committees.

## Internal audit

The *Internal Audit Capacity in the NSW Public Sector: Final Report* was launched in late April 2008. It proposes some significant reforms which will improve the governance of agencies and internal audit functions within the NSW public sector. The Institute of Internal Auditors Australia has strongly endorsed the report, hailing it as 'a model for governments throughout Australia'.

## Post-implementation reviews

### Jenolan Caves

We recently chaired a reference group that helped the administrator of the Jenolan Caves Reserve Trust (JCRT) implement the recommendations from a previous review. Other members of the group included the Administrator JCRT, representatives from the NSW Treasury, and the Department of Environment and Climate Change. This team has also assisted the State Property Authority (SPA) to develop a business case for the future of the commercial operations at Jenolan Caves.

### Police and security

The Unit also reviewed the Police Operations Centre in conjunction with NSW Police. The review arose from a recommendation in the Strike Force Neil report into the Cronulla riots. Options for possible upgrading and reconfiguration of the centre are currently being developed by NSW Police and the Ministry for Police.

## Improving regulatory process

The establishment of the Better Regulation Office is one example of the government's commitment to ensuring that regulations are introduced only where necessary, and that those regulations efficiently achieve their objectives. Fully operational from July 2007, the role of the Better Regulation Office includes:

- reviewing better regulation principles
- advising the Minister for Regulatory Reform on compliance with the better regulation principles across government

- acting as a central source of advice on better regulation making processes including:
  - consideration of options
  - assessment of costs and benefits
  - best practice processes for consultation
- reporting annually on performance to reduce the regulatory burden, and government compliance with the better regulation principles.

The better regulation principles can be found at [www.betterregulation.nsw.gov.au/better\\_regulation\\_principles](http://www.betterregulation.nsw.gov.au/better_regulation_principles).

The Independent Pricing and Regulatory Tribunal's (IPART) investigation into the Burden of Regulation and Improving Regulatory Efficiency recommended improvements to the regulatory processes. We will report every six months on the progress of implementing these recommendations. The first report was released in April 2008; it records the substantial headway already made towards achieving the reforms recommended by IPART.

The *NSW Government Guide to Better Regulation* was published in April 2008. This gives information about good regulatory practice and how to reduce red tape when existing regulations are reviewed. The guide assists government agencies in applying the seven better regulation principles and includes a policy to ensure that consultation is effective and efficient.

A costing tool titled *Measuring the Costs of Regulation* was released in June 2008. The tool was created to assist agencies calculate the costs of compliance with their proposals and to help them present their data in a concise and easily understood manner.

## Helping NSW Police cut red tape

DPC worked with NSW Police to review the 'arrest to bail' process. As a result, NSW Police are implementing the following changes:

- removing duplication in the recording of evidence and exhibits
- implementing tamper proof bags to avoid property having to be itemised and to provide additional security
- simplifying data entry in the Police computer system
- removing the requirement for a police officer from another station to be present when conducting a search warrant.

These changes will reduce red tape and ensure police maximise time on the front line.

## Counter terrorism

DPC has assisted in enhancing agency and community capabilities to prepare, prevent, respond and recover from acts of terrorism. In 2007–08, working with NSW Police and other agencies we:

- developed and launched the secureNSW website and brand. It is a comprehensive public website for counter terrorism related information.
- organised for the Emergency Warning System (PA/Siren and Video Messaging) to be successfully installed in the Central Business District. The system was operational during the APEC Leaders' Week.
- developed and published the NSW Counter Terrorism Plan on the secureNSW website.

## Assisting victims of domestic violence

One of our achievements this year has been to establish a Violence Prevention Coordination Unit (VPCU) within the Office for Women's Policy. This is part of a new government approach to deal with violence against women. The VPCU is responsible for driving whole-of-government coordination of domestic and family violence initiatives, and has supported the development of a new Premier's Council on Preventing Violence Against Women. It has also supported the delivery of \$2.9 million in annual funding for a grants program, with \$900,000 of this amount dedicated to projects and services for Aboriginal women.

## Child protection

We have commenced work with the Department of Community Services (DoCS) to streamline business processes so caseworkers can dedicate more time to supporting children and young people at risk.

Implementation planning for this is now underway with DoCS for a number of changes, including:

- streamlining select caseworker activities, such as simplifying the financial payments and approval processes
- improving training and support in the KiDS computer system
- reviewing the roles of administrative teams to take responsibility for administrative and processing tasks away from caseworkers.

## Improving rural and regional services

We are improving service delivery in rural and regional areas through service re-design, underpinned by better user involvement and improved agency coordination. Initiatives we have managed include the following:

- The provision of secretariat and logistical support to the NSW Rural and Regional Task Force (RRT), which advises on economic, environmental and social issues affecting the State's regional communities. 628 people attended the Taskforce's consultation meetings held between August and November 2007 in Parkes, Cooma, Wagga Wagga, Armidale, Grafton and Broken Hill, 165 submissions were received. The Taskforce Report is available online at: [www.nsw.gov.au/Rural\\_Regional\\_Taskforce.asp](http://www.nsw.gov.au/Rural_Regional_Taskforce.asp). The Government will respond to the report this year.
- In June 2008, a multi-agency taskforce was formed to respond to shortages of human services workers in rural and remote areas of NSW. The taskforce will focus on smarter service delivery models, incentives for workers and employee accommodation. It will report back to Government by November 2008.
- The Government Service Centre (Queanbeyan) was completed on time and within budget in June 2008. It houses 11 agencies with over 300 staff. It will provide easier access, better delivery and coordination of Government services.
- Projects to manage cross-border service issues, are being undertaken in conjunction with Victoria, Queensland and local governments. They include projects dealing with cross-border transport, land use, planning, catchment management, policing, human services and regulation.
- The Nimbin Integrated Services Project aims to improve a variety of essential welfare services for the Nimbin community. This project is being run as a result of a unique partnership between the NSW Government, Australian Government and the non-government sector.
- NSW Government agencies are working with the Australian Government and Wagga Wagga City Council to enhance service delivery for young people (7–18 years).
- Five local teams are working to improve essential community services and their coordination in Moree, Tamworth, Gunnedah, Armidale and Tenterfield.

## Services and programs for Aboriginal people

By working with the Department of Aboriginal Affairs (DAA), other agencies and Aboriginal communities, DPC has helped deliver tangible benefits for the Aboriginal people of NSW.

We have assisted with the *Two Ways Together* program, a project that has established a new collaborative framework for government agencies and Aboriginal communities. It addresses priorities identified by Aboriginal people and aims to alleviate the disadvantages they experience.

The Aboriginal Trust Fund Repayment Scheme (ATFRS) provides for the repayment of money placed in Aboriginal Trust Fund accounts (between 1900 and 1969) that were never paid. We have continued to manage the ATFRS and as at 30 June 2008, the scheme had 564 direct registered claimants, and had completed 476 claims with payments totalling over \$1 million.

The Aboriginal Government Employees Network (Illawarra and South East) supported Indigenous workers within government agencies, and used their skills and knowledge to improve partnerships with Aboriginal communities.

The Department has also been working to assist the North Coast Aboriginal Employment Strategy. Our involvement has enabled agency action plans to improve the recruitment and retention of Indigenous people within the public sector. The project currently has planned recruitment for over 40 Aboriginal trainees across NSW Government.

## Effective use of consultancies

Our commitment to manage sector-wide service improvement initiatives has led us to collaborate with the Department of Commerce in establishing a panel of pre-qualified individuals and companies to provide consultancy services. Areas of consultancy include:

- performance review
- infrastructure and major projects
- service delivery improvement
- organisational capability
- general technical expertise.

The scheme aims to improve agency use of consultancy services through improved quality assurance, value for money and performance management.

## Volunteers performing community services

The Volunteering Unit (VU) was established within DPC in 2007 with the aim of increasing the different types and number of people who volunteer in NSW.

In March 2008, the Minister for Volunteering chaired a forum to promote and enhance volunteering. This was attended by over 140 people from agencies, local government and community groups who gave very positive feedback about this new initiative.

A NSW Volunteering portal [www.volunteering.nsw.gov.au](http://www.volunteering.nsw.gov.au) has been created to inform, promote and support volunteering efforts of individuals and community organisations.

## Project coordination and management

DPC has provided project management support for a variety of initiatives. These include:

- support for the NSW film industry — we have taken a lead role in development of legislative, regulatory and administrative amendments to streamline location filming approvals, and support from state agencies and local councils
- organised and evaluated public tenders for a replacement contract for the supply of radio and television monitoring and reporting services (completed in conjunction with the Department of Commerce)

## Improving emergency management

We have assisted in improving the operational capability of the NSW State Crisis Centre — this includes investing in staffing, training and operating procedures.

In addition, we have driven major improvements in emergency management, policy and planning, largely through leadership and support of national and state counter terrorism and emergency management committees and working groups.

## Regional projects and issues management

Benefits have been achieved for regional communities through initiatives that combine the efforts of government agencies, local councils, business and community leaders.

Examples of our successes include:

- coordinating the efforts of state government agencies to assist communities to respond to the impact of the drought.
- working with the Office of the Minister for Western Sydney to manage
  - the 2008 Western Sydney Industry Awards which included 25 winning and highly commended companies
  - the Corporate Partners for Change Program which produced 139 graduates from 10 training programs covering: aged care nursing, child care services, electrical trades, community house workers (caring for people with a disability), and business administration services (for students with a physical disability).
- facilitating a partnership between TAFE NSW (Riverina Institute) and Charles Sturt University which is delivering a seamless transition from TAFE to University study. Six programs offer transition from diploma to degree level courses. TAFE campuses in Wagga Wagga, Cootamundra, Griffith, Albury and Deniliquin offer this innovative initiative.
- supporting the Murdi Paaki Partnership Project which is improving social and economic outcomes in 16 communities across Western NSW. NSW and the federal government have invested \$2 million over two years in this project, which is promoting collaboration between agencies, councils, business and Aboriginal communities.
- facilitating the HMAS Adelaide project. An artificial reef and dive wreck will be formed by the sinking of the HMAS Adelaide off the Central Coast. This is expected to add \$10 million annually to the local economy through increased tourism, and create up to 130 local jobs.

## Safety at public events

Public safety and event success as been enhanced by the coordination of cross-sector operational support for special events. This includes conducting risk management exercises for event organisers and key agencies.

We also operate the Government Coordination Centre. This is the strategic hub for events that involve investment of government resources and require specialist central agency coordination, for example state events or official visits.

Essential to the success of events is the maintenance of sponsorship. This year we have managed to sustain appropriate levels for various events such as Australia Day.



Wogganmagule ceremony on Australia Day

## looking forward

We will continue to steer the implementation and delivery of State Plan priorities to benefit the people and communities of NSW.

The first review of this program will be undertaken during 2009 and will involve extensive community and stakeholder consultation. Periodic reviews of this kind assist in sustaining continual performance improvement and help ensure the State Plan remains dynamic and relevant to public requirements.

# infrastructure

- **Deliver on NSW State Government infrastructure commitments by maintaining business investment in the State**
- **Achieve a consistent level of commercial confidence in infrastructure investment**

## Building a better NSW

To promote private sector interest in major infrastructure projects, DPC has been helping to improve procurement and planning practices across different facets of infrastructure development. We have assisted with reviewing, monitoring and providing strategic advice for key infrastructure investments in NSW. Projects we have been involved in include:

- The coordination of the Government's submission to Infrastructure Australia
- Barangaroo development (formerly East Darling Harbour)
- Port Botany expansion
- Newcastle Coal loading facility
- Desalination plant at Kurnell
- Liverpool Hospital Stage 2
- Royal North Shore Hospital Stage 2
- Visy Pulp and Paper Mill expansion (Tumut)
- Southern Sydney freight line
- Intermodal terminal (Moorebank).
- North West Metro product definition report
- West Metro feasibility study

In addition we have:

- facilitated an expression of interest for industrial land at Mayfield (former BHP steel site) for potential port-related activities which will provide significant business and employment opportunities for Newcastle

- coordinated the approvals (including the commencement of dredging activities) for the development of new berths and other facilities at Newcastle Port.

## A transparent and responsive planning system

An efficient and transparent planning system underpins business confidence in state infrastructure development and investment. DPC has played an important role in coordinating and reviewing the legislative and administrative proposals formulated by the government.

We have also contributed to the government's reforms to infrastructure levies. The changes will ensure a more consistent approach to setting infrastructure contributions across NSW, and will improve certainty and transparency in the release of land for development. The government's reforms for infrastructure contributions were included in the planning reform legislation and have been published by the Department of Planning.

## Supporting regional infrastructure and development

DPC has worked with NSW agencies, local councils and business to support the growth of regional infrastructure. We have managed issues such as the availability of employment land, skills and services, and the resolution of environmental and natural resource concerns.

One of our projects has been to support the establishment of the Riverina Murray Employment Lands Taskforce which will improve the supply of employment land and resolve related infrastructure issues in this area. Further north, we developed the Illawarra Employment Lands Taskforce which has identified 12 regionally significant employment land precincts in Metropolitan Wollongong, the Shoalhaven and the Southern Highlands. These will be the focus of collaborative planning between local councils and the NSW Government.

DPC has coordinated and expedited multi-agency and local government input into service development and infrastructure planning for new land releases such as at Warnervale/Wadalba, Western Sydney's ADI site, Rouse Hill Town Centre, West Dapto and the Lower Hunter.

In South Western Sydney, we facilitated an economic development and employment strategy for Fairfield and Liverpool. This was done in partnership with the Australian government, local government, business and community leaders. The strategy is part of a program to guide the region's infrastructure, housing and employment growth over the next 25 years.

We have worked with agencies to support planning for the construction of the Tillegra Dam. This is a 450,000 megalitre water supply dam on the Upper Williams River. The dam will service the Hunter and Central Coast regions and create 200 jobs in construction. Upon completion in 2013 it will also provide new business opportunities in tourism, hospitality, recreation, support industries and real estate development.

## Infrastructure protection

We need to monitor and protect our state infrastructure. This year we implemented the Critical Infrastructure Protection Framework and Database, and developed enhanced counter-terrorism management systems. These help security around critical infrastructure, mass gatherings, transport and regional aviation.



Sydney Harbour — photograph courtesy of Tourism New South Wales

## looking forward

DPC will work with local councils, and federal and state government agencies to help improve NSW infrastructure. We are committed to supporting regional development and helping implement major projects. Over the next twelve months we will continue to assist in monitoring and protecting critical NSW assets, and continue to facilitate major investment in our state infrastructure.

Delivering real benefits to both city and regional communities is a priority for us. We will facilitate initiatives that align community, business and environmental demands with the supply of employment land, infrastructure, skills and services.

# transport

- Deliver on key issues for transport
- Assist in the delivery of improvements in the transport sector by assessing and focussing on key areas of risk

## Transport for the future

The implementation of national transport reforms agreed through the Council of Australian Governments (COAG) brings significant benefits to the people of NSW and the NSW economy. DPC has continued to work with NSW agencies, other governments and Infrastructure Australia to identify issues and progress initiatives that will alleviate urban congestion. In addition we have:

- coordinated the NSW submission to the National Infrastructure Audit which aims to ensure Australia can provide for its current and future infrastructure needs
- submitted policy advice on road and rail harmonisation projects being progressed through the Australian Transport Council and COAG's Business Regulation and Competition Working Group.

Other projects we have worked on include:

- investigating possible improvements for corridor commuters in lieu of expansion to the Spit Bridge
- facilitating a report for federal and state governments on the intermodal terminal at Moorebank
- facilitating an approval for a filtration trial for the M5 East Tunnel
- reprioritising and evaluating the Clearways Program (leading to a major review of Rail Capital works)
- facilitating an agreed Procurement Framework and organisation structure to deliver the South West Rail Link
- streamlining and improving pedestrian traffic flow across Newcastle Rail Corridor.

## Improving the reliability of CityRail trains

DPC worked with CityRail to improve services for passengers by assisting in the development of a program to boost operational performance and customer satisfaction. Called the Everyday Service Essentials Program, the program targets train punctuality, crowding, personal security, information for passengers, cleanliness, ticket queues, and complaints handling.

Actions to improve CityRail services have started and include:

- The introduction of better management of boarding and alighting on busy CBD platforms which has improved reliability on the Western Line by up to 7 percent in the PM peak
- Providing over 1,500 additional seats for passengers through the introduction of an additional PM peak service on the Western line and the build up from six to eight carriage trains on a number of other services
- The launch of an off-peak fare trial in August 2008
- A trial of improved cleaning arrangements over five lines resulting in, on average, over 300 percent more rubbish being removed each week.
- The introduction of a 14 day RailPass to 192 stations. To date over 110,000 tickets have been sold indicating a take-up rate of over 12 percent of weekly tickets sold.

# prevention and early intervention

- **Develop and implement a whole-of-government policy and framework to ensure an increased emphasis in prevention and early intervention strategies**

## Proactively reducing risk

Following on from the commitments made as part of the COAG reform agenda, the NSW Government has stressed the need for prevention and early intervention as a major component of national reforms. The priority areas agreed by COAG are:

- preventative health
- the development of children and family centres as part of a broader early childhood development agenda
- a national partnership to address the needs of Indigenous children in their early years.

Prevention and early intervention is an essential part of government service delivery. It aims to mitigate risk and alleviate situations where harmful circumstances have arisen or may arise. DPC recognises the need to embed these principles in how we do business to achieve real outcomes. To this end, we led the development of a whole-of-government policy framework that defines prevention and early intervention. It includes high level principles to guide agency action and sets out tools and strategies to assist agencies in allocating greater effort towards prevention and early intervention. The framework will initially be focused on the human services and justice agencies. A Premier's memorandum adopting the policy framework was issued in December 2007. In the first half of 2008, we took a primary role in the development of a policy assessment tool to provide practical guidance for agencies in:

- allocating increased effort towards prevention and early intervention
- assessing how different interventions improve outcomes
- selecting appropriate reform options.

This tool will assist in the development of prevention and early intervention targets. It will be trialled in the near future, before being submitted to the government for endorsement.

DPC also led the development of *Towards 2030*, the government's whole-of-government strategy for responding to the challenges posed by demographic change. Released in March 2008, *Towards 2030* incorporates a strong prevention and early intervention focus as part of efforts to ensure that government, business and the community adequately plan for demographic change.

## Preventing crime

DPC led the establishment of a Government Crime Prevention Framework to deliver on key State Plan commitments to reduce crime, re-offending and antisocial behaviour. Structured within this framework are Crime Prevention Partnerships and Anti-Social Behaviour Pilot Projects.

Crime Prevention Partnerships bring together police, local government and other agencies to develop solutions to crime. These partnerships have been created in Sydney, Parramatta, Eastern Beaches, Newcastle, Lake Macquarie and Canobolas. Part of their focus has been on non-domestic violence. The partnerships have successfully driven down non-domestic violence assaults by an average of 5.7 percent across the six locations.

- Anti-Social Behaviour Pilot Projects were established in Canobolas, Orana, Darling River, Wagga Wagga, Lake Macquarie and Eastern Beaches. These provide a service for young people who are at risk of harm to themselves or the community.
- In Griffith, a Community Action Plan has been formed, and joint-initiatives are improving safety and crime prevention, community harmony and services for young people.
- A partnership between Gosford Council, NSW Police and local agencies is reducing crime. 2007 crime rates showed a marked decrease compared to the previous year.

## Preventing influenza pandemic

DPC also contributed to the development of influenza pandemic policy and planning at both state and national levels. We were represented at the COAG Influenza Pandemic Working Group, the COAG Pandemic exercise program (Exercise Sustain 08) and the State Emergency Management Committee Influenza Pandemic Group.

### looking forward

This year we are seeking to be more proactive on the issue of early intervention and prevention in NSW. We value the communities we support and want to alleviate circumstances and conditions that give cause for concern or risk. To this end we will:

- help manage initiatives that prevent or reduce risk of situations occurring that are detrimental to the interest of particular locations or for particular groups
- help embed the principle of early intervention and prevention across our department for both generic and targeted issues.

# customer service

- Ensure agencies have customer service mechanisms in place and are receiving feedback on customer satisfaction
- Ensure customer service measures are in place for whole-of-government activity and initiatives

## Improving customer service

As part of our commitment to improving satisfaction with government services, we developed a program of service access initiatives under the banner of Better Government Access. This was jointly planned with the Department of Commerce.

Rolled out by the Department of Commerce, this program has:

- established the NSW Government Contact Centre. This is managed by the Office of Fair Trading, within the Department of Commerce and provides an easy telephone access 'gateway' to all NSW Government agencies and services
- transformed and updated the government web portal [nsw.gov.au](http://nsw.gov.au) to complement the operation of the telephone contact centre and other service channels
- developed a comprehensive NSW Government services knowledge base about government services and contacts. This will help provide consistent information regardless of method of communication i.e. face-to-face, online or telephone.

We have developed a multi-faceted framework that will assist agencies in their efforts to improve customer satisfaction with public services. *Customer Service Principles* were released by the Premier in November 2007. These principles identify four key areas for action by all agencies: gathering customer feedback; redesigning services; customising service; and supporting frontline employees. We are monitoring the implementation of customer service principles through the annual assessment of CEO Performance Agreements.

As part of our program to improve customer service, we conducted a survey to identify the types of mechanisms and procedures that NSW government agencies had in place (during 2006–07) to address customer needs. This Baseline Survey of 78 agencies provides us with control data against which we can monitor improvements that are implemented as part of the State Plan customer service initiative. The survey is also being used to develop resources that agencies can use to improve their services.

During the year we conducted a pilot of a Customer Satisfaction Survey of NSW Government Services. The survey considered face-to-face and transactional services in both urban and non-urban regions of NSW. As well as identifying specific levels of customer satisfaction and dissatisfaction with the services, it also identified the drivers of that satisfaction and dissatisfaction. This information will help public sector agencies tailor their service improvement strategies. The second component of this pilot is planned for November 2008. Once evaluated, the outcomes of the pilots will be used to establish an annual survey.

We have commenced preparing examples of NSW Government 'good practice' guidelines for gathering customer feedback and using customer insight to redesign services. These guidelines will be published as manuals in 2008–09 and will assist all agencies to implement good practice principles.

## looking forward

In 2008–09, DPC will continue to work with agencies to improve public services and levels of customer satisfaction with those services. We will work with CEOs to build a leadership and culture that strongly supports good customer service.

The recruitment process for customer service professionals and the career paths for customer service employees will be enhanced through the *Public Sector Workforce Strategy 2008–12*. DPC will also produce new resources to assist agencies to customise services and support frontline employees. Measures of customer satisfaction with services will be published on the State Plan website as they become available.

# resource reallocation

- Develop flexible agency level processes jointly with NSW Treasury
- Implement a process for cross agency decisions to reallocate resources to priority areas of investment

## Effective resource reallocation

Resource reallocation occurs when the government re-examines its existing resources and redirects them to where they are going to be most effective and productive. This increases flexibility in the way our business responds to public requirements and helps expedite cost-effective project delivery.

We worked with NSW Treasury over the past twelve months to integrate the State Plan into the 2008–09 budget cycle. This included a priority setting process which assessed agency programs to determine how funding could be better aligned with State Plan targets across government.

## Commitment to women

The government's commitment to women has several strategic directions. With regard to resource reallocation, local councils received over \$100,000 in grants to support activities for International Women's Day. This was done in conjunction with local community groups who embraced the International Women's Day theme of '100 years of active women in paid and unpaid work'. DPC organised community forums in rural and outer metropolitan regions that were attended by the Minister for Women. These forums are an excellent way of keeping the Minister informed of the needs and issues of women across NSW.

Resources were made available for four Aboriginal women to attend the National Aboriginal and Torres Strait Islander Women's Gathering in Hobart in May 2008. Recommendations arising from this meeting are presented to the Ministerial Council on the Status of Women, who then recommend actions for implementation.



Centre: Dianne Madden, 2008 Woman of the Year Award Winner, with the then Premier and then Minister for Women, the Honourable Verity Firth MP

## looking forward

DPC will support pertinent government agencies to ascertain efficient and effective use of government resources. It is important to be responsive to the needs of the people of NSW and to ensure that at any given time, resources are being directed to areas of greatest need and benefit.

# workforce

- Deliver a clear, agreed strategy for workforce renewal across the sector
- Ensure increased flexibility in IR and HR systems and practices to reconfigure the existing workforce to meet current and future needs

## A better workplace for a better workforce

Over the past twelve months we have developed the *NSW Public Sector Workforce Strategy*. This document details three priority strategic directions which are:

- to create a workplace that attracts and retains the best staff, and draws on the diversity of the people of NSW
- to build a supported, motivated and high performing workforce
- to provide strong and appropriate leadership in public sector workforce planning and management.

## Ensuring equal employment opportunities

As part of our commitment to improve the diversity of our workforce, we have prepared a report for the Premier that details Equal Employment Opportunity (EEO) outcomes across the public sector. It outlines trends, areas of best practice in the sector and future priorities. It also complements other initiatives undertaken by our department to support EEO outcomes. This includes activities such as the development of a model EEO management plan, redevelopment of the EEO website and ongoing day-to-day support of agencies in EEO matters.

In keeping with EEO principles, we coordinated the development of legislation to amend part of the *Anti-Discrimination Act 1977*. The amendments streamlined EEO reporting for agencies and updated references in the legislation.

## Regional and remote workforce

DPC has coordinated the steering committee that drives the three-year Remote Areas Attraction and Retention Pilot project. This focuses on human services delivery to the western NSW towns of Bourke, Brewarrina, Walgett and Wilcannia. We will continue to monitor implementation of this project.

## Women in the public sector

When addressing workforce renewal issues, it is essential to explicitly address equity and fairness for women. We are aware that government needs to support the continuing increase in women's participation in senior public sector positions, and on government boards and committees. To support these two criteria, DPC developed a new women's employment and development strategy entitled *Making the Public Sector Work Better for Women*. This is being finalised after extensive consultations with other agencies, diversity groups and unions.

The aim of the strategy is to reinforce the development of women's careers in the public sector, and promote the public sector as a preferred employer for women in NSW. The following projects are being implemented to deliver priorities in the strategy:

- Pilot Career Mobility Program
- E-mentoring Program
- Women Building their Careers Conference
- Australia and New Zealand School of Government (ANZSOG) and Executive Fellows Program (EFP) scholarships
- Flexible Work Practices Resource Kit and Workshops.

DPC also provided sponsorship that enabled four women from disadvantaged backgrounds to attend the National Diversity on Boards Conference in Sydney.

## Education and rejuvenation

Part of workforce renewal includes succession planning and education of our existing and potential staff. In an effort to increase employment and training opportunities for young people, we developed the Pilot 2008 Fast Track Graduate program. We have 27 graduates across 10 host agencies taking part in the Pilot 2008 Fast Track Graduate pilot program. Graduates are from the skills shortage areas of accounting and policy/generalist.

We have also created another program to address skill shortages in finance and accountancy within the NSW public sector. This aims to attract, retain and develop finance professionals at all levels. Still in its early stages, initial activities have been to introduce the scheme to the public sector and provide practical information. We have developed a booklet promoting the type and breadth of public sector finance careers, and have organised a community of finance professionals who can offer advice, enable networking and peer support.

DPC has managed the administration of leadership and development programs for middle to executive level managers across the sector. We have 700 participants currently enrolled in these programs, and another 400 applications have been received.

The training courses we offer our staff need to be appropriate to study requirements. To provide alternative and flexible learning structures, we have created and introduced short course initiatives to boost development opportunities i.e. the Public Sector Management Program short course program.

In addition, we have increased employment and training opportunities for Indigenous people via the NSW Indigenous Cadetship Program. This program allows participants to combine university study with part time employment in a NSW Government agency.

## Contemporary recruitment processes

During the past year, DPC simplified recruitment processes for agencies and applicants by introducing legislative, regulatory and policy changes. This includes plans and funding to implement an e-recruitment system that will expedite process, enhance reporting capabilities and improve accessibility — both internally and externally.

Our executive employment practices incorporate the Senior Executive Service Guidelines. These guidelines were significantly revised to provide the sector with current, comprehensive advice on the legislative and policy framework for the employment of Chief and Senior Executive Service officers.



Careers Expo May 2008 — Careers that Count

## Premier's Awards programs

### Public Sector Awards

We restructured the 2007 Premier's Public Sector Awards to realign them with the State Plan. A total of 118 nominations were received, with the Premier finally presenting 35 awards to outstanding candidates.

### Development Award

Seven public sector employees received the Premier's Development Award in June 2008. The award was initiated following research undertaken as part of the Australian and New Zealand School of Government Masters Program. The scheme recognises exceptional NSW public sector graduates from the Australian and New Zealand School of Government (Executive Masters in Public Administration) and Sydney University's Graduate School of Government (Graduate Diploma in Public Administration).

The program seeks to cultivate career development opportunities for individuals whilst providing executive level training for the NSW Government. It also involves placement within specific areas of DPC to work full time on a major project. The Premier's Development Award is a joint initiative of DPC and the two graduate schools.



Premier's Development Award recipients from left to right — Susan Priivald, Penny Spoelder, Brenda Vukojevic, Philip Fowler, Pamela Hansford, Dora Dimos and Paul McKnight.

## Managing Industrial Relations

To successfully meet government objectives on workplace reform and wages, DPC is managing several ongoing cases in the Industrial Relations Commission (IRC).

We have also appeared before the IRC on behalf of agencies in unfair dismissal matters and other disputes. We regularly provide high quality advice on a diverse range of employee relations issues to help agencies manage their workforce and deliver quality services.

Another of our achievements has been to coordinate the implementation of the government's wages policy which has delivered workplace reform in organisations such as the State Transit Authority, State Water and Sydney Ports Corporation.

### looking forward

Last year we developed the NSW Public Sector Workforce Strategy. This is currently being finalised with implementation expected during the 2008–09 financial year. The strategy is a framework for several improvements which include:

- simplifying and enhancing recruitment processes (including a new e-recruitment program)
- promoting access to flexible work arrangements
- developing opportunities for women in senior positions and non-traditional roles
- increasing the participation of minority groups such as Aboriginal and Torres Strait Islander people, and people with a disability
- developing and implementing our capability framework
- increasing evidence-based workforce planning and analysis.

The Workforce Profile is a collection of data we use as a tool to ensure the public sector has the appropriate staffing resources to carry out its many and diverse responsibilities. One of our challenges for next year is to implement changes resulting from a review of the Workforce Profile. These include:

- improving data collection and analysis
- providing interpretive support for agencies
- speeding up access to workforce data to support planning.

The continuing training and development of public sector employees is extremely important. This year we will:

- undertake the evaluation of all sector education and training programs
- review the progress and future direction of the sector-wide TAFE vocational training program
- develop and implement a communication strategy for a suite of sector-wide education and training programs
- support evidence-based workforce planning through training and tools to develop a consistent approach in the sector.

We have a comprehensive departmental staff induction program planned for next year. This will be targeted to various specific professional groups. The aim of the program is to ensure management of skills inventory and assist in creating a flexible, appropriate response to skills shortages.

Representing the government as an employer in major IRC matters remains an essential part of our role, and we will continue to provide advice on the management of employee and industrial relations issues. We will also continue to manage and coordinate wage and conditions matters for the sector.

# core business delivery

- **Implement effective governance structures within DPC to ensure the Department is agile and can be steered flexibly**
- **Improve ICT systems and corporate services within DPC to better support business processes and service delivery**

## Supporting government

The successful integration of the Cabinet Office and the Premier's Department over the past twelve months has brought about many improvements. We are now better positioned to align resources and expertise with business needs, particularly where departmental responses and policy development are concerned. This is essential for our core business delivery where efficient and appropriate use of people and process allows us to be more flexible and responsive to the demands of government business.

Part of our role is to ensure that quality advice and business services are available to the Premier. This includes:

- advice for Cabinet and Cabinet Committee business
- clearance of Executive Council (ExCo) minutes
- election commitment updates
- draft speeches, briefs and draft correspondence.

In addition, we provide the Premier with policy advice regarding intergovernmental initiatives associated with COAG and the Council for the Australian Federation (CAF). We also provide administrative and operational support to Her Excellency the Governor in the performance of the constitutional, ceremonial and community duties associated with that office.

## Boosting recruitment and systems support

We developed and implemented a induction program specifically for ministers' staff. This expedites familiarisation with departmental process, culture and systems.

We have reviewed and refined our recruitment and HR policies and processes this year. In particular, DPC released a new Code of Conduct that was broadcast effectively using a new web-based approach. The other HR policies we have developed include:

- Equity
- Recruitment
- OHS/Risk Management
- Working from Home
- Grievances.

A new Audit and Risk Management Committee has been established. This group assists the Director General and Executive Management by providing advice in relation to:

- financial and other reporting
- internal controls
- legal compliance
- ethical considerations
- departmental risk management.

We also provide general administrative support that includes:

- notifying Ministers of Cabinet approvals for appointments to government boards and committees
- maintaining the database of appointments to boards and committees
- managing the register of people who express interest in appointment to boards and committees
- providing road transport services for the Governor, Premier, Ministers, opposition leaders, public officials, official visitors and special events
- responding to correspondence, prepared briefings, speeches and Cabinet Minutes as required.

## Increased support for women

During the past year, the Office for Women's Policy (OFWP) gained new responsibilities regarding solutions and support for women and families who have been the victims of domestic violence.

To ensure proper support for these new duties, the Director General of DPC commissioned a review of the branch. The outcome of this review meant the branch was refocused to meet its changed responsibilities. The branch was renamed to Office for Women's Policy (formerly Office for Women) which reflects its increased focus on policy development and coordination.

We are working closely with many organisations regarding environmental issues. Internally, we already have energy and resource saving plans to help run a 'green' office. Over the next twelve months we want to improve our overall environmental green score performance for motor vehicles. We also want to increase usage of E10 fuel. The use of E10 helps conserve oil resources and reduces carbon monoxide emissions.

## Contemporary IT systems

IT systems play an integral part of supporting our Information Communication Technology (ICT) structures. This year we finalised our three year ICT strategic plan which has been realigned with government priorities. We have seen improvements in the upgrading of our intranet and internet sites. Our internet site acts as a portal to information for the public and other departments, whilst our intranet site is an efficient conduit for internal information. The Departmental internet site now has full compliance with the *NSW Government Style Directive*. It has a better design and improved systems for content management. We are using contemporary web-based functionalities such as live video webcasting, online video content, online staff surveys and the delivery of policies and key information like the Code of Conduct. DPC is also responsible for a wide variety of NSW Government sites including the Korean War Memorial, the NSW Volunteering and Equal Employment Opportunity sites.

## looking forward

DPC is committed to improving our internal systems which will ultimately offer better value and customer service, and help improve service delivery. We understand the need for flexible systems and greater internal efficiency controls that can adapt to the needs of our dynamic environment. Over the next year, we plan to develop a range of business services that are appropriate, efficient and cost effective. This includes projects such as the implementation of a robust electronic document management (EDM) system, the embedding of our Risk Management Plan and Register, and the establishment of a new three-year cycle of internal auditing. We also intend to independently review the risk assessment process to ensure best practice.

Strong financial management is imperative, we will continue to monitor and manage budget within allocated resources.

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## Our senior executive



**Robyn Kruk AM**  
Director General

Graduated from the University of NSW with a Bachelor of Science, Psychology (Honours) in 1979, and started a career in the NSW public sector in 1980. Also holds a Masters degree in Administration and graduate qualifications from the Harvard Business School.

Employed by the former Department of Youth and Community Services and worked as a child protection worker in the inner city of Sydney and the Riverina before joining the former Premier's Department in 1983.

Between 1983 and 1992 held various research and policy positions in the former Premier's Department and The Cabinet Office and gained experience in policy development across a range of portfolios including the environment, natural resources, agriculture, economic development and local government and planning.

Appointed Deputy Director General of the former Cabinet Office in 1992, a position held until 1994 when made Director General of the NSW National Parks and Wildlife Service (NPWS).

In 1998 became Deputy Director General of the former NSW Premier's Department and responsible for the Public Sector Management Office and assisting the then Director General in management of the Premier's Department.

Became Director General of the NSW Department of Health in July 2002 and oversaw major reforms to NSW Health's governance and administrative structures, and to the way the NSW public health systems delivers clinical services to the community.

Represented the State in negotiations on numerous Commonwealth and State agreements including the Australian Health Care Agreement, Health workforce reforms, the Intergovernmental Agreement on the Environment, National Forestry Policy and the National Strategy on Ecologically Sustainable Development and Climate Change Strategy. Is a member of the Steering Committee for the Regional States Group, a US based philanthropic organisation that is involved in international health and social service research and policy development.

Appointed Director General of the Department of Premier and Cabinet on 7 May 2007.



**Don Colagiuri SC**  
Parliamentary Counsel

### Parliamentary Counsel's Office

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



**Zoe de Saram**

Executive Director and Chief of Staff

### Office of the Director General

The Office of the Director General (ODG) has four key functions. These are to assist with the preparation of coordinated, whole-of-agency responses and solutions to critical issues; ensure that DPC provides accurate, well-analysed and timely advice to the Director General and the Premier; ensure the Premier's Office and the offices of the eight ministers with portfolio responsibilities associated with DPC are effectively supported; and support the Director General and the executive team in the performance of their duties.



**Peter Duncan**

Deputy Director General

### Office of the Coordinator General

The Office of the Coordinator General (OCG) was established to support major government and non-government initiatives that aid infrastructure development and investment. It aims to guide and expedite delivery of key infrastructure projects; encourage private sector investment in major projects; and facilitate the interface on major projects between government and the private sector. This interface provides a capacity for government to align strategic planning and investment decision making with the delivery of significant investment and infrastructure.

**Graeme Head**

Deputy Director General

**Performance Review Unit**

The Performance Review Unit (PRU) leads sector-wide performance review, measurement and improvement initiatives to achieve service delivery outcomes, enhance efficiency and promote innovation across the NSW public sector. Projects are generally commissioned by the Premier, Cabinet Committees or the Director General, DPC in consultation with the Secretary of the Treasury. A work program of commissioned reviews is approved by the Budget Committee.

**John Schmidt**

Deputy Director General

**Policy Development**

The Policy Development Division (PDD) advises the Premier on major policy issues, the setting of whole-of-government priorities, and the development and implementation of government policy (including matters relating to inter-governmental relations). PDD comprises the Human Services and Justice Branch, Inter-Governmental Relations Unit, Office for Women's Policy and the Natural Resources and Economic Development division.

**Ben Keneally**

Executive Director

**Premier's Delivery Unit**

The Premier's Delivery Unit (PDU) is responsible for driving the Premier's public service delivery agenda. The unit works with government agencies to meet improved service delivery targets in key areas and to deliver the targets set out in the NSW State Plan. It supports the development of agency action plans to bridge the gap between current performance and State Plan targets, as well as assisting in the development of performance measurement systems to deliver results against those targets.

**Alex Smith AM**

Deputy Director General

**State Administration Services**

State Administration Services (SAS) provides management and coordination services for the Premier in multi-stakeholder project management programs, community and state events, official visits, major emergencies, and departmental and office-holder administration. SAS comprises Corporate Governance, Office of Protocol and Special Events, Office of Strategic Operations and Ministerial and Parliamentary Services.

**Leigh Sanderson**

Deputy Director General

**General Counsel**

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

**Leanne Wallace**

Deputy Director General

**Public Sector Workforce Office**

The Public Sector Workforce Office (PSWO) provides strategic advice to the Premier and Director General on public sector workforce management and employment issues. The PSWO helps agencies to resolve complex industrial relations and employee matters. It also helps agencies with workforce planning, superannuation, executive services, recruitment, ethics, OH&S, and redeployment and relocation and equity and diversity. The Public Sector Workforce Office comprises e-Recruitment, Workforce Policy and Advice, and Workforce Strategy.

## Department of Premier and Cabinet – Code of Conduct

### Purpose

- To define requirements and expected standards of behaviour of employees in their employment in the Department of Premier and Cabinet.
- To provide guidance to employees concerning the specific action they should take when confronted with ethical issues in the course of their work.

### Coverage

- All persons undertaking work for the Department of Premier and Cabinet in either a paid or unpaid capacity.

### Key features

- The Code of Conduct deals with general principles of behaviour and provides guidance on resolving ethical issues that may occur in the workplace.
- In addition to general issues of ethical behaviour, the Code covers particular matters including:
  - Ethical decision making
  - Conflicts of interest
  - Acceptance of gifts and benefits
  - Information protection and public comment
  - Participation in external organisations and private employment
  - Use of official resources
  - Reporting suspected wrongdoing
  - Drugs, alcohol and tobacco use
  - Discrimination and harassment

### Summary

The Department of Premier and Cabinet's goal is to support the Premier and the Government to make NSW a better place to live, work and do business. As employees of the Department of Premier and Cabinet it is essential that we demonstrate to the government and people of NSW a standard of conduct and ethics in the performance of our duties that maintains confidence and trust.

This Code of Conduct establishes standards of behaviour expected of you and provides guidelines on solving ethical issues which may arise in the course of your duties. The principles underlying the Code are that:

1. You will have respect for the law and the system of government

2. You will respect all people
3. You will act with honesty and integrity
4. You will use Departmental resources with efficiency and economy

More detailed information about each aspect of this Code is provided for your assistance. The detailed information is meant as a guide to assist you in individual decision making. In all circumstances you should have regard to the principles which form the basis of this Code.

### Key definitions

For the purpose of the Code of Conduct the following definitions apply:

- Employees — any person employed as an officer, temporary employee, casual employee or in any other capacity in the Department including consultants and contractors.
- Executive – any person employed in a chief executive or senior executive position.
- Manager — any person responsible for supervising or managing an individual or group of employees.

### Application of the Code

This Code applies to all employees.

Staff employed to carry out work for political office holders may assist them to achieve their political objectives without breaching the Code's provisions regarding political neutrality and impartiality.

### Breaches of the Code of Conduct

A breach of the Code may lead to performance management or disciplinary action. Such action could range from counselling to dismissal.

The decision to take such action will involve the consideration of a number of relevant matters, including protecting the integrity of the NSW public sector, maintaining public confidence and trust and the seriousness of the misconduct.

### Relevant legislation

The Code does not stand alone and should be read with the relevant laws which employees are obliged to follow. Relevant legislation includes:

- *Anti-Discrimination Act 1977*
- *Crimes Act 1900*
- *Freedom of Information Act 1989*
- *Independent Commission Against Corruption Act 1988*
- *Industrial Relations Act 1996*
- *Ombudsman Act 1974*

- *Protected Disclosures Act 1994*
- *Public Finance and Audit Act 1983*
- *Public Sector Employment and Management Act 2002* (in particular Part 2.7 Dealing with Misconduct sections 40 to 53) and related Commentary and Guidelines on Conduct and Performance Provisions found at [www.premiers.nsw.gov.au/our\\_library/conduct/MCPDefault.htm](http://www.premiers.nsw.gov.au/our_library/conduct/MCPDefault.htm)
- *Health Records and Information Privacy Act 2002*
- *Privacy and Personal Information Protection Act 1998*
- *State Records Act 1998*

### **Department of Premier and Cabinet (DPC) Memoranda and Circulars**

- Managing conflicts of interest guidelines
- Memorandum 2007–02 Dignity and Respect: Policy and Guidelines on Preventing and Managing Workplace Bullying
- Memorandum 2007–01 Public Disclosure of Information arising from NSW Government Tenders and Contracts
- Memorandum 2006–01 Guidelines for Managing Lobbyists and Corruption Allegations Made During Lobbying
- Memorandum 1996–11 Dealing with Employee Work-Related Concerns and Grievances, and Harassment Free Workplace
- Circular 2007–32 Public Sector Employees Contesting Federal Elections
- Circular 2006–54 Service Principles and Obligations Website
- Circular 2006–41 Public Sector Employees Contesting Elections
- Circular 2003–50 Privacy Guidelines on Disclosure of Information during Industrial Relations Consultations
- Circular 1999–09 Use of Employer Communication Devices and Related Protocol for Acceptable Use of the Internet and Electronic Mail Use

### **Departmental Information Sheets and Policy documents**

- I2003–02 Policy on use of Premier's Department internet, email, computer and network facilities by departmental employees

## **Additional resources**

### **ICAC — Corruption prevention publications**

- Protecting identity information and documents: Guidelines for public sector managers (Dec 2006)
- Corruption risks in occupational licensing and strategies for managing them (Dec 2006)
- Sponsorship in the public sector (June 2006)
- Managing Gifts and Benefits in the Public Sector — Toolkit (June 2006)
- Managing conflicts of interest in the public sector — resources (Nov 2004)
- The Do-It-Yourself Corruption Resistance Guide (Nov 2002)

### **NSW Ombudsman's office materials**

- Good Conduct and Administrative Practice — Guidelines for state and local government (2nd edition) May 2006
- Options for redress (available on the Ombudsman's website)

### **NSW Ombudsman's office fact sheets: public sector agencies fact sheets**

- No.1 — Apologies
- No.2 — Bad Faith, Bias and Breach of duty
- No.3 — Conflict of Interests
- No.4 — Discretionary Powers
- No.6 — Frankness and Candour
- No.7 — Gifts
- No.11 — Knowledge of Wrong Conduct
- No.13 — Maladministration
- No.16 — Public Interest
- No.18 — Reasons for Decision
- No.20 — Transparency and Accountability
- No.24 — Expectations in Service Provisions

### **Child protection fact sheets**

- No.06 — Addressing child protection issues in codes of conduct

### **Websites**

- [www.audit.nsw.gov.au/](http://www.audit.nsw.gov.au/)
- [www.icac.nsw.gov.au/](http://www.icac.nsw.gov.au/)
- [www.ombo.nsw.gov.au/](http://www.ombo.nsw.gov.au/)
- [www.dpc.nsw.gov.au](http://www.dpc.nsw.gov.au)
- [www.corruptionprevention.net](http://www.corruptionprevention.net)

## 1 Respect for the law and system of government

### Compliance with the law, government policies and lawful direction

- 1.1 Employees must comply with any relevant legislative, industrial and administrative requirements and any lawful direction made by a person with the authority to give such a direction.
- 1.2 Employees also need to comply with public sector policies as advised through circulars, memoranda and Treasurer's Direction.
- 1.3 To comply with relevant laws and policies employees are obliged to know and understand the law applicable to the performance of their duties. To facilitate compliance, Executives and Managers should ensure that:
  - all employees are kept fully informed about the key legal requirements relevant to their work
  - employees are made aware of the potential repercussions of non-compliance with legal requirements that apply to them
  - appropriate recordkeeping systems and practices which capture evidence of compliance and non-compliance are in place. These should be in accordance with the State Records Act 1998.
- 1.4 Employees also need to keep up to date with advances and changes in their area of expertise which may include changes to relevant laws.

### Responsibility to the government of the day

- 1.5 Employees are to implement in an impartial manner the policies and decisions of the government of the day. Employees are also to participate in the development and implementation of the departmental objectives and initiatives that flow from those policies.

### Provide timely, accurate and impartial advice

- 1.6 Employees are expected to provide advice and reports in a timely and impartial manner. Such advice must be honest, frank, accurate and without material omission, and any limitations on the advice must be made clear. Advice should be developed with an understanding of its implications, anticipate issues and recognise the broader policy directions set by the government. Employees must not withhold relevant information from the government.

- 1.7 Before providing advice or reports employees should, where possible, make adequate inquiries to obtain all relevant information. If any false or misleading information has been provided it must be rectified as quickly as possible.

### Participation in political activities

- 1.8 Employees have a right to participate in political activities provided any conflict of interest that arises is adequately recognised and managed.
- 1.9 Employees participating in party political activities must ensure that in the context of their employment they fulfil their primary duty as a public employee of serving the government of the day in an impartial and objective manner.
- 1.10 Special arrangements apply to public employees who are contesting State or Federal elections. Employees nominating as parliamentary candidates at Federal elections must comply with the provisions of section 103 of the *Public Sector Employment and Management Act 2002* and resign from their position at the time of their nomination. Employees contesting State elections must comply with section 102 of the *Public Sector Employment and Management Act 2002*, and section 13B of the *Constitution Act 1902*.
- 1.11 When an employee is standing for election to State Parliament, he or she is not required to resign until declared elected. Such employees should consider appropriate leave arrangements to cover the election period.
- 1.12 The requirements specified in 1.10 and 1.11 above do not apply to employees who stand for local government election.
- 1.13 Where an employee is also a member of an external organisation which is funded by or might seek funding from the Department, the following conditions apply:
  - The employee must not disclose any official departmental information to the members of the external organisation which might provide or be seen to provide an unfair advantage to that organisation, and if they have such information the employee is advised to remove themselves from the application process
  - The employee must not be a signatory to an application for funds or agreement between the Department and the other organisation (on behalf of either party)
  - The employee must not have a role in the allocation of processing of funds for which the external organisation has applied
  - The conflict of interest must be disclosed and managed

## Private and secondary employment

- 1.14 Employees must obtain their Deputy Director General's approval to engage in any form of paid employment outside official duties. This requirement also applies to new employees who, on joining DPC, have outside employment they wish to continue.
- 1.15 In all cases when outside employment is considered, employees should give DPC first consideration and avoid situations which may give rise to, or the appearance of, a conflict of interest.
- 1.16 Any approved outside employment must be performed wholly in the employees own time and have no adverse impact on the performance of official duties.
- 1.17 Casual employees, contractors and part time employees are not required to gain approval for outside employment provided that the work is undertaken during the period that the person is not required to work for the Department, and provided that there is no conflict of interest with Departmental activities.

## Participation as a volunteer

- 1.18 Within the context of this code, employees are free to fully participate as volunteers in community organisations, charities and in professional or industrial associations.

## Public comment

- 1.19 In the course of their official duties some executives and/or senior managers may be called on to make public comment.
- 1.20 "Public comment" includes appearance before parliamentary committees, public speaking engagements, comments to radio, television, or print reporters. It also includes letters to newspapers, comments in books, journals or notices, on internet sites or broadcast by electronic means, or in any other circumstances where it could be expected that the comments will be spread to the community at large.
- 1.21 In these cases comment should be confined to factual information concerning public administration. Opinions on government policies or government decisions should be avoided.
- 1.22 Employees, as members of the community, have the right to make public comment and enter into public debate on political and social issues. They must observe the restrictions on the release of official information and must make it clear that their comments are made in a private capacity and do not represent the official view of the Department.

## Public comments by union delegates and office holders

- 1.23 An employee who is an elected or nominated spokesperson for a professional association or a union is entitled to make public comments in relation to Department matters in so far as it is clear that those comments represent the association or union views, and not necessarily those of the Department. Employees making such statements should clearly acknowledge the capacity in which they are expressing their views.

## 2 Respect for people

### Professional and appropriate behaviour

- 2.1 The Department acknowledges and welcomes the fact that many employees, as well as being public officials subject to this Code, are professionals who exercise best technical and professional judgement and adhere to the ethical codes of their profession. Should any conflict arise between this Code and such a professional standard, then the matter should be referred to a manager or senior manager for resolution.
- 2.2 Effectiveness in their duties, sound judgement and quality of service are the standards required of employees. Similarly, Managers should seek to, and are required to, develop their competencies and those of employees they supervise.
- 2.3 Managers should assist in implementing this Code by helping to foster the professionalism of all employees within an atmosphere conducive to the promotion of integrity, appropriate behaviour and mutual respect in the workplace.
- 2.4 It is also acknowledged that employees wish to ensure that the systems and procedures which they use in their work are effective. Employees are encouraged to take responsibility for systems improvement and for acting on suggestions for improvements which they develop or receive.
- 2.5 Employees should also keep up to date with advances and changes in their area of responsibility, and seek ways of improving their performance. Managers should ensure that their employees have access to appropriate training in relation to technological and workplace changes.
- 2.6 Employees should be aware that unlawful or unprofessional conduct, even in a private capacity, may require disciplinary action by the Department.

## Inappropriate conduct

- 2.7 Inappropriate conduct includes harassment, discrimination, bullying, vilification, victimisation, and causing, instructing, inducing, aiding or permitting any such conduct. Inappropriate conduct may be physical, verbal or non-verbal, e.g. jokes, gestures, stalking or use of material to convey offensive information.

## Discrimination

- 2.8 Employees must not discriminate against a person because of race, ethnic or national origin, sex, age, marital status, pregnancy, disability, transgender grounds, sexual preference, political or religious beliefs or responsibilities as a carer. Such discrimination may be unlawful.

## Bullying

- 2.9 Employees must not bully anyone. Bullying is behaviour that is repeated, unwelcome and unsolicited, considered offensive, intimidating, humiliating or threatening by the recipient or others who are witness to or affected by it.
- 2.10 Bullying behaviour may be directed upwards or downwards and towards co-workers. The following where repeated or occurring as part of a pattern of behaviour, could be considered bullying:
- being subjected to constant ridicule and being put down in front of colleagues
  - being the victim of loud and abusive, threatening or derogatory language usually when other employees are present
  - leaving offensive messages on email or by telephone, including offensive messages through the use of SMS and material posted on the internet
  - being subjected to practical jokes.

## Treatment of children

- 2.11 Employees, if dealing with children in the course of their employment, must treat them appropriately, with special care and in accordance with relevant policies and guidelines issued by relevant agencies. Such policies and guidelines may cover issues such as discipline, restraint, neglect, relationships, alcohol, drugs, medication, gifts, appropriate language and psychological harm.

## Respect for people and property

- 2.12 Employees are to treat members of the public and their colleagues with respect, fairness and consistency. Employees are to be courteous and sensitive to the needs of others and provide all necessary and appropriate assistance.

- 2.13 Consultative decision making processes should be used where appropriate. Decisions are to be made and conveyed promptly to those with a right to know. Information provided should be accurate, current and complete, and made as clear as possible to the intended audience.
- 2.14 Employees, irrespective of status or position, are to conduct themselves in a manner which will promote cooperation and collaborative and harmonious relations among colleagues.
- 2.15 Employees should exercise care in their use of Departmental property.

## Fairness and equity

- 2.16 Decisions involving individuals should be made on the basis of factual information. These decisions should be made in accordance with established procedures, fairly (that is, without bias based on personal or other grounds), with honesty and integrity, objectively and in conformity with the principles of procedural fairness (including the right to be heard and the right to an impartial decision). The principle of procedural fairness is also known as natural justice.
- 2.17 When dealing with other employees or members of the public, employees are to provide sufficient information and identification to enable follow up action.

## Personal information

- 2.18 Employees need to be aware of and comply with the *Privacy and Personal Information Protection Act 1998*. Particular care must be taken with the collection, storage, use and disclosure of personal information in order to protect individuals' privacy. In general, employees must not use or disclose personal information for a purpose other than that for which it was collected, unless consent for other uses or disclosure is obtained from the person to whom the information relates.
- 2.19 Personal information collected or held by employees of the Department must be held securely to avoid loss, unauthorised access, use, modification or disclosure and all other misuse.
- 2.20 The *Privacy and Personal Information Protection Act 1998* contains criminal sanctions for the unauthorised use and disclosure of personal information by employees.

## 3 Act with honesty and integrity

### Guide to ethical decision making

- 3.1 Employees should act in a manner which promotes confidence in the integrity of public administration.

3.2 Employees need to recognise the professional and ethical dimensions of their work and give proper attention to the values which should guide their decisions and actions.

3.3 When faced with a difficult question, employees should consult with their manager to resolve the matter. Issues for consideration include:

- Does anyone need to be consulted in making this decision?
- Is the decision or conduct lawful?
- Is the decision or conduct in line with the Department's principles as set out in policy, including in this Code of Conduct?
- Will the outcome of the decision raise a conflict of interest or lead to private gain at public expense?
- Would the action or decision withstand public scrutiny?

## Conflict of interest

### Definition of conflict of interest

3.4 Real or perceived conflicts of interest exist when it is likely that an employee could be influenced or could be perceived to be influenced by a personal interest when performing their official duties. Conflicts of interest may lead to improper decision making, which may constitute corrupt conduct.

3.5 Some situations which may give rise to a conflict of interest affecting performance of official duties include:

- Financial interests (of the employee, a friend or relative) that could influence the impartiality of the performance of duties
- Personal beliefs or attitudes not relevant to the situation that influence the impartiality of the advice given
- Party political activities or membership of politically active groups if such membership impacts on official duties
- Personal relationships with other employees, applicants for positions, or business customers
- Representational duties where an employee who is representing the interests of the Department is also asked to represent the interests of a community group
- Private employment which may conflict with departmental duties

- A decision or approval of expenditure which will benefit the decision maker, a friend, a relative, or an organisation with which the decision maker identifies

3.6 An employee must not create a conflict of interest for another person. For example, if a person with a conflict of interest passes the decision making process to a subordinate, then a conflict of interest may be created for the subordinate (i.e. it is possible that the subordinate may try to please the manager rather than to make a fair decision).

### Responsibility of employees with respect to conflict of interest

3.7 Employees are required to:

- Avoid conflicts of interest and avoid creating conflicts of interest for others
- Disclose in writing to their manager any perceived or actual conflict of interest as soon as they become aware that there is, or may be, a potential conflict, and where there is a change of manager, to notify that person of the conflict and inform them of the means being used to manage it.
- Resolve, with the manager, or otherwise manage the conflict, and document how this was achieved
- Disclose to the convenor of a selection panel they have a conflict of interest arising from the work of the panel

### Resolution of conflicts of interest

3.8 To resolve or manage a conflict of interest which occurs or could occur, a range of options are available, depending on the significance of the conflict. These include:

- The manager records the details of the conflict and takes no further action because the potential impact is minimal or can be eliminated by disclosure or effective supervision
- The manager removes the employee from the particular activity or decision where the conflict arises and documents this action
- The employee transfers from the area of work or particular task where the conflict arises without disadvantage in terms of status or remuneration
- The manager of the employee checks and endorses (if appropriate) all departmental action with respect to the matter creating the conflict
- The manager refers the decision to a senior employee who is expert in the issue and independent of the situation

- The employee relinquishes the personal duties
- The employee restricts their personal duties so that it does not impinge on the workplace

### **Avoid conflict of duties**

- 3.9 A conflict of duties can arise where there are incompatible official duties. This should be avoided if possible and, if not, employees must disclose it to their manager so that the conflict of duties can be carefully managed to ensure strict compliance with any secrecy, confidentiality or privacy obligations.

### **Gifts, benefits and the risk of compromise**

- 3.10 The receipt of gifts and benefits can compromise employees in that they may be perceived to be unable to make unbiased decisions in the future with respect to the person or organisation that was the source of the gift or benefit.
- 3.12 Employees must not solicit or accept for themselves or for another individual, a gift or benefit that it intended to, or is likely to, or could be perceived to cause them to be biased in the course of their duties.
- 3.13 Employees may accept a personal gift of little value (\$50 or less) of a type generally used by the donor for promotional purposes, or moderate acts of hospitality, only if there is no additional cost to the Department.
- 3.14 Gifts of a value greater than \$50 must not become personal property. They should be either politely refused or become the property of the Department and the donor advised accordingly. Where the gift has been accepted it should be placed on the DPC gift register held by Corporate Governance, who will then determine the appropriate use by the Department.
- 3.15 Employees sometimes win prizes of monetary value from other organisations in the course of their work. Again, such a prize should be placed on the DPC gift register.
- 3.16 Employees who are offered hospitality that is greater than \$50 have several options. These include refusing the offer, paying their own way (eg at a restaurant), seeking less lavish hospitality, or if that is not feasible and attendance is in the interests of the Department attending, but notifying their manager of the occasion.
- 3.17 If an employee is offered a bribe (ie anything given in order to persuade a person to act improperly) they must refuse it, explain why it is not appropriate, and immediately report the matter to a senior line manager. Any attempt to bribe an employee, or the acceptance of a bribe, is an act of corrupt conduct, and must be reported. In certain circumstances it might also constitute a criminal offence.
- 3.18 All employees who are making or may make decisions affecting individuals or companies (including staff selections, tender selections or disciplinary processes) or who have access to sensitive information, should be aware of improper attempts to influence them. Offers of gifts, benefits or unnecessary hospitality from individuals or companies who are bidding for work, who have existing contracts or who are likely to seek new contracts, should be refused with an explanation that acceptance is contrary to this Code and jeopardise their future dealings with the Department.
- 3.19 Employees should take care not to offer gifts or benefits of more than little nominal value to public officials as this could be perceived as an attempt to improperly influence decisions.
- 3.20 From time to time commercial organisations offer to Departmental employees, free or subsidised invitations to attend intrastate, interstate and overseas conferences, seminars and other promotional activities. Such offers would need to be discussed with the recipient's manager and the following probity issues addressed:
- What does the commercial organisation hope to achieve by the offer?
  - Would acceptance of the offer imply some actual or perceived obligation on the part of the Department towards that organisation?
  - Would attendance be justified if the Department had to meet the cost?
  - Could the invitation be perceived by commercial competitors as providing the inviter with an unfair commercial advantage?
- 3.21 The manager will need to decide whether acceptance of the invitation is justified in terms of the public interest to obtain first-hand information about a current supplier's goods and services. If the manager decides that attendance is justified, it is preferable that the costs be met by the Department. If the expenditure is not justified by the potential benefits of attending, the fact that someone else is offering to pay will not create the justification.

### **Additional advice for casual and part time employees and contractors**

- 3.22 Casual or part time employees and contractors are likely to have other employment. In some situations this could create a conflict of interest. This real or potential conflict should be discussed with the manager or the person entering into the contract on behalf of the Department and steps taken to resolve or manage it.

- 3.23 Contractors cannot be given delegated authority to incur expenses. Only permanent employees can receive delegated authority to approve and authorise expenditure, purchasing, leasing, leave, recruiting or contracting.

### **Information normally provided to the public**

- 3.24 Employees and managers need to maintain open communications with their relevant stakeholders. Successful management requires that stakeholders are kept fully informed of matters relating to the role, function and operations of the Department, except where specific exemptions apply to documents or processes for reasons of confidentiality.
- 3.25 Within their area of responsibility, employees should be aware of the information published by the Department or normally made available to members of the public on request. Employees may provide such information on request, but if unsure, must refer the request to their manager.
- 3.26 The Department has procedures for dealing with the media and for the release of information under the Freedom of Information legislation. If employees are unsure of the procedures they should refer to those policies or obtain specialist advice.

### **Confidentiality of information**

- 3.27 Employees must maintain the confidentiality of all official information and documents which are not published or normally made available to the public.
- 3.28 Employees may only disclose information not normally provided to the public:
- If it is required as part of their duties
  - Proper authority has been given to them to do so
  - When required, or authorised, to do so by law or
  - When called to give evidence in court or to a parliamentary committee
- 3.29 Employees must not make private use of official information. Misuse of official information, whether or not for monetary gain, may be corrupt conduct and subject to disciplinary action. Approval may be given for employees to make use of official documents in defence of defamation and associated legal actions.

### **Security of information**

- 3.30 Employees are to ensure that any information in any form (eg printed or electronic) cannot be accessed by unauthorised persons and that sensitive information is only discussed with persons (inside or outside of the Department) who are authorised to have access to it.
- 3.31 Employees are not to access information unless it is immediately relevant to the work they are performing.
- 3.32 Managers are responsible for seeing that premises are secure, and that suitable arrangements are in place to maintain security of confidential and sensitive documents, including transferring these by hand.

### **Records management**

- 3.33 Employees need to be aware of and comply with the *State Records Act 1998* and the Department's records management policy.
- 3.34 All employees have a responsibility to create and maintain full and accurate records of their activities, decisions and other business transactions, to capture records into official records systems, and not to destroy records without appropriate authority. Managers have a responsibility to ensure that employees reporting to them comply with their records management obligations.

### **Post separation employment**

- 3.35 Employees must not use their position to unfairly improve their prospects of future employment. They should not allow their work to be improperly influenced by plans for, or offer of, employment outside the Department. If they do, there is conflict of interest and the integrity of the employee and the Department is at risk.
- 3.36 All employees must be careful in their dealings with former employees of the Department and make sure that they do not give them, or appear to give them, favourable treatment or access to privileged information.
- 3.37 All employees are encouraged to report to their line manager all non-routine contact by their former colleagues or employees where attempted influence or lobbying is involved.

### **Additional responsibilities for executives on leaving the public sector**

- 3.38 Executives in particular must consider the ethical dimensions associated with transfer to private sector employment. Employment activities of executives who have left the Department should not reflect adversely on the effectiveness of public administration or call into question the impartiality of their activities as public employees.

- 3.39 When an executive is considering accepting a job offer which bears any close or sensitive connection with current activities, the executive is expected to declare the conflict to the Director General, in good faith.
- 3.40 Former public service executives who move to private employment should abstain from working on or contributing to a matter for which they had previous involvement where there is a conflict of interest.

### Signatures and personal references

- 3.41 Employees should review carefully any document they are asked to sign. Employees should not sign any document which they know is not true and correct.
- 3.42 Employees must only sign their own name and must never permit or encourage anyone to sign a name other than their own.
- 3.43 Employees should only use their own name (eg when sending emails) and should not give the impression that they have the authority of another person without their permission.
- 3.44 Managers must not coerce employees to sign any document.
- 3.45 Managers are not to provide written personal references for any current or former employee on Departmental letterhead nor use their title and position for this purpose. Official references should be limited to a statement of service. Managers are able to provide verbal referee reports as part of the recruitment selection process.

### Drugs, alcohol and tobacco

- 3.46 While at work, employees must not be under the influence of or in possession of drugs that are illegal to possess or distribute. In the context of this Code, 'under the influence' is defined as an obvious state of disturbance to one's physical and/or mental faculties that impairs their performance.
- 3.47 Being on duty whilst under the influence of alcohol could create safety and other risks and would be grounds for disciplinary action. In the context of this Code, "under the influence" is defined as an obvious state of disturbance to one's physical and/or mental faculties that impairs performance.
- 3.48 Employees must not smoke or permit smoking in any Department building, or enclosed area. Care should be taken to ensure that tobacco smoke does not enter Department buildings.

### Reporting suspected wrongdoing

- 3.49 Employees are encouraged to report corrupt conduct, maladministration or serious and substantial waste. A separate policy exists on Protected Disclosures — Internal Reporting which explains how employees can report these concerns in such a way as to obtain the protection of the *Protected Disclosures Act 1994*.

### Corrupt or unlawful conduct

- 3.50 Corrupt or unlawful conduct in the course of employment may include:
- theft and misappropriation of agency material or financial resources
  - offering or accepting bribes, commissions or secret payments
  - accepting a gift or benefit that is intended to, or is likely to cause the employee to act in a partial manner
  - fraudulent or criminal conduct
  - forgery, and making false or fraudulent claims
  - misuse or unauthorised disclosure of information, held or maintained by the agency
  - wilful damage to agency or other resources
  - discriminatory behaviour
  - assault or other forms of unlawful violence against a person

### Maladministration

- 3.51 Maladministration involves action or inaction of a serious nature that is:
- contrary to law
  - unreasonably unjust
  - oppressive
  - improperly discriminatory
  - based on improper motives

### Serious and substantial waste

- 3.52 This is the uneconomical, inefficient or ineffective use of resources which results in a loss/wastage of public funds/resources.
- 3.53 Certain types of corrupt conduct may amount to a breach of NSW or Commonwealth law and may be referred to the police for investigation.

## 4 Use of official resources with economy and efficiency

### General principles

- 4.1 Employees are to be economical and efficient in the use and management of public resources. Employees must not create a risk or liability for the Department by their use of facilities or equipment (e.g. by breaching software copyright).
- 4.2 Limited personal use of employer communication devices (e.g. computers, landline telephones, fax machines, email, internet) by the employee is permitted, provided the use is infrequent brief, involves minimal cost and does not interfere with the performance of work. For mobile phones it is the responsibility of the employee to account for any personal usage in certifying accounts and paying for such personal usage.

### Private use

- 4.3 Official facilities and equipment may only be used for private purposes when approval has been given by a manager. Self approval is not permitted. Where the private use involves removal from the workplace, a written record must be kept of the terms of approval in a register at the workplace.
- 4.4 Approval should be granted only where private use would not disrupt official business, the equipment is not at risk of damage, loss or deterioration and the user meets the cost of consumables.
- 4.5 Stationery, letterhead and official logos must only be used for official business. Employees should not seek to make private use of the services of other employees whilst on duty. Employees who are asked to perform tasks that are not work related in work time should refuse.
- 4.6 Departmental facilities and equipment must not be used for private employment or for private financial gain by employees (except where employees have been contracted to supply services to the Department, in which case the use of departmental facilities should be clarified in the contract).
- 4.7 Where a Department software licence permits employees to use software on a home computer, it must not be used in connection with private employment or commercial use.
- 4.8 Whilst the Department carries its own insurance, employees who borrow departmental property must minimise the risk of loss or damage. Items borrowed without approval may not be covered by insurance.

### Communication devices

- 4.9 All usage of the Department's electronic communication facilities (computers, network, internet, intranet, email) should be lawful, appropriate and ethical. These facilities are not to be used in any way that:
  - Is misleading or deceptive
  - Could damage the Department's reputation
  - Could result in victimisation, harassment or vilification
  - Is offensive, obscene, threatening or defamatory
  - Violates Australian or State regulations or laws — including 'computer hacking'
  - Is intended to have a destructive effect on storage, processing or communications network facilities
- 4.10 Employees should consult the Departmental Information Sheet I2003-02 for more detailed information concerning acceptable use of communication devices.

### Intellectual property

- 4.11 The Department controls and manages all copyright created by its employees while under the direction and control of the Department.
- 4.12 Where the Department has requested certain material to be prepared, then copyright in that material will belong to the Department.
- 4.13 Where employees develop material in their own time or during working hours, for their employment with the Department, the copyright in that material will belong to the Department.
- 4.14 Unauthorised use of the Department's Intellectual Property is not permitted.

## Consumer response and assistance to the public

The Department is committed to providing courteous and prompt assistance.

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

### Switchboard

(02) 9228 5555  
(to contact specific officers or branches)

### Email (about the Department)

contact\_us@dpc.nsw.gov.au

### Information on DPC services

(02) 9228 5947

### Facsimile (about the Department)

(02) 9228 3522

### Email the Premier's Office

thepremier@www.nsw.gov.au

### Website

www.dpc.nsw.gov.au

### Address

GPO Box 5341, Sydney Australia 2001 or Level 39, Governor Macquarie Tower, 1 Farrer Place, Sydney, NSW, Australia 2000.

In 2007–08 approximately 1,260 calls were received through the information line and approximately 3.9 million visits to the Department's website. In addition 684 website feedback requests were received which included feedback to the Premier, (375) and feedback to the Department, (309).

## Guarantee of service

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

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

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

## Service commitment

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

- a whole-of-government approach to policy development and service provision to contain costs and maintain consistency of standards
- implementation of consultative mechanisms that encourage collaboration and obtain equitable and expert opinion
- consideration of minorities and areas of special need
- transparency and accountability of all departmental roles and activities
- adherence to NSW government privacy guidelines with regard to collection, storage, access and disclosure of personal information
- adherence to all statutory guidelines
- effective management of public sector staff and resources
- staff compliance with the Departmental code of conduct — principles that direct staff to discharge their duties with integrity, efficiency and impartiality
- implementation of robust administrative systems to ensure timely responses to queries and monitoring of issues
- accessible feedback mechanisms to encourage comment from all stakeholders.

## Legislation and legal change

### Acts allocated to the Premier as at 30 June 2008

#### Premier

- *Anti-Discrimination Act 1977* No 48, Part 9A (remainder, the Attorney General)
- *Anzac Memorial (Building) Act 1923* No 27
- *Australia Acts (Request) Act 1985* No 109
- *Competition Policy Reform (New South Wales) Act 1995* No 8
- *Constitution Act 1902* No 32
- *Constitution Further Amendment (Referendum) Act 1930* No 2

- *Constitution (Legislative Council Reconstitution) Savings Act 1993* No 19
- *Election Funding and Disclosures Act 1981* No 78
- *Essential Services Act 1988* No 41, Parts 1 and 2 (remainder, the Minister for Industrial Relations)
- *Freedom of Information Act 1989* No 5
- *Independent Commission Against Corruption Act 1988* No 35
- *Independent Commission Against Corruption (Commissioner) Act 1994* No 61
- *Independent Pricing and Regulatory Tribunal Act 1992* No 39
- *Infrastructure Implementation Corporation Act 2005* No 89
- *Interpretation Act 1987* No 15
- *Legislation Review Act 1987* No 165
- *Licensing and Registration (Uniform Procedures) Act 2002* No 28
- *Mutual Recognition (New South Wales) Act 1992* No 61
- *Natural Resources Commission Act 2003* No 102
- *Ombudsman Act 1974* No 68
- *Parliamentary Electorates and Elections Act 1912* No 41
- *Parliamentary Evidence Act 1901* No 43
- *Parliamentary Precincts Act 1997* No 66
- *Parliamentary Remuneration Act 1989* No 160
- *Protected Disclosures Act 1994* No 92
- *Public Finance and Audit Act 1983* No 152, sections 28, 28A, 29, 30, and Schedule 1 (remainder, the Treasurer)
- *Public Sector Employment and Management Act 2002* No 43 (except Chapter 7, jointly the Treasurer and the Minister for Commerce)
- *Returned and Services League of Australia (New South Wales Branch) Incorporation Act 1935* No 39
- *Royal Commission (Police Service) Act 1994* No 60
- *Royal Commissions Act 1923* No 29
- *Seat of Government Surrender Act 1909* No 14
- *Seat of Government Surrender Act 1915* No 9
- *Seat of Government Surrender (Amendment) Act 1923* No 31
- *Senators' Elections Act 1903* No 9
- *Special Commission of Inquiry (James Hardie Records) Act 2004* No 78
- *Special Commissions of Inquiry Act 1983* No 90
- *State Arms, Symbols and Emblems Act 2004* No 1
- *State Owned Corporations Act 1989* No 134
- *Statutory and Other Offices Remuneration Act 1975* (1976 No 4)

- *Subordinate Legislation Act 1989* No 146, jointly with the Minister for Regulatory Reform
- *Subordinate Legislation (Repeal) Act 1985* No 232
- *Trans-Tasman Mutual Recognition (New South Wales) Act 1996* No 102
- *Visy Mill Facilitation Act 1997* No 139
- *Water Industry Competition Act 2006* No 104, part 3 (remainder, the Minister for Water)

## Legislative change initiated by the Premier 2007–08

*Assisted Reproductive Technology Act 2007* No 69 — An Act relating to the regulation of assisted reproductive technology services, the registration of assisted reproductive technology service providers and the prohibition of commercial surrogacy; and for other purposes.

*Crimes Amendment (Consent—Sexual Assault Offences) Act 2007* No 66 — An Act to amend the *Crimes Act 1900* to deal with consent in relation to sexual assault offences.

*Crimes Amendment (Drink and Food Spiking) Act 2008* No 1 — An Act to amend the *Crimes Act 1900* in relation to drink and food spiking, and the use of intoxicating substances in the commission of other related offences.

*Crimes (Domestic and Personal Violence) Act 2007* No 80 — An Act to protect persons from domestic and personal violence; to repeal Part 15A of the *Crimes Act 1900*; and to make consequential amendments to other Acts and instruments.

*Crimes (Sentencing Procedure) Amendment Act 2007* No 50 — an Act to amend the *Crimes (Sentencing Procedure) Act 1999* to make further provision with respect to aggravating and mitigating factors in sentencing and standard non-parole periods.

*Crown Law Officers Legislation Amendment (Abolition of Life Tenure) Act 2007* No 51 — an Act to amend the *Director of Public Prosecutions Act 1986*, the *Crown Prosecutors Act 1986*, the *Public Defenders Act 1995* and the *Solicitor General Act 1969* to make further provision for the term of office of appointees under those Acts; and for other purposes.

*Election Funding Amendment (Political Donations and Expenditure) Act 2008* No 43 — An Act to amend the *Election Funding Act 1981* in relation to political donations and electoral expenditure.

*Environmental Planning and Assessment Amendment Act 2008* No 36 — An act to amend the *Environmental Planning and Assessment Act 1979* and other acts and instruments to improve the NSW planning system.

*Filming Related Legislation Amendment Act 2008* No 39 — An Act to amend various Acts and instruments with respect to approvals for the purposes of filming projects; and for other purposes.

*Food Amendment (Public Information on Offences) Act 2008* No 5 — An Act to amend the *Food Act 2003* to make further provision for the disclosure of offences relating to the handling and sale of food, to provide for the disclosure of penalty notice information, and to make further provision for payments into the Food Authority Fund.

*Gaming Machines Amendment (Temporary Freeze) Act 2008* No 6 — An Act to amend the *Gaming Machines Act 2001* to impose a temporary freeze on the maximum number of gaming machines that may be kept in a hotel or club and to make further provision in relation to the transfer of hotel poker machine entitlements; and for related purposes.

*Liquor Act 2007* No 90 — An Act to regulate and control the sale and supply of liquor and the use of premises on which liquor is sold or supplied; to repeal the *Liquor Act 1982*; and for other purposes.

*Local Government and Planning Legislation Amendment (Political Donations) Act 2008* No 44 — An Act to amend the *Local Government Act 1993* and the *Environmental Planning and Assessment Act 1979* in relation to political donations.

*Public Sector Employment and Management Amendment Act 2008* No 16 — An Act to amend the *Public Sector Employment and Management Act 2002* to make further provision with respect to the appointment of long-term temporary employees and persons on long-term secondments, the advertising of public service positions and the use of eligibility lists; and for other purposes.

*Road Transport Legislation Amendment (Car Hoons) Act 2008* No 4 — An Act to amend the *Road Transport (General) Act 2005*, the *Road Transport (Safety and Traffic Management) Act 1999* and certain other road transport legislation to make further provision with respect to certain speeding and other dangerous driving offences; and for other purposes.

*Statute Law (Miscellaneous Provisions) Act (No 2) 2007* No 82 — An Act to repeal certain Acts and to amend certain other Acts and instruments in various respects and for the purpose of effecting statute law revision; and to make certain savings.

*Statute Law (Miscellaneous Provisions) Act 2008* No 62 — An Act to repeal certain Acts and statutory instruments and to amend certain other Acts and instruments in various respects and for the purpose of effecting statute law revision; and to make certain savings.

*Summary Offences Amendment (Spray Paint Cans) Act 2007* No 53 — An Act to amend the *Summary Offences Act 1988* and the *Summary Offences Regulation 2005* to provide for the confiscation of spray paint cans from minors in public places.

*Summary Offences and Law Enforcement Legislation Amendment (Laser Pointers) Act 2008* No 30 — An Act to amend the *Summary Offences Act 1988* to make it an offence to possess or use a laser pointer in a public

place, to amend the *Law Enforcement (Powers and Responsibilities) Act 2002* to include a laser pointer as a dangerous implement within the meaning of that Act; and for other purposes.

*War Memorial Legislation Amendment (Increased Penalties) Act 2007* No 65 — An Act to amend the *Summary Offences Act 1988*, the *Anzac Memorial (Building) Act 1923* and the *Anzac Memorial (Building) By-laws 1937* to increase penalties for certain offences relating to war memorials under the *Summary Offences Act 1988* and the *By-laws*; and for other purposes.

*World Youth Day Amendment Act 2007* No 96 — An Act to amend the *World Youth Day Act 2006* to make further provision in relation to the planning, co-ordination and delivery of government services in relation to World Youth Day 2008 and related events; and for other purposes.

## Human resources and organisation development

The Department continued to deliver learning and development throughout the year to ensure staff have the skills and capacity to meet the changing work environment.

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

In 2007–08, the Department obtained central funding for two scholarships for the ANZSOG Executive Master in Public Administration.

The Department also participated in the NSW Public Sector Fast Track Graduate Program taking six graduates in the policy stream to work in four different divisions.

The Induction Program was run three times during the year to provide the information required to enable new staff to understand the aims, roles and priorities of the Department. Staff who attended the program were provided with essential information about the Department's operation, systems and priorities.

Ten essential human resources policies were reviewed as part of continuous improvement and risk management strategies including:

- Code of Conduct
- Protected Disclosures
- Financial and Administrative Delegations
- Working from Home
- Workplace Injury and Return to Work
- Harassment and Bullying Free Workplace

- Grievance Resolution
- Recruitment and Selection
- Managing Unsatisfactory Performance and Misconduct
- Managing Employees affected by Restructuring

The Public Service Association was consulted in the development of the policies. The new Code of Conduct and Administrative and Financial Delegations were released.

Several divisions were restructured as a result of a realignment of functions within the Department to ensure continuous improvement in organisation performance.

Employees affected by these restructures were managed in line with public sector requirements and redeployment was the principal means for managing displaced employees whose positions/jobs have been deleted.

### Future priorities

- piloting a coaching and performance system
- piloting an e-recruitment system
- finalise the development of a workforce plan
- finalise a learning and development framework
- developing business rules and procedures for establishment management.

## Equal Employment Opportunity

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

Of particular note, the Department commenced a review of the Employment Equity and Diversity Policy and Planned for the establishment of an Employment Equity and Diversity Committee. An Integrated Employment Equity and Diversity Plan, developed by the committee, will guide the Department's future activities in this area.

EEO statistical data for the 2007–08 year indicated that the distribution of EEO groups across salary levels was generally consistent with those in the Public Sector, however, the representation of Aboriginal people, people whose first language is other than English and people with a disability needs to be increased. While the Department is above the public sector benchmark for the employment of women, the representation of women at senior levels should be further encouraged.

The draft Integrated Employment Equity and Diversity Plan includes a range of strategies to address these

and other identified priorities. Specific strategies include:

- developing Resource Groups to support senior management and employees in their efforts to further the interests of specific groups who may have experienced, or continue to experience, inequitable treatment in employment
- reviewing key policies to ensure they embrace equity and diversity principles
- allocating of key leadership development opportunities to members of equity groups
- providing information and training to increase the awareness of employees in relation to relevant issues.

The Department continues to promote EEO principles and equity through the quarterly Induction Program.

In addition to the commitment to ensure Equal Employment Opportunities for existing and potential employees within the Department, the Department has significant sector-wide responsibilities which are principally met through the work of the Public Sector Workforce Office (PSWO).

A report was presented to the Premier that details EEO outcomes, trends, areas of best practice and future priorities across the whole of the NSW public sector. It complements a range of other activities undertaken by the Department to support EEO outcomes in the sector including the development of a model EEO Management Plan, redevelopment of the EEO website and the ongoing provision of support to agencies.

The Department also coordinated the development of legislation to amend Part 9A of the *Anti-Discrimination Act 1977* as recommended in the Internal Government Red Tape Review. The amendments reduced the reporting burden for agencies and updated references in several provisions of the legislation. Following implementation on 1 January 2008, the Department has provided information and advice to agencies as they transition to the new requirements.

### Aboriginal employment

The Department is committed to improving employment access and workforce participation for Aboriginal people, both within the Department and across the broader public sector.

The Department facilitated the delivery of tangible benefits for the Aboriginal people of NSW by working with the Department of Aboriginal Affairs, other agencies and Aboriginal communities on *Two Ways Together*, and other initiatives.

The Public Sector Workforce Office increased employment and training opportunities for Indigenous people through the NSW Indigenous Cadetship Program.

The Department provided a part time placement for a student through the NSW Indigenous Cadetship Program for a five year period and held an event to mark the significance of NAIDOC Week. Aboriginal people are represented on the new Employment Equity and Diversity Committee which will determine and drive the Department's future strategies in this area.

## Initiatives for women

The Department, principally through the Office for Women's Policy (OWFP), supports a range of programs and projects that benefit women in NSW. In 2007–08 these included:

- Continuing the SistaSpeak program that assists Aboriginal girls in early high school to focus on education, career and financial independence. In 2007–08 SistaSpeak workshops were held in Dubbo, Gilgandra, Lismore, Nowra, Goonellabah, Ballina, Maitland and the Central Coast.
- Collecting and monitoring the outcomes of NSW public sector agencies relevant to the implementation of our commitment to women.
- Co-ordinating the NSW Government's contribution to the Australian Government's combined 6th and 7th Report on the implementation of the United Nations Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW).
- Co-ordinating a range of internal and external activities to acknowledge International Women's Day (IWD), including: 2008 Woman of the Year Award; the Premier's Reception at Parliament House for 250 guests; and grants of up to \$1,000 each to 121 Councils to work in partnership with local community groups across the state to support local activities for IWD. The theme for IWD activities was '100 years of active women in paid and unpaid work'.
- Conducting of focus groups through the Premier's Council for Women (PCW), which involved women from key sectors of the community in NSW. Discussions related to the initial impact of the Federal Government's 'Welfare to Work' legislation on women, with findings reported to the Premier and Minister for Women. The Council also participated in the Rural Women's Gathering in Hay and conducted focus groups on 'The Impacts of Welfare to Work Legislation'. Thirteen members were appointed in May 2008 for a two year term, following a public call for expressions of interest and selection process.
- Organising three meetings of Peak Women's Organisations that were attended by the Minister for Women and held in September 2007, February 2008, and June 2008. The meetings highlighted current issues of concern to women in NSW and provided an opportunity for these groups to create valuable networks.
- Organising community forums in rural and outer Metropolitan regions in NSW that are attended by the Minister for Women and coincide with Cabinet Meetings in the area. The forums keep the Minister for Women informed of the issues affecting women across NSW and also promote the role of the OWFP. In 2007–08 forums were held in Bathurst, Campbelltown, Armidale, Cooma and Maitland.
- Providing funding for four Aboriginal women delegates from NSW to attend the National Aboriginal and Torres Strait Islander Women's Gathering (NATSIWG) in Hobart in May 2008. This is an annual Gathering that enables delegates from each jurisdiction to discuss issues of importance to Aboriginal women. Recommendations arising from the Gathering were presented to the Women's Advisors' Meeting (WAM) and the Ministerial Council on the Status of Women (MINCO), with one, or several, recommendations actioned by MINCO in the following year.
- Publishing a range of documents, including three issues of the OWFP newsletter *NSW Women*, and a National Aboriginal and Torres Strait Islander Women's Gathering 2008 postcard, produced to raise awareness about issues of concern to women and to support the delivery of programs and projects.
- Monitoring and pursuing opportunities to increase the representation of women on government boards and committees.
- Developing the new women's employment and development strategy — Making the Public Sector Work Better for Women. The strategy will support the development of women's careers in the public sector and promote the public sector as a preferred employer for women in NSW.
- Providing \$2,000 in sponsorship to enable four women from disadvantaged backgrounds to attend the National Diversity on Boards Conference in Sydney on 28 and 29 May.

A Violence Prevention Co-ordination Unit (VPCU) has also been established as part of a new approach to tackling violence against women. The Unit is responsible for driving whole-of-government coordination of domestic and family violence initiatives.

The Department will continue to focus on women's employment through strategies and its draft Employment Equity and Diversity Plan.

## Disability Action Plan

The Department continues to implement and further develop strategies relevant to the needs of people with a disability.

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

The Department is committed to opening further employment opportunities for people with a disability.

The Department's draft Integrated Employment Equity and Diversity Plan, which incorporates the Department's Disability Action Plan, details future strategies for furthering the interests of people with a disability. These strategies include

- Reviewing procurement procedures to ensure the needs of people with a disability are appropriately considered
- Reviewing opportunities for people with a disability to access employment-related information within the Department
- Identifying and participating in formal programs to further encourage and support the employment of people with a disability.

In terms of its sector-wide responsibilities, the Department, in collaboration with the Department of Ageing, Disability and Home Care, led the development and implementation of *Towards 2030: Planning for our changing population*, a whole-of-government strategy to plan for demographic change in NSW. The plan includes actions to increase the workforce participation of all people, including those with a disability, through the greater use of flexible work and retention strategies.

Through the Office of the Minister for Western Sydney and the Corporate Partners for Change program, the Department continues to work with industry, unions and the community to assist a range of people, including those with a disability, to make the transition to the workforce. Over 600 people have received assistance through this program.

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

## Ethnic Affairs Priority Statement

Although the Department's main interactions are with other Government agencies rather than the general community, the Department is committed to the development and maintenance of a culture that is supportive of employment equity and diversity, and the principles of multiculturalism as outlined in the *Principles of Multiculturalism Act 2000*.

The Department values and respects social and cultural diversity, and supports the NSW Government's goals of:

- workplace cultures displaying fair practices and behaviours

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

The Department's Code of Conduct was reviewed and communicated to all employees. Key provisions within the code require employees to demonstrate respect for all people and to ensure at all times their actions are appropriate, professional and non-discriminatory.

The feasibility of establishing a Resource Group to support senior management and employees in their efforts to further the interests of key cultural groups within the Department is also under consideration.

In addition, the Department seeks to continuously improve the representation of people from ethnically diverse backgrounds by appointing more people from ethnically diverse backgrounds to government boards and committees.

The Department's Integrated Employment Equity and Diversity Plan will detail and guide the Department's further efforts and strategies regarding ethnic affairs. Priorities for the coming period include a review of extending the Department's focus upon the multicultural community through, for example, publication of relevant information in community languages (beyond that already provided), improved access to interpreter/language services, and cultural awareness training.

# Parliamentary Counsel's Office

## Overview and highlights 2007–08

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

Highlights and achievements for the year included:

- Meeting the demands of the Government's legislative program, with a high volume of complex and challenging items of draft legislation completed (e.g. in the areas of planning, political donations, electricity restructure) and completed and improved drafting turnaround times for statutory instruments.
- Streamlining planning law by enhancing the environmental planning instrument drafting program and accelerating drafting turnaround times.
- Improving public access to the law by developing the legislation website.
- Streamlining the statute book and helping to reduce red tape by repealing unnecessary laws.

During the reporting year the Office maintained its very high work output. A detailed report of the Office's programs and services is set out below, featuring comprehensive 5 year workflow figures and performance targets.

## Performance

### Legislative drafting

#### Bills

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

#### Government Bills and amendments in committee

A total of 138 Government Bills were introduced. For reasons of confidentiality only those Bills introduced into Parliament or formally exposed are reported. However, a number of Bills were completed but not proceeded with, or were in the course of preparation, at 30 June 2008.

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

	2003–04	2004–05	2005–06	2006–07	2007–08
Bills introduced	139	108	113	108	138
Pages	3,837	4,053	2,934	3,268	3,897
Bills exposed	4	8	5	6	4
Pages	152	604	422	265	189
Amendments in committee	109	105	60	93	91

Note: A complete list of Bills introduced or formally exposed during 2007–08 is online at [www.pco.nsw.gov.au](http://www.pco.nsw.gov.au).

## Non-Government Bills and amendments in committee

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

	2003-04	2004-05	2005-06	2006-07	2007-08
Non-Government Bills introduced	22	23	18	22	21
Pages	231	240	162	230	237
Non-Government amendments in committee	271	220	123	147	171

Note: Details of the non-Government drafting service are contained in the *Manual for the Drafting of Non-Government Legislation* published by the Office online at [www.pco.nsw.gov.au](http://www.pco.nsw.gov.au).

## Standing Committee on Legislation

The Cabinet Standing Committee on Legislation streamlines the process of finalising and programming the introduction of Government Bills. The Parliamentary Counsel attends meetings of the Committee and briefs it on the status of draft Bills.

## Statute Law Revision Program

Two Statute Law Bills were introduced and passed. These Bills amended 245 Acts and instruments and repealed 184 Acts and instruments. The program has been in place for 20 years and is widely accepted as an effective and economical means of making minor amendments and removing unnecessary laws.

The program has three aspects. The first is the making of minor, non-controversial amendments, sponsored by Ministers. The second is the making of amendments of a purely statute law revision nature, sponsored by PCO. The third is the repeal of unnecessary Acts. PCO is responsible for co-ordinating the program, in association with policy officers in the Department of Premier and Cabinet.

## Australasian Parliamentary Counsel’s Committee

The Committee consists of the heads of the legislative drafting offices of all Australian jurisdictions and also of New Zealand. The NSW Parliamentary Counsel is the current secretary. The Committee provides a forum for the preparation of uniform or complementary legislation, the promotion of consistent styles of legislation in Australia and

New Zealand, and the exchange of ideas. The Committee only met on six occasions during the reporting period, as the electronic exchange of documents was increasingly used to deal with the growing demand for national uniform legislation.

A significant amount of uniform and complementary legislation was completed or progressed during the reporting period including provisions relating to national electricity and gas laws, co-operatives legislation, personal property security, dangerous goods, spent convictions and criminal law.

The PCO maintains a website relating to the work of the Committee, including the protocol for the drafting of uniform legislation ([www.pco.nsw.gov.au/uniform\\_legislation.htm](http://www.pco.nsw.gov.au/uniform_legislation.htm)).

## Statutory instruments

PCO aims to draft and provide opinions on 70 percent of statutory instruments within a 20 working day period. During the reporting year 83 percent were completed within this target — which is a record achievement. Although the overall volume of instruments fell, this remains a very high volume program.

	2003-04	2004-05	2005-06	2006-07	2007-08
Number completed	837	814	827	696	671
% within 10 days or less	-	46	51	47	58
% within 11–20 days	75	26	21	22	25
% within 21–40 days	16	16	16	19	10
% after 40 days	9	12	12	12	7

Note: A list of the principal statutory instruments gazetted is on [www.pco.nsw.gov.au](http://www.pco.nsw.gov.au).

## Rules of court

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

## Tabling

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

## Staged Repeal of Subordinate Legislation Program

The *Subordinate Legislation Act 1989* provides for the staged repeal of statutory rules following the fifth anniversary of their date of publication in the Gazette. The volume of subordinate legislation in force has continued to decline since the inception of the program, from 976 instruments comprising approximately 15,000 pages as at 1 July 1990 to 376 instruments comprising 7,617 pages as at 1 September 2007. The first 16 stages of the program were reported on in detail in previous PCO annual reports. Stage 17 of the program was completed on 1 September 2007.

### Instruments dealt with by Stage 17

Total instruments dealt with under this stage	129
Instruments dealt with that were granted postponements of repeal in previous stages	76

### Outcome of Stage 17

Instruments granted postponement of repeal in this stage by s. 11 order	66
Instruments that had their staged repeal date extended by other amending legislation	5
Instruments repealed under the Act by a replacement instrument or under another Act	53
Number of new instruments made under this stage	45

## Environmental planning instruments

PCO drafts and provides legal opinions on environmental planning instruments (EPIs) before they are made under the *Environmental Planning and Assessment Act 1979*. The instruments consist of State environmental planning policies, regional environmental plans and local environmental plans. The Office aims to provide opinions on 70 percent of environmental planning instruments within a 20 working day period. This program was significantly enhanced during 2006–07 through additional funding and staffing resources together with improved procedures. This enhancement continued to deliver improved turnaround times for EPIs in 2007–08, with the highest ever percentage of EPIs being completed within 20 working days (92 percent of the 375 instruments completed).

	2003-04	2004-05	2005-06	2006-07	2007-08
Number completed	564	480	433	337	375
% within 10 days or less	-	57	58	71	65
% within 11–20 days	72	18	17	18	27
% within 21–40 days	19	15	13	7	7
% after 40 days	9	10	12	4	1

## Legislative publishing

### Bills

PCO publishes Bills for introduction into Parliament and republishes them if they are amended during the Parliamentary process. During the reporting year, these services required the production of 4,600 original pages and over 430,000 impressions were provided for Parliament using the Office's in-house printing facility. All publishing deadlines were met and, as a result of stringent quality control checks, were free from significant printing errors.

### Statutory instruments

PCO produces typeset-quality proofs of instruments, which are then generally submitted to the Executive Council. The Office transmits the approved instruments electronically to the Department of Commerce for publication in the Gazette and subsequently extracts the instruments from the Gazette and produces individual pamphlet copies of them. All statutory rules and other instruments were prepared and delivered to the Department of Commerce within the Office's target of three working days of Gazettal.

	2003-04	2004-05	2005-06	2006-07	2007-08
Statutory instruments	692	625	774	570	481
Pages	4,015	3,402	6,307	4,422	4,696

### Paper reprints

This has been a consistently high-volume program for many years. An annual target of 10,000 pages is set under PCO's paper reprints policy. A total of 119 titles comprising 10,280 pages were produced this year.

	2003-04	2004-05	2005-06	2006-07	2007-08
Titles	102	102	99	95	119
Pages	10,082	10,272	10,950	10,364	10,280

### Annual volumes

PCO aims to provide the material for annual volumes of legislation to the Department of Commerce within 6 weeks of the end of each year.

The material for the 2007 volumes was provided on 26 February 2008.

## Electronic service delivery

The PCO provides free access to an authoritative, up-to-date collection of NSW legislation through its legislation website which is the official NSW Government site for the online publication of legislation. The website is in the process of being redeveloped to enhance service delivery, including the delivery of official online notification of the making of statutory instruments. The new site is currently operating in test mode and being quality assured and externally reviewed before public release in August 2008. During the reporting year, maps for local environmental planning instruments were added to the site and the first official online notification took place (the consolidated Road Rules 2008 were published online on 13 June).

The legislation website currently delivers the following features:

- A dynamic up-to-date collection of NSW Acts and subordinate legislation, including environmental planning instruments.
- Detailed maps (in zoomable PDF) for standard environmental planning instruments.
- Superseded and repealed versions of these laws to provide point-in-time access and searches.
- An archival collection of Acts and items of subordinate legislation going back to 1990.
- A growing collection of older historical versions of selected titles, such as the Crimes Act 1900.
- Advanced searching and linking facilities.
- A range of information guides about legislation, including the Weekly Bulletin of legislative activity.

The number of visits to the website continues to increase. In 2007–08, there were over 1.7 million visits to the legislation website, an average of 4,831 visits per day. The website is one of the 30 most popular NSW Government websites.

PCO also provides electronic files of Bills to Parliament for inclusion on its website and intranet and to the Department of Commerce for printing and distribution to subscribers and purchasers of printed legislation.

## Advice and information

### Legal and administrative advice

In addition to the advice provided to Ministers and Departments in the course of drafting legislation, PCO provided major formal advice on 103 separate matters during the year.

	2003–04	2004–05	2005–06	2006–07	2007–08
Items of major advice	60	93	88	109	103

## Legislation database

The compilation of the database has been developed in conjunction with the Office's publishing activities. NSW Acts and subordinate legislation are captured on a systematic basis and stored in SGML format. All superseded versions are preserved so as to provide a point-in-time research facility for the public and PCO staff. The database was maintained throughout the reporting period and involved the maintenance of current, historical and repealed versions for over:

- 7,300 Acts
- 3,900 statutory instruments
- 2,300 environmental planning instruments.

The database represents 7.1 gigabytes of data and is directly accessible online and free of charge via the legislation website. Source data from the database continued to be made available to Government agencies and commercial publishers in XML format. A copy is also provided to the Australasian Legal Information Institute (AustLII) for use on its free, cross-jurisdictional, online service.

PCO aims to capture all new Acts and principal statutory instruments (including environmental planning instruments) within three working days of authorisation by Parliamentary officers following assent, or gazettal of instruments. PCO also updates the database within three working days of any amendment commencing. These turnaround times were met during the reporting period except for a few instances when the service was affected by web hosting failures.

	2003–04	2004–05	2005–06	2006–07	2007–08
New Acts captured	134	131	122	82	119
New statutory instruments captured	77	75	131	74	87
Amendments incorporated (creating a new version)	1,574	1,375	1,900	1,148	1,167
Other updates made	2,028	2,283	2,483	1,922	2,657
Other significant instruments captured	184	53	83	31	3

## Legislation information hotline service

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

	2003-04	2004-05	2005-06	2006-07	2007-08
Phone inquiries	1,737	1,619	1,703	1,522	1,277
Email inquiries	347	397	526	467	486

## Legislation information publications

PCO compiles the following legislation information publications, which are available on the legislation website ([www.legislation.nsw.gov.au](http://www.legislation.nsw.gov.au)) and supplied to the Department of Commerce for printing and distribution:

- quarterly editions of the Legislation in Force guide
- status of Statutory Rules guide (issued on 1 January, 1 May and 1 September)
- annual volumes of statutes, explanatory notes and statutory instruments.

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

## Weekly Bulletin

This is an online and email service covering NSW legislative events that have occurred during the week. The service is published each Friday afternoon and can be accessed from [www.legislation.nsw.gov.au](http://www.legislation.nsw.gov.au). It includes:

- details of Bills introduced, amended or passed by the NSW Parliament and Acts assented to by the Governor
- statutory instruments (regulations, proclamations, environmental planning instruments etc) gazetted
- details of any Bills released for public exposure purposes
- paper reprints of NSW legislation completed
- legislation website developments.

This service continues to be very popular and has over 2,400 subscribers.

## Challenges and priorities

The main challenges and priorities for the PCO over the reporting year were the further enhancement of electronic services through the Process Automation System (PAS) project; the on-going succession planning for specialist senior positions; and the

management and drafting of environmental planning instruments flowing from new planning reforms. These items will continue to be priorities in 2008-09.

## Enhancement of electronic services

During the previous reporting year, the Legislation Information System (LEGIS) was implemented. This is a sophisticated document management, tracking and business automation system that has improved the efficiency of the production of legislation. The completion of LEGIS has also enabled the final part of the PAS project — the redesign and enhancement of the legislation website — as it underpins the entire online publishing process.

During 2007-08 the legislation website was redesigned and rebuilt on new system architecture and placed on new servers. The site was released in test mode for selective external review in July with plans to release it to the public in August 2008. The move to the e-notification of statutory instruments is expected to start on an incremental basis in 2008-09. (The first instrument, the consolidated Road Rules 2008, was published in this way in June.)

## Succession planning

The drafting of legislation requires a pool of specialist legal staff with the necessary legislative drafting skills and experience to prepare complex and accurate drafts within short deadlines. A number of senior, very experienced drafters have indicated their intention to retire in the next five years. The Office has been proactive in recruiting and training new legislative drafters to entry and mid-level positions to ensure the next generation of legislative drafters have developed the necessary skills and knowledge to take on these senior roles. Annual recruitment programs are conducted and followed by tailored on-the-job training and a peer review system facilitates the development of new drafting staff.

## Environmental planning instruments (EPI) program

The drafting of new standard instruments for each local government area (in connection with a staged repeal process of existing local plans) that flow from the 2005 planning reforms commenced in 2006-07. The Office was provided with additional resources and prepared itself to meet the increased workload. This has demonstrably improved drafting turnaround times for the EPI program as a whole.

## Streamlining the statute book

The PCO is working to streamline the NSW Statute Book and help reduce red tape by repealing unnecessary laws. During the reporting year 184 Acts were repealed by the Statute Law Revision Program and further Acts are being identified for repeal in the coming year.

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# Department of Premier and Cabinet — Financial Statements



New South Wales Government

Department of Premier and Cabinet

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

Pursuant to section 45F of the *Public Finance and Audit Act 1983*, I state to the best of my knowledge and belief that:

- a) The accompanying financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the Financial Reporting Code for Budget Dependent General Government Sector Agencies, the applicable clauses of the Public Finance and Audit Regulation 2005 and the Treasurer's Directions;
- b) The statements exhibit a true and fair view of the financial position of the Department of Premier and Cabinet as at 30 June 2008, and transactions for the year then ended;
- c) There are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

A handwritten signature in blue ink, consisting of several loops and a vertical line, positioned above the printed name and title.

Robyn Kruk  
Director General



GPO BOX 12  
Sydney NSW 2001

## INDEPENDENT AUDITOR'S REPORT

### Department of Premier and Cabinet

To Members of the New South Wales Parliament

I have audited the accompanying financial report of the Department of Premier and Cabinet (the Department), which comprises the balance sheet as at 30 June 2008, the operating statement, statement of recognised income and expense, cash flow statement, program statement - expenses and revenues and a summary of compliance with financial directives for the year then ended, a summary of significant accounting policies and other explanatory notes.

#### Auditor's Opinion

In my opinion, the financial report:

- presents fairly, in all material respects, the financial position of the Department as at 30 June 2008, and its financial performance and cash flows for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- is in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2005.

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

#### Director -General's Responsibility for the Financial Report

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

#### Auditor's Responsibility

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

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

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

My opinion does *not* provide assurance:

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

#### Independence

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

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



Peter Achterstraat  
Auditor-General

20 October 2008  
SYDNEY

## Operating Statement for the year ended 30 June 2008

	Notes	Actual 2008 \$'000	Budget 2008 \$'000	Actual 2007 \$'000
<b>Expenses excluding losses</b>				
Operating expenses				
Employee related	2(a)	98,918	102,442	84,545
Other operating expenses	2(b)	74,993	73,841	75,486
Depreciation and amortisation	2(c)	4,083	4,206	3,663
Grants and subsidies	2(d)	36,095	17,926	11,165
Other expenses	2(e)	3,281	2,898	3,189
<b>Total Expenses excluding losses</b>		<b>217,370</b>	<b>201,313</b>	<b>178,048</b>
Less:				
<b>Revenue</b>				
Sale of goods and services	3(a)	1,610	1,037	2,418
Investment revenue	3(b)	754	678	777
Grants and contributions	3(c)	6,231	3,667	5,677
Other revenue	3(d)	1,287	800	1,582
<b>Total Revenue</b>		<b>9,882</b>	<b>6,182</b>	<b>10,454</b>
<b>Gain / (loss) on disposal</b>	4	<b>(18)</b>	<b>-</b>	<b>6</b>
<b>Other gains/ (losses)</b>	5	<b>-</b>	<b>-</b>	<b>(72)</b>
<b>Net Cost of Services</b>	22	<b>207,506</b>	<b>195,131</b>	<b>167,660</b>
<b>Government Contributions</b>				
Recurrent appropriations	6	199,122	183,185	164,111
Capital appropriations	6	2,843	2,843	2,654
Acceptance by the Crown Entity of employee benefits and other liabilities	7	9,339	6,178	5,139
<b>Total Government Contributions</b>		<b>211,304</b>	<b>192,206</b>	<b>171,904</b>
<b>SURPLUS / (DEFICIT) FOR THE YEAR</b>		<b>3,798</b>	<b>(2,925)</b>	<b>4,244</b>

The accompanying notes form part of these financial statements.

## Statement of Recognised Income and Expense for the year ended 30 June 2008

	Notes	Actual 2008 \$'000	Budget 2008 \$'000	Actual 2007 \$'000
<b>TOTAL INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY</b>				
Surplus / (Deficit) for the year		3,798	(2,925)	4,244
<b>TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR</b>	17	<b>3,798</b>	<b>(2,925)</b>	<b>4,244</b>
		<b>3,798</b>	<b>(2,925)</b>	<b>4,244</b>

The accompanying notes form part of these financial statements.

## Balance sheet as at 30 June 2008

	Notes	Actual 2008 \$'000	Budget 2008 \$'000	Actual 2007 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and cash equivalents	9	25,907	13,149	14,711
Receivables	10	4,969	7,790	7,790
<b>Total Current Assets</b>		<b>30,876</b>	20,939	22,501
<b>Non-Current Assets</b>				
Plant and Equipment	11	11,661	11,484	13,718
Intangible assets	12	3,178	1,234	1,912
<b>Total Non-Current Assets</b>		<b>14,839</b>	12,718	15,630
<b>Total Assets</b>		<b>45,715</b>	33,657	38,131
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	14	9,047	6,398	6,398
Provisions	15	10,999	12,010	12,010
Other	16	4,217	2,089	2,089
<b>Total Current Liabilities</b>		<b>24,263</b>	20,497	20,497
<b>Non-Current Liabilities</b>				
Provisions	15	103	83	83
<b>Total Non-Current Liabilities</b>		<b>103</b>	83	83
<b>Total Liabilities</b>		<b>24,366</b>	20,580	20,580
<b>Net Assets</b>		<b>21,349</b>	13,077	17,551
<b>EQUITY</b>				
Accumulated funds	17	21,349	13,077	17,551
<b>Total Equity</b>		<b>21,349</b>	13,077	17,551

The accompanying notes form part of these financial statements.

## Cash Flow Statement for the year ended 30 June 2008

	Notes	Actual 2008 \$'000	Budget 2008 \$'000	Actual 2007 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee related		(89,891)	(96,264)	(79,353)
Grants and subsidies		(36,095)	(17,926)	(11,164)
Other		(87,197)	(79,558)	(87,510)
<b>Total Payments</b>		<b>(213,183)</b>	<b>(193,748)</b>	<b>(178,027)</b>
<b>Receipts</b>				
Sale of goods and services		5,272	1,037	1,100
Interest received		858	678	426
Other		17,285	7,286	14,752
<b>Total Receipts</b>		<b>23,415</b>	<b>9,001</b>	<b>16,278</b>
<b>Cash Flows From Government</b>				
Recurrent appropriation	6	203,316	183,185	165,804
Capital appropriation (excluding equity appropriations)	6	2,843	2,843	2,654
Cash transfers to the Consolidated Fund		(1,693)	-	(1,326)
<b>Net Cash Flows From Government</b>		<b>204,466</b>	<b>186,028</b>	<b>167,132</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	22	<b>14,698</b>	<b>1,281</b>	<b>5,383</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Purchases of Plant and Equipment		(3,502)	(2,843)	(3,065)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<b>(3,502)</b>	<b>(2,843)</b>	<b>(3,065)</b>
<b>NET INCREASE IN CASH</b>				
Opening cash and cash equivalents		14,711	14,711	13,670
Cash transferred in / (out) as a result of administrative restructuring	18	-	-	(1,277)
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	9	<b>25,907</b>	<b>13,149</b>	<b>14,711</b>

The accompanying notes form part of these financial statements.

## Summary of Compliance with Financial Directives for the year ended 30 June 2008

	2008				2007			
	Recurrent Appropriation	Expenditure / Net Claim on Consolidated Fund	Capital Appropriation	Expenditure / Net Claim on Consolidated Fund	Recurrent Appropriation	Expenditure / Net Claim on Consolidated Fund	Capital Appropriation	Expenditure / Net Claim on Consolidated Fund
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ORIGINAL BUDGET APPROPRIATION / EXPENDITURE</b>								
• Appropriation Act	162,972	162,972	1,294	1,294	141,751	139,431	1,320	1,320
• Additional Appropriations	-	-	-	-	-	-	-	-
• s24 PF&AA — transfers of functions between departments	-	-	-	-	7,773	6,166	1,101	804
	<b>162,972</b>	<b>162,972</b>	<b>1,294</b>	<b>1,294</b>	<b>149,524</b>	<b>145,597</b>	<b>2,421</b>	<b>2,124</b>
<b>OTHER APPROPRIATIONS / EXPENDITURE</b>								
• Treasurer's advance	20,213	17,087	1,549	1,549	12,054	10,910	530	530
• Section 22 — expenditure for certain works and services	-	-	-	-	-	-	-	-
• Transfers to / from another agency (s32 of the Appropriation Act)	20,131	19,063	-	-	9,818	7,604	-	-
	<b>40,344</b>	<b>36,150</b>	<b>1,549</b>	<b>1,549</b>	<b>21,872</b>	<b>18,514</b>	<b>530</b>	<b>530</b>
<b>Total Appropriations / Expenditure / Net Claim on Consolidated Fund (includes transfer payments)</b>	<b>203,316</b>	<b>199,122</b>	<b>2,843</b>	<b>2,843</b>	<b>171,396</b>	<b>164,111</b>	<b>2,951</b>	<b>2,654</b>
<b>Amount draw down against Appropriation</b>		<b>203,316</b>		<b>2,843</b>		<b>165,804</b>		<b>2,654</b>
<b>Liability to Consolidated Fund*</b>		<b>(4,194)</b>		<b>-</b>		<b>(1,693)</b>		<b>-</b>

The Summary of Compliance is based on the assumption that Consolidated Fund monies are spent first (except where otherwise identified or prescribed).

\*Liability to Consolidated Fund represents the difference between the "Amount drawn against Appropriation" and the "Total Expenditure / Net Claim" on Consolidated Fund" for the year.

## Program Statement — Expenses and Revenues for the year ended 30 June 2008

	Program 2.1.1 Services for the Governor's Office *		Program 2.1.2 Services for the Leaders of the Opposition *		Program 2.1.3 Performance Development *		Program 2.1.4 Ministerial and Parliamentary Services *		Program 2.1.5 Public Sector Workforce Office *	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
<b>DEPARTMENT'S EXPENSES AND REVENUES</b>										
<b>Expenses excluding losses</b>										
Operating expenses										
• Employee related	1,092	891	1,532	1,967	2,892	3,464	40,221	40,344	8,320	8,192
• Other operating expenses	1,065	1,045	445	645	1,001	289	25,194	24,941	4,544	10,950
Depreciation and amortisation	11	12	4	8	29	29	1,222	1,418	208	354
Grants and subsidies	-	-	-	-	200	59	-	-	1,062	1,450
Other expenses	-	-	-	-	-	-	436	424	-	-
<b>Total expenses excluding losses</b>	<b>2,168</b>	<b>1,948</b>	<b>1,981</b>	<b>2,620</b>	<b>4,122</b>	<b>3,841</b>	<b>67,073</b>	<b>67,127</b>	<b>14,134</b>	<b>20,946</b>
<b>Revenue</b>										
Sale of goods and services	-	-	-	-	-	11	53	5	812	1,180
Investment revenue	-	-	-	-	-	-	-	-	-	-
Grants and contributions	-	-	-	-	-	-	-	-	897	1,232
Other revenue	-	-	-	-	-	3	859	1,008	173	172
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14</b>	<b>912</b>	<b>1,013</b>	<b>1,882</b>	<b>2,584</b>
Gain / (loss) on disposal	-	-	-	-	-	(2)	-	-	(12)	(2)
Other gains / (losses)	-	-	-	-	-	-	-	-	-	-
<b>Net Cost of Services</b>	<b>2,168</b>	<b>1,948</b>	<b>1,981</b>	<b>2,620</b>	<b>4,122</b>	<b>3,829</b>	<b>66,161</b>	<b>66,114</b>	<b>12,264</b>	<b>18,364</b>
Government contributions **										
<b>NET EXPENDITURE / (REVENUE) FOR THE YEAR</b>	<b>2,168</b>	<b>1,948</b>	<b>1,981</b>	<b>2,620</b>	<b>4,122</b>	<b>3,829</b>	<b>66,161</b>	<b>66,114</b>	<b>12,264</b>	<b>18,364</b>

\* The name and purpose of each program is summarised in Note 8.

\*\* Appropriations are made on an agency basis and not to individual programs. Consequently, government contributions are included in the 'Not Attributable' column.

Program 2.1.6 Strategic Projects *		Program 2.1.7 State Administration Services *		Program 2.1.8 Office for Women *		Program 2.2.1 General Counsel and Policy Development *		Program 2.3.1 Parliamentary Counsel's Office *		Not Attributable		Total	
2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
8,493	7,532	17,757	17,551	1,480	1,543	10,677	1,907	6,454	1,154	-	-	98,918	84,545
2,575	2,195	35,834	33,348	320	737	2,925	1,295	1,269	254	(179)	(213)	74,993	75,486
236	286	1,371	1,530	17	25	408	-	577	1	-	-	4,083	3,663
2,149	2,777	28,432	6,692	3,050	48	1,202	139	-	-	-	-	36,095	11,165
-	-	2,845	2,765	-	-	-	-	-	-	-	-	3,281	3,189
13,453	12,790	86,239	61,886	4,867	2,353	15,212	3,341	8,300	1,409	(179)	(213)	217,370	178,048
197	245	349	961	10	16	1	-	188	-	-	-	1,610	2,418
-	-	754	781	-	-	-	(4)	-	-	-	-	754	777
1,201	735	4,133	3,660	-	-	-	50	-	-	-	-	6,231	5,677
14	14	420	583	-	-	-	-	-	15	(179)	(213)	1,287	1,582
1,412	994	5,656	5,985	10	16	1	46	188	15	(179)	(213)	9,882	10,454
(3)	2	-	1	-	-	-	-	(3)	7	-	-	(18)	6
-	(25)	-	(47)	-	-	-	-	-	-	-	-	-	(72)
12,044	11,819	80,583	55,947	4,857	2,337	15,211	3,295	8,115	1,387	-	-	207,506	167,660
										211,304	171,904	211,304	171,904
12,044	11,819	80,583	55,947	4,857	2,337	15,211	3,295	8,115	1,387	211,304	171,904	3,798	4,244

# Notes to the financial statements for the year ended 30 June 2008

## 1 Summary of Significant Accounting Policies

### (a) Reporting entity

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

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

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

The financial report for the year ended 30 June 2008 has been authorised for issue by the Director-General on 20 October 2008.

### (b) Basis of preparation

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

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

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

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

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

### (c) Statement of compliance

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

### (d) Income Recognition

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

#### (i) Parliamentary appropriations and contributions

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

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

The liability is disclosed in Note 16 as part of 'Current Liabilities — Other'. The amount will be repaid and the liability will be extinguished next financial year.

#### (ii) Sale of goods

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

#### (iii) Rendering of services

Revenue is recognised when the service is provided or by reference to the stage of completion (based on labour hours incurred to date).

#### (iv) Investment revenue

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

### (e) Employee benefits and other provisions

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

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

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

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

The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax, which are consequential to employment, are

recognised as liabilities and expenses where the employee benefits to which they relate have been recognised.

#### **(ii) Long service leave and superannuation**

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

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 07/ 04) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

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

#### **(iii) Other provisions**

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

#### **(f) Insurance**

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

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

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

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

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

#### **(h) Acquisitions of assets**

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

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

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

#### **(i) Capitalisation thresholds**

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

#### **(j) Revaluation of property, plant and equipment**

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

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

Fair value of property, plant and equipment is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost.

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

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

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

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

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

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

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

#### **(k) Impairment of property, plant and equipment**

As a not-for-profit entity with no cash generating units, the Department is effectively exempted from AASB 136 Impairment of Assets and impairment testing. This is because AASB 136 modifies the recoverable amount test to the higher of fair value less costs to sell and depreciated replacement cost. This means that, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

#### **(l) Impairment of financial assets**

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

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

#### **(m) Depreciation of property, plant and equipment**

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

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

Depreciation Rates	% Rate
<b>Plant and equipment</b>	
Office furniture and fittings	10
Computer equipment	25
General plant and equipment	14
Leasehold improvements	Over the period of the lease

#### **(n) Maintenance**

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

#### **(o) Restoration cost**

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

#### **(p) Leased assets**

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

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

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

#### **(q) Intangible assets**

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

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

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

The Department's intangible assets are amortised using the straight line method over a period of 4 years for computer software.

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

#### (r) Loans and receivables

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

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

#### (s) Other asset

Other assets are recognised on a cost basis.

#### (t) Equity transfers

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

Transfers arising from an administrative restructure between government departments are recognised at the amount at which the asset was recognised by the transferor government department immediately prior to the restructure. Subject to below, in most instances this will approximate fair value.

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

#### (u) Payables

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

#### (v) Budgeted amounts

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

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

#### (w) Comparative information

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

#### (x) New Australian Accounting Standards issued but not effective

At reporting date the following new Australian Accounting Standards / Interpretations have been issued but are not yet operative and have not been early adopted by the Department. NSW Treasury mandate (TC 08/04) precludes early adoption of these accounting standards.

Australian Accounting Standards / Interpretations	Effective for annual reporting periods beginning on or after
AASB 101 and AASB 2007-8 'Presentation of Financial Statements'	1 January 2009
AASB 1004 'Contributions'	1 July 2008
ASB 1049 'Whole of Government and General Government Sector Financial Reporting'	1 July 2008
AASB 2007-9 'Amendments to Australian Accounting Standards arising from the Review of AAS s27, 29 and 31'	1 July 2008
Interpretation 4 'Determining whether an arrangement contains a lease (revised)'	1 January 2008
Interpretation 12 and AASB 2007-2 'Service Concession Arrangements'	1 January 2009
Interpretation 129 'Service Concession Arrangements Disclosure (revised)'	1 January 2008
Interpretation 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities'	1 July 2008

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

## 2 Expenses Excluding Losses

	2008 \$'000	2007 \$'000
<b>(a) Employee related expenses</b>		
Salaries and wages (including recreation leave)	77,775	68,767
Superannuation — defined benefit plans	2,300	1,569
Superannuation — defined contribution plans	4,989	4,175
Long service leave	6,914	3,493
Workers compensation insurance	401	463
Payroll tax and fringe benefit tax	6,539	6,078
	<b>98,918</b>	<b>84,545</b>
<b>(b) Other operating expenses include the following:</b>		
Auditor's remuneration — audit or review of the financial reports	131	156
Consultancy costs	991	417
Contractors	8,181	5,853
Fees for services rendered	7,771	3,587
Insurance	123	103
Legal costs	3,061	1,418
Motor vehicle expenses	2,866	3,002
Operating lease rental expense — minimum lease payments	20,650	18,080
Telephone	1,861	2,348
Printing	1,522	1,574
Training (staff development)	645	624
Travel	2,694	2,314
Other expenses	7,132	7,502
Advertising and community information	1,742	12,576
Committee fees and expenses	221	311
Corporate services	11,160	9,712
Security	2,377	2,362
Special functions	1,103	2,856
Maintenance expenses *	762	691
	<b>74,993</b>	<b>75,486</b>
<i>* Reconciliation — Total maintenance</i>		
Maintenance expense —contracted labour and other (non-employee related), as above	762	691
Employee related maintenance expenses	-	-
Total maintenance expenses	<b>762</b>	<b>691</b>
<b>(c) Depreciation and amortisation expense</b>		
Depreciation		
Plant and Equipment	1,896	1,405
Total Depreciation	<b>1,896</b>	<b>1,405</b>
Amortisation		
Leasehold improvements	1,414	2,047
Intangible Assets	773	211
	<b>4,083</b>	<b>3,663</b>

	2008 \$'000	2007 \$'000
<b>(d) Grants and subsidies</b>		
Miscellaneous grants approved by the Premier	2,815	1,349
Grants to other budget sector agencies	2,280	2,298
Grants to external organisations *	29,358	6,324
Regional and Rural Miscellaneous grants	1,261	804
Aboriginal Trust Fund Repayment Scheme	381	390
	<b>36,095</b>	<b>11,165</b>

\* Grants to external organisations include \$21 million paid to Events NSW Pty Ltd. NSW Treasury has advised that this will be treated as a transfer of appropriation in the 2008–09 Financial Year.

<b>(e) Other expenses</b>		
Australia Day Council	1,209	1,178
Parliamentary Remuneration Tribunal	112	109
Protocol expenses	1,636	1,587
Special reports and unforeseen expenses	324	315
	<b>3,281</b>	<b>3,189</b>

### 3 Revenues

<b>(a) Sale of goods and services</b>		
Administrative services and projects	165	855
Publication sales	129	-
Training / seminars	869	1,026
Functions and Events	185	164
Other	262	373
	<b>1,610</b>	<b>2,418</b>

<b>(b) Investment revenue</b>		
Interest	754	777
	<b>754</b>	<b>777</b>

<b>(c) Grants and contributions</b>		
Commonwealth Government	950	1,374
Local Councils	35	-
NSW Budget sector entities	2,011	260
Private sector	2,925	3,721
Public Trading Enterprises	310	302
Other State Governments	-	20
	<b>6,231</b>	<b>5,677</b>

<b>(d) Other revenue</b>		
Motor Services Unit recovery	859	999
Other	428	583
	<b>1,287</b>	<b>1,582</b>

#### 4 Gain / (Loss) on Disposal

	2008 \$'000	2007 \$'000
<b>Gain / (loss) on disposal of plant and equipment</b>		
Proceeds from disposal	2	10
Written down value of assets disposed	(20)	(4)
Net gain / (loss) on disposal of plant and equipment	(18)	6

#### 5 Other Gains / (Losses)

Impairment of receivables	-	(72)
Other gains / (losses) total	-	(72)

#### 6 Appropriations

<b>Recurrent appropriations</b>		
Total recurrent draw-downs from NSW Treasury (per Summary of Compliance)	203,316	165,804
Less: Liability to Consolidated Fund (per Summary of Compliance)	4,194	1,693
	199,122	164,111
Comprising:		
Recurrent appropriations (per Operating Statement)	199,122	164,111
	199,122	164,111
<b>Capital appropriations</b>		
Total capital draw-downs from NSW Treasury (per Summary of Compliance)	2,843	2,654
	2,843	2,654
Comprising:		
Capital appropriations (per Operating Statement)	2,843	2,654
	2,843	2,654

#### 7 Acceptance by the Crown Entity of Employee Benefits and Other Liabilities

Superannuation	2,300	1,570
Long Service Leave	6,914	3,487
Payroll tax	125	82
	9,339	5,139

#### 8 Programs / Activities of the Department

##### (a) Program 2.1.1 Services for the Governor's Office

Objective: To provide for the operation of the constitutional, ceremonial and community functions of the Governor.

##### (b) Program 2.1.2 Services for the Leaders of the Opposition

Objective: To support the Leaders of the Opposition in performing their Parliamentary duties.

##### (c) Program 2.1.3 Performance Development

Objective: To review and report on public sector performance and develop reform initiatives to improve quality and value for money, including service delivery initiatives related to the State Plan.

**(d) Program 2.1.4 Ministerial and Parliamentary Services**

Objective: To manage functions for the Premier's administration relating to Ministers' Offices, Parliamentary Services, Remuneration Tribunals, Former Office Holders and Freedom of Information.

**(e) Program 2.1.5 Public Sector Workforce Office**

Objective: To support the public sector to deliver government objectives through leadership and provision of strategic advice on employee relations issues and public sector management.

**(f) Program 2.1.6 Strategic Projects**

Objective: To lead and contribute to the implementation of the State Plan and the resolution of complex issues and projects involving multiple stakeholders through strategic responses for the benefit of citizens and communities at state, regional and local levels.

**(g) Program 2.1.7 State Administration Services**

Objective: To support the Premier in his role as Head of Government, manage State protocol, honours and diplomatic issues. To coordinate counter-terrorism planning and response to major emergencies. To drive the Premier's agenda with regard to the State Plan, essential infrastructure and service delivery. To provide services in support of State administration.

**(h) Program 2.1.8 Office for Women**

Objective: To provide leadership on whole of government policy formulation, programs and initiatives for women, including implementation of the State Plan.

**(i) Program 2.2.1 General Counsel and Policy Development**

Objectives: Advise the Premier and Cabinet on major policy issues, setting of whole-of-Government priorities, and implementation of government policy, including matters relating to legal policy, inter-governmental relations and regulatory reform; and assist the Cabinet in making collective decisions about Government policy.

**(j) Program 2.3.1 Parliamentary Counsel's Office**

Objectives: To provide a comprehensive legislative drafting and publishing service.

**9 Current Assets — Cash and Cash Equivalents**

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

	2008	2007
	\$'000	\$'000
Cash at bank and on hand	<b>25,907</b>	14,711

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

Cash and cash equivalents (per Balance Sheet)	<b>25,907</b>	14,711
Closing cash and cash equivalents (per Cash Flow Statement)	<b>25,907</b>	14,711

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

## 10 Current Assets — Receivables

	2008 \$'000	2007 \$'000
Sale of Goods and Services	2,212	4,938
Less: Allowance for impairment	(209)	(212)
Grants and Contributions	-	855
Goods and Services Tax recoverable from ATO	2,300	1,500
Other debtors	572	624
Prepayments	94	85
	<b>4,969</b>	<b>7,790</b>
Movements in the allowance for impairment		
Balance at 1 July	212	411
Amounts written off during the year	(3)	(199)
Amounts recovered during the year	-	-
Increase/(decrease) in allowance recognised in profit or loss	-	-
Balance at 30 June	<b>209</b>	<b>212</b>

## 11 Non-Current Assets — Property, Plant and Equipment

	Plant and equipment \$'000
<b>At 1 July 2007</b>	
At Fair Value	34,716
Less: Accumulated Depreciation and impairment	(20,998)
Net carrying amount	<b>13,718</b>
<b>At 30 June 2008</b>	
At Fair Value	35,427
Less: Accumulated Depreciation and impairment	(23,766)
Net carrying amount	<b>11,661</b>

### Reconciliation

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

<b>Year ended 30 June 2008</b>	
Net carrying amount at start of year	13,718
WIP	253
Additions	2,341
Disposals	(20)
AASB 138 IAS adoption — reclassified as intangibles	(1,244)
Other movements	(76)
Depreciation and amortisation expenses	(3,311)
Net carrying amount at end of year	<b>11,661</b>

	Plant and equipment \$'000
<b>At 1 July 2006</b>	
At Fair Value	24,056
Less: Accumulated Depreciation and impairment	(13,482)
Net carrying amount	10,574
<b>At 30 June 2007</b>	
At Fair Value	34,716
Less: Accumulated Depreciation and impairment	(20,998)
Net carrying amount	13,718

### Reconciliation

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

<b>Year ended 30 June 2007</b>	
Net carrying amount at start of year	10,574
Additions	3,005
Transfer WIP to Intangible software	(18)
Disposals	(217)
Acquisitions through administrative restructures	3,629
Other movements	7
Depreciation and amortisation expenses	(3,452)
Accumulated depreciation written back on disposals	190
Net carrying amount at end of year	13,718

## 12 Intangible Assets

	Software \$'000
<b>At 1 July 2007</b>	
Cost (gross carrying amount)	4,853
Accumulated amortisation and impairment	(2,941)
Net carrying amount	1,912
<b>At 30 June 2008</b>	
Cost (gross carrying amount)	6,881
Accumulated amortisation and impairment	(3,703)
Net carrying amount	3,178
<b>Year ended 30 June 2008</b>	
Net carrying amount at start of year	1,912
Additions	794
AASB 138 IAS adoption- reclassified from PP&E	1,244
Amortisation (recognised in depreciation and amortisation)	(772)
Accumulated amortisation written back on disposal	-
Disposal	-
Net carrying amount at end of year	3,178

	<b>Software</b> <b>\$'000</b>
<b>At 1 July 2006</b>	
Cost (gross carrying amount)	1,389
Accumulated amortisation and impairment	(517)
Net carrying amount	872
<b>At 30 June 2007</b>	
Cost (gross carrying amount)	4,853
Accumulated amortisation and impairment	(2,941)
Net carrying amount	1,912
<b>Year ended 30 June 2007</b>	
Net carrying amount at start of year	872
Additions	24
Transfer from WIP	1,227
Amortisation	(211)
Net carrying amount at end of year	1,912

### 13 Restricted Assets

	<b>2008</b> <b>\$'000</b>	2007 \$'000
Cash	3,907	3,483
	<b>3,907</b>	3,483

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

### 14 Current Liabilities — Payables

Accrued salaries, wages and on-costs	1,980	1,007
Creditors	7,067	5,391
	<b>9,047</b>	6,398

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

**15 Current / Non Current Liabilities — Provisions**

	<b>2008</b>	2007
	<b>\$'000</b>	\$'000
<b>Current</b>		
<b>Employee benefits and related on-costs</b>		
Recreation leave *	9,041	9,255
Long service leave	705	568
Payroll tax	1,030	1,546
Fringe benefits tax	-	418
	<b>10,776</b>	11,787
<b>Current</b>		
<b>Other provisions</b>		
Restoration Cost	223	223
	<b>223</b>	223
<b>Total current provisions</b>	<b>10,999</b>	12,010

\* The current provision includes \$3.738 million of recreation leave entitlements accrued but not expected to be taken within 12 months. (\$3.491 million at 30 June 2007).

<b>Non-current</b>		
<b>Employee benefits and related on-costs</b>		
Long service leave	37	30
Payroll tax	66	53
<b>Total non current provisions</b>	<b>103</b>	83
<b>Total provisions</b>	<b>11,102</b>	12,093

<b>Aggregate employee benefits and related on-costs</b>		
Provisions — current	10,776	11,787
Provisions — non-current	103	83
Accrued salaries, wages and on-costs (Note 14)	1,980	1,007
	<b>12,859</b>	12,877

**16 Current Liabilities — Other**

Liability owing to consolidated fund	4,194	1,693
Crown Finance Entity	23	396
	<b>4,217</b>	2,089

## 17 Changes in Equity

	Accumulated Funds		Total Equity	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Balance at the beginning of the financial year	17,551	11,206	17,551	11,206
<b>Changes in equity — transactions with owners as owners</b>				
Increase in net assets from equity transfers (Note 18)	-	2,101	-	2,101
Total	17,551	13,307	17,551	13,307
<b>Changes in equity — other than transactions with owners as owners</b>				
Surplus / (deficit) for the year	3,798	4,244	3,798	4,244
Balance at the end of the financial year	21,349	17,551	21,349	17,551

## 18 Increase / Decrease in Net Assets from Equity Transfers

	2008 \$'000	2007 \$'000
Cash	-	(1,277)
Receivables	-	653
Plant and equipment	-	4,839
	-	4,215
<b>Liabilities</b>		
Payables	-	(436)
Employee entitlements	-	(1,678)
	-	(2,114)
Total	-	2,101

(a) **The Cabinet Office** was abolished and all branches are added to Department of Premier and Cabinet in April 2007

(b) The group of staff comprising the **Marine Parks Authority Secretariat** in the Department of Premier and Cabinet were removed from the Department and added to the Department of Environment and Climate Change in April 2007.

(c) Staff in the Department of **State and Regional Development**, as determined by the Director-General of the Department of Premier and Cabinet and as required in connection with the Office of Co-ordinator General, were removed from the Department of State and Regional Development and added to the Department of Premier and Cabinet in April 2007.

(d) **World Youth Day** was transferred to the World Youth Day Coordination Authority in December 2006.

### (a) Responsibility assumed from the Cabinet Office

Assets transferred from The Cabinet Office		
Cash	-	(1,263)
Receivables	-	730
Plant and equipment	-	4,856
Liabilities transferred from The Cabinet office	-	-
Payables	-	(436)
Provision for employee benefits	-	(1,692)
	-	2,195

	2008 \$'000	2007 \$'000
<b>(b) Responsibility relinquished for Marine Parks Authority</b>		
Assets transferred to Department for Environment and Climate Change		
Cash	-	(46)
Receivables	-	(77)
Liabilities transferred to Department for Environment and Climate Change		
Provision from employee benefits	-	46
	-	(77)
<b>(c) Responsibility assumed from Department of State and Regional Development</b>		
Assets transferred from Department of State and Regional Development		
Cash	-	31
Liabilities transferred from Department of State and Regional Development		
Provision from employee benefits	-	(31)
	-	-
<b>(d) Responsibility relinquished for World Youth Day</b>		
Assets transferred to World Youth Day Coordination Authority		
Plant and equipment	-	(17)
	-	(17)

## 19 Commitments for Expenditure

### (a) Other Expenditure Commitments

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

Not later than one year	925	483
Total (including GST)	925	483

The expenditure above includes input tax credits of \$0.084 million that are expected to be recoverable from the ATO (2007 \$0.044 million).

### (b) Operating Lease Commitments

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

Not later than one year	22,357	22,912
Later than one year and not later than five years	85,111	84,917
Later than five years	25,233	40,131
Total (including GST)	132,701	147,960

The operating lease commitments relate to leasing of office space and motor vehicles. The expenditure above includes input tax credits of \$12.064 million that are expected to be recoverable from the ATO (2007 \$13.451 million).

### (c) Grant Commitments

The grant expenditure contracted for at balance date and not provided for

Not later than one year	-	3,025
Later than one year and not later than five years	-	2,889
Total (including GST)	-	5,914

The expenditure above includes input tax credits of \$0.538 million that are expected to be recoverable from the ATO.

## 20 Contingent Liabilities and Contingent Assets

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

## 21 Budget Review

### Net cost of services

Actual Net Cost of Services exceeded budget by \$12.375 million. Expenditure was over budget by \$16.057 million, and revenue was over budget by \$3.7 million.

Increase in expenditure is mainly due to additional expenditure for Events NSW (\$10 million), Domestic Violence (\$2.9 million) and various other projects for which supplementations were received. This was partly offset by an increase in revenue over budget, mainly due to In Kind revenue associated with Australia Day Commemorations (\$0.737 million), increase in interest revenue (\$0.076 million) and grants received for Disaster Relief (\$2.091 million).

### Assets and liabilities

Current assets exceed budget by \$9.937 million. This was due to an increase in cash of \$12.758 million, and decrease in receivables of \$2.821 million.

Current Liabilities exceed budget by \$3.766 million. This was mainly due to accruals of \$2.639 million.

### Cash flows

Net Cash Flow from Operating Activities exceeded budget by \$13.417 million. This was mainly due to increase in total receipts of \$14.414 million, and over budget in cash payments of \$19.435 million. Increase in cash payments is mainly associated with approved funding supplementations, Sections 32 Appropriations and transfers from other agencies (\$40.344 million).

Net Cash Flow from Investing Activities exceeded budget by \$0.659 million. This was mainly due to additional capital funding approved for the transition of New Ministry (\$1.549 million).

## 22 Reconciliation of Cash Flows from Operating Activities to Net Cost of Services

	2008 \$'000	2007 \$'000
Net cash flows from operating activities	14,698	5,383
Cash flows from Government / Appropriations	(201,965)	(167,132)
Acceptance by the Crown Entity of employee benefits and other liabilities	(9,339)	(5,139)
Equity transferred from administrative restructure	-	1,277
Depreciation	(4,083)	(3,663)
Decrease / (increase) in provisions	990	(1,922)
Increase / (decrease) in prepayments and other assets	(2,821)	4,180
Decrease / (increase) in creditors	(4,778)	(650)
Other movements in assets	(190)	-
Net gain/ (loss) on sale of plant and equipment	(18)	6
Net cost of services	(207,506)	(167,660)

## 23 Financial Instruments

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

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

### (a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount	Carrying Amount
			2008	2007
<b>Class:</b>			<b>\$'000</b>	<b>\$'000</b>
Cash and cash equivalents	9	N/A	25,907	14,711
Receivables	10	Loans and receivables (at amortised cost)	2,575	6,205
Financial Liabilities	Note	Category	Carrying Amount	Carrying Amount
			2008	2007
<b>Class:</b>			<b>\$'000</b>	<b>\$'000</b>
Payables	14	Financial liabilities measured at amortised cost	8,421	5,860

### (b) Credit Risk

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

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

#### Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11:00 am unofficial cash rate, adjusted for a management fee to NSW Treasury.

#### Receivables — trade debtors

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

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

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

	Total	Past due but not impaired	Considered impaired
2008	\$'000	\$'000	\$'000
< 3 months overdue	1,584	1,584	-
3 months — 6 months overdue	7	7	-
> 6 months overdue	753	544	209
2007	Total	Past due but not impaired	Considered impaired
	\$'000	\$'000	\$'000
< 3 months overdue	2,708	2,708	-
3 months — 6 months overdue	11	11	-
> 6 months overdue	675	466	209

### (c) Liquidity risk

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

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

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

#### Maturity Analysis and interest rate exposure of financial liabilities

	\$'000			
	Nominal amount	Maturity dates		
		< 1 yr	1-5 yrs	> 5 yrs
<b>2008</b>				
Payables:				
Accrued salaries, wages and on-costs	1,980	1,980	-	-
Creditors	6,441	6,441	-	-
Total	8,421	8,421	-	-
<b>2007</b>				
Payables:				
Accrued salaries, wages and on-costs	1,007	1,007	-	-
Creditors	4,853	4,853	-	-
Total	5,860	5,860	-	-

### (d) Market risk

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

#### Interest rate risk

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

	\$'000				
	Carrying amount	-1%		+1%	
		Profit	Equity	Profit	Equity
<b>2008</b>					
Financial assets					
Cash and cash equivalents	25,907	(259)	(259)	259	259
Receivables	2,575		-		-
Financial liabilities					
Payables	(8,421)	-	-	-	-
Total increase / decrease	20,061	(259)	(259)	259	259

	\$'000				
	Carrying amount	-1%		-1%	
		Profit	Equity	Profit	Equity
<b>2007</b>					
Financial assets					
Cash and cash equivalents	14,711	(147)	(147)	147	147
Receivables	6,205	-	-	-	-
Financial liabilities					
Payables	(5,860)	-	-	-	-
Total increase / decrease	15,056	(147)	(147)	147	147

#### (d) Fair Value

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

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

#### 24 After Balance Date Events

There are no events subsequent to balance date which affect the financial report.

#### End of audited financial statements.

# Infrastructure Implementation Corporation — Financial Statements



New South Wales Government  
Department of Premier and Cabinet

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

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

- a) The accompanying financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the applicable clauses of the *Public Finance and Audit Regulation 2005*, the Financial Reporting Code for Budget Dependant General Government Sector Agencies and the Treasurer's Directions;
- b) The statements exhibit a true and fair view of the financial position and financial performance of the Infrastructure Implementation Corporation as at 30 June 2008, and transactions for the year then ended;
- c) There are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

A handwritten signature in blue ink, appearing to read 'Robyn Kruk', written over a horizontal line.

Robyn Kruk  
Director General

20 October 2008



GPO BOX 12  
Sydney NSW 2001

## INDEPENDENT AUDITOR'S REPORT

### Infrastructure Implementation Corporation

To Members of the New South Wales Parliament

I have audited the accompanying financial report of Infrastructure Implementation Corporation (the Corporation), which comprises the balance sheet as at 30 June 2008, the income statement, statement of recognised income and expense and cash flow statement for the year then ended, a summary of significant accounting policies and other explanatory notes.

#### Auditor's Opinion

In my opinion, the financial report:

- presents fairly, in all material respects, the financial position of the Corporation as at 30 June 2008, and its financial performance and cash flows for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- is in accordance with section 41B of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2005.

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

#### The Director-General's Responsibility for the Financial Report

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

#### Auditor's Responsibility

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

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

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

My opinion does *not* provide assurance:

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

#### Independence

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

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



J Kheir B Ec, FCPA  
Director, Financial Audit Services

20 October 2008  
SYDNEY

Start of audited financial statements —  
Infrastructure Implementation Corporation

## Income Statement for the year ended 30 June 2008

	Notes	2008 \$'000	2007 \$'000
Revenue		-	-
<b>Total Revenue</b>		-	-
Expenses		-	-
<b>Total Expenses</b>		-	-
Result for the year		-	-

The accompanying notes form part of these financial statements.

## Statement of Recognised Income and Expense for the year ended 30 June 2008

<b>TOTAL INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY</b>		-	-
Surplus / (Deficit) for the year		-	-
<b>TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR</b>		-	-

The accompanying notes form part of these financial statements.

## Balance Sheet as at 30 June 2008

	Notes	2008 \$'000	2007 \$'000
<b>ASSETS</b>			
Current Assets			
<b>Total Current Assets</b>		-	-
Non-Current Assets			
<b>Total Non-Current Assets</b>		-	-
<b>Total Assets</b>		-	-
<b>LIABILITIES</b>			
Current Liabilities			
<b>Total Current Liabilities</b>		-	-
Non-Current Liabilities			
<b>Total Non-Current Liabilities</b>		-	-
<b>Total Liabilities</b>		-	-
Net Assets		-	-
<b>EQUITY</b>			
Accumulated Funds			
<b>Total Equity</b>		-	-

The accompanying notes form part of these financial statements.

## Cash Flow Statement for the year ended 30 June 2008

<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Payments		-	-
Receipts		-	-
Net Cash flows from operating activities		-	-
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Net Cash flows from investing activities		-	-
<b>NET INCREASE (DECREASE) IN CASH</b>		-	-
Opening cash and cash equivalents		-	-
Closing cash and cash equivalents		-	-

The accompanying notes form part of these financial statements.

# Notes to the financial statements for the year ended 30 June 2008

## 1 Statement of Significant Accounting Policies

### (a) Reporting Entity

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

General functions of the Corporation include the carrying out of major infrastructure projects if authorised to do so by a project authorisation order, whether by itself or with another public authority.

The Corporation was not operational during the 2007–08 financial period. Thus there was no financial activity to report.

The financial report was authorised for issue by the Director General on 20 October 2008.

### (b) Basis of Preparation

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

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

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

### (c) Statement of Compliance

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

## 2 Audit fee

No audit fee has been charged to the Corporation for the 2008 financial year (nil in 2007). The auditors received no other benefits.

## 3 Contingent Liabilities

The Corporation is not aware of any contingent liabilities in existence as at 30 June 2008 (Nil in 2007).

## 4 After Balance Day Events

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

### End of audited financial statements

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## Occupational Health and Safety (OHS)

The Department is committed to maintaining the best possible standard of occupational health and safety (OHS) for everyone working and visiting our workplaces.

With the introduction of the Working Together Strategy, the Department continued to measure progress towards the targets and review the existing OHS Management System.

Part of that review included information sessions on consultation arrangements and actual consultation on the existing arrangements in the Department. As a result elections were held for an OH&S Committee that was announced later in the year.

Some of the areas the new committee has focused on include:

- Establishment of OHS Committee Constitution
- Development of a new OHS Policy Statement
- Review of current Injury Management and Return to Work Policy
- Collection of information on specific risk areas and injury and workers compensation statistics to improve knowledge and capacity.

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

The Department's WorkCover premium for 2007–08 reflected a slight increase compared to 2006–07. This increase in actual premium was attributable to movements in salary.

The Department puts considerable effort into the prevention of accidents, early notification of any injuries and close, supportive management of any claims to facilitate a speedy return to work. In 2007–08 13 new workers compensation claims were lodged which represented a 60 percent decrease from the previous year.

A Healthy Workforce Program was developed following the release, in August 2007, of a Healthy Workforce Policy by the Public Sector Workforce Office on improving the health and well being of public sector employees. As part of this program, voluntary flu vaccinations and mini health checks were offered. These initiatives were well received, particularly by younger employees, and there was a 60 percent take up of flu vaccinations.

It is expected that the Department will benefit from a more engaged, committed and productive workforce through the further development of the Healthy Workforce Program to increase the focus on health and supporting staff to take action to improve their health, through prevention, nutrition, physical activity and health awareness initiatives.

## Future priorities

In 2008–09 the OHS strategy will focus on:

- continuing the review of the OHS Management System against the OHS and Injury Management Standards
- conducting risk assessments for Ministerial Drivers and the Office of Protocol and Special Events
- developing an OHS Action Plan for the OHS Committee
- maintaining Healthy Workforce Program initiatives.

## Industrial relations policies and practices

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

During the year eight JCC meetings were held. Issues that were discussed included: job rotation, occupational health and safety and restructuring of Divisions after the amalgamation of the former Premier's Department and the Cabinet Office.

No industrial disputes involving the Department arose during the year.

## Privacy Management Plan

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

In compliance with the provisions of the PPIPA, the Department has a Privacy Management Plan and has a designated Privacy Officer. Mechanisms have been established to make the Department's staff aware of the PPIPA and their privacy obligations. New staff members are briefed on the Privacy Management Plan at induction when joining the Department, and the Department's Privacy Policy is clearly set out at Point 10 of the Code of Conduct.

The Privacy Officer can be contacted at:

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

The Privacy Management Plan, which is being reviewed at the time of publication, is available at [www.dpc.nsw.gov.au](http://www.dpc.nsw.gov.au).

## Internal Reviews

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

## Energy Management Plan

Strategies are being reviewed to ensure that the Department becomes carbon neutral in line with the Government's Policy initiative. The initiative includes:

- all Government owned or tenanted buildings to obtain a 4.5 environment performance rating by July 2011
- continuing a commitment for all budget dependent agencies to purchase a minimum of six percent green power
- requiring all NSW State Fleet vehicles to use ethanol blended fuels, where available.

DPC works closely with the State Property Authority and the Department of Commerce to improve energy efficiency and ensure the reduction of greenhouse gas emissions. Governor Macquarie Tower (GMT) and Bligh House which accommodate the majority of staff are especially monitored. In June 2006, the tenancy energy rating in GMT was 2.5 stars. In response to this, the Department undertook a number of initiatives to achieve the current 4 star rating. These included:

- de-lamping of over-lit corridor areas
- installation of sub-metering as a management tool in high consumption areas
- installation of movement sensors in utility rooms
- the purchase of 25 percent green power to supplement these initiatives.

Bligh House currently has a 3 star energy rating. A number of initiatives to reduce energy and water consumption are being implemented. These initiatives are expected to achieve an improved energy rating for Bligh House during 2008–09. These initiatives include:

- Replacement of double tube light fittings with new (single watt T5 tube) fittings which will reduce energy savings by 60 percent.
- Movement sensors which have been installed in utility rooms, meeting areas and in upgraded toilets.
- Exit sign lighting which has been replaced with light emitting diode (LED) exit signs, reducing electricity consumption by 75 percent per sign.

The Department has significantly reduced the number of personal printers and encouraged the use of multi-function centres. These have great energy efficiencies and significantly reduce the number of appliances drawing power.

As accommodation changes occur throughout the Department, the built/enclosed environment is being replaced with open/collaborative spaces. This greatly assists in air flow and reduces the demand on air conditioning requirements.

Vehicle transport services are provided for the Ministers, nominated office holders and former office holders and to meet the Department's business needs. The total of 141 vehicles currently average 11.7 litres per 100 kms. Currently 38 percent of fuel use by the Department is ethanol blend. In May 2008, NSW Office

of Bio-Fuels identified DPC as the highest user of ethanol blended fuel of all NSW agencies. The average use across agencies is 11 percent ethanol blend.

To improve sustainability, the Department is implementing video conferencing in CBD and regional offices. This is expected to markedly reduce travel by air and road, especially in regional offices, and will be monitored for greenhouse emission reductions.

## Waste management

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

- accommodation projects set a priority to re-use and recycle building and workstation components wherever possible, thus reducing landfill — this also reduces the need for newly manufactured components
- recycling of printer and toner cartridges
- photocopiers purchased with email and duplexing facilities (staff are strongly encouraged to use double sided printing and electronic publishing, to reduce waste)
- using recycled paper — our total amount of total copy paper purchased during the reporting period averaged out to be 67.4 percent recycled paper — we now purchase copy paper that uses 80 percent recycled content
- waste recycling stations have now been implemented on every floor in Bligh House to capture glass, aluminium, plastic and steel
- ninety four tonnes of waste paper was recycled in Governor Macquarie Tower and Bligh House, compared with ninety five tonnes in the last financial year, reflecting the adoption of duplexing printing to minimise paper waste
- online processing for staff leave of absence, inquiries on leave balances, email notification of payslips, as well as notification, reconciliation and monitoring of staff attendance times.

Following a scoping study to create a comprehensive electronic document management (EDM) prototype, work is progressing smoothly to move DPC into an EDM environment for information management.

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

Fifty redundant computers, twelve printers, flatbed scanners and other assorted IT equipment were recycled through WorkVentures to assist community groups and disadvantaged and unemployed people.

## Risk management and insurance

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

Restructuring within the Department over time, and the retrospective hindsight adjustment, effectively preclude valid comparison of premium contributions between years.

The Department's 2007–08 workers' compensation premium, as provided by Allianz Australia Insurance Limited, was \$374,957. This represents a slight increase attributable to a 4 percent increase in declared wages.

The Department continued to focus on prevention and early intervention. In 2007–08 the number of workers compensation claims decreased by 60 percent compared to the previous year.

The Department's 2007–08 premiums, as provided by GIO General Limited, for motor vehicle, public liability, property and miscellaneous cover, totalled \$318,043.

## Investment management and performance

The Department of Premier and Cabinet's Cash on Hand is automatically held within the Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11:00 am unofficial cash rate adjusted for a management fee to Treasury. The average rate over the year was 5.84 percent (5.15 percent in 2006–07) and the rate at year end was 6.25 percent (5.25 percent in 2006–07).

## Infrastructure Implementation Corporation

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

The ICC has the following functions:

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

The Corporation was not activated during the reporting period.

## Electronic Self Service (ESS)

The Department provides a vast selection of public sector information on its website. Information is disclosed in eight main sections:

- **Premier and Government** — History of our Premiers | Government | Community Cabinet Meetings
- **Communities** — Community Programmes (Links) | Community Programmes (Participation) | Regional and Rural Communities | Boards and Committees | Volunteering | Community Awards | Memorials
- **Business** — Doing Business in NSW | Working in NSW
- **Public Sector Employment** — Pay and Conditions | Creating and Filling Jobs | Workforce Profile and Planning | Staff Development | Finding a Job in the Public Sector | Working in the NSW Public Sector | Redeployment | HR eXpert | Honours and Awards | Ethics and Conduct | Equal Employment Opportunity | Senior Executive Service | Workplace Safety | Disability Consultation
- **About The Department** — Who We Are | What We Do | How We Do It | Our Structure | Our Executive | Freedom of Information
- **Publications** — News | Memos and Circulars | Personnel Handbook | Prequalification Scheme | Training Facilities | The Classroom | Grants Administration | Strategic Management Framework | Service Principles and Obligations | Privacy Management Plan
- **Related Websites**
- **Contact Us**

## Human resource statistics

### Senior executive service positions

Total CES/SES officers on 30 June	2007	2008
Level 8	1	1
Level 7	4	8
Level 6	5	3
Level 5	3	3
Level 4	5	8
Level 3	16	9
Level 2	2	2
Level 1	10	8
<b>Total</b>	<b>46</b>	<b>42</b>

Number of CES/SES positions filled by women at 30 June	
2008	14
2007	13
2006	6
2005	5
2004	8
2003	7
2002	8

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

Level	Total staff (number)	Respondents %	Men %	Women %	Aboriginal and Torres Strait Islander People %	People from racial, ethnic, ethno-religious minority groups %	People whose language first spoken as a child was not English %	People with a disability %	People with a disability requiring work-related adjustment %
<\$35,266	3	33		100	100.0				
\$35,266–\$46,319	3	100		100		33		100	100
\$46,320–\$51,783	23	74	22	78		6	6	6	5.9
\$51,784–\$65,526	80	76	28	73	3.3	28	18	7	3.3
\$65,527–\$84,737	178	69	39	61	0.8	25	15	5	0.8
\$84,738–\$105,923	138	74	36	64	2.9	11	12	6	2.0
>\$105,923 (non SES)	69	74	42	58		14	14	8	2.0
>\$105,923 (SES)	42	64	67	33		15	7	4	
<b>Total</b>	<b>536</b>	<b>72</b>	<b>38</b>	<b>62</b>	<b>2.1</b>	<b>18</b>	<b>13</b>	<b>6</b>	<b>2.3</b>

Parliamentary Annual Report tables

Trends in the representation of EEO groups (FTE)

	Percentage of total staff	
	Department of Premier and Cabinet	Benchmark or government target
Women	62	50
Aboriginal and Torres Strait Islander People	2.1	2
People whose language first spoken as a child was not English	13	20
People with a disability	6	12
People with a disability requiring work-related adjustment	2.3	7

## Trends in the distribution of EEO groups FTE)

	Distribution index	
	Department of Premier and Cabinet	Benchmark
Women	93	100
Aboriginal and Torres Strait Islander People	n/a	100
People whose language first spoken as a child was not English	99	100
People with a disability	95	100
People with a disability requiring work-related adjustment	n/a	100

## Staff profile

	Total staff	2007-08		2006-07	
		Men	Women	Men	Women
<\$35,266	3	0	3		8
\$35,266-\$46,319	3	0	3	4	13
\$46,320-\$51,783	23	5	18	12	23
\$51,784-\$65,526	80	22	58	13	80
\$65,527-\$84,737	178	70	108	73	100
\$84,738-\$105,923	138	50	88	49	82
>\$105,923 (non SES)	69	29	40	32	33
>\$105,923 (SES)	42	28	14	30	14
<b>Total</b>	<b>536</b>	<b>204</b>	<b>332</b>	<b>213</b>	<b>353</b>

## Account payment performance

### Aged analysis at the end of each quarter

	Current (i.e. within due date) \$	Less than 30 days overdue \$	Between 30 days and 60 days overdue \$	Between 60 days and 90 days overdue \$	More than 90 days overdue \$
September	1,164,056	0	0	0	0
December	178,869	0	0	0	0
March	682,600	0	0	0	0
June	32,659	0	0	0	0

### Accounts paid on time within each quarter

	Total accounts paid on time			Total amount paid \$
	Target %	Actual %	\$	
September	88	93	19,120,757	20,122,895
December	88	88	25,977,533	27,979,046
March	88	92	36,281,375	39,123,693
June	88	93	43,557,736	45,842,778

During 2007-08 there were no instances where penalty interest was paid in accordance with section 15 of the *Public Finance and Audit (General) Regulation 2005*. There were no significant events that affected payment performance during the reporting period.

## Exceptional movements in employee wages, salaries or allowances

A salary increase of four percent effective 1 July 2007 was paid to clerical officers and senior officers in accordance with the *Crown Employees (Public Sector – Salaries 2004) Award*.

The Statutory and Other Offices Remuneration Tribunal determined a performance-based increase of 2.5 percent for SES officers, effective 1 October 2007. All increases were subject to satisfactory assessment of performance.

## Value of recreation leave

As at 30 June 2008, the value of accrued recreation leave was \$9.041 million and long service leave was \$22.618 million which is assumed by the Crown.

## Executive remuneration and senior executive performance statement

**Paul Clark**  
**Assistant Director General**  
**Office of State Operations**

Appointed: 1 July 2008, SES Level 6  
 Remuneration as at 30 June 2008: \$280,000

The Director General has expressed satisfaction with Mr Clark's performance throughout the period of his employment with the Department.

- Coordinated the establishment of a CBD Emergency Warning System in Sydney as the final component of the CBD Emergency Plan arrangements.
- Oversaw the development and establishment of the [www.secure.nsw.gov.au](http://www.secure.nsw.gov.au) website to provide a one-stop shop on counter terrorism, including current information during a terrorist incident.
- Oversaw a range of metropolitan and regional economic, social and infrastructure projects, including future of AM radio transmitters at Homebush Bay, Summer Strategy to prevent anti social behaviour, Aboriginal Trust Fund Repayment Scheme and enhanced filming arrangements in NSW.
- Led and coordinated strategies, programs and projects to meet State Plan and Regional Service Delivery Plan Priorities in crime prevention, anti social behaviour and volunteering
- Supported the Director General and Deputy Director General (State Administration Services) in whole of government responses to the drought, equine influenza, Hunter, Central Coast and Blacktown storms.
- Actively represented NSW and the Department on National Counter Terrorism and State Emergency Management committees, associated working groups and the COAG Influenza Pandemic Working Group.

**Don Colagiuri SC**  
**Parliamentary Counsel**  
**Parliamentary Counsel's Office**

Appointed: 14 February 2006, SES Level 7  
 Remuneration at 30 June 2008: \$392,300

The Director-General has expressed satisfaction with Mr Colagiuri's performance as Parliamentary Counsel and head of the Parliamentary Counsel's Office.

Mr Colagiuri has successfully met the performance criteria contained in his performance agreement, particularly the provision of legislative drafting, publishing and related services to the Government, and the effective management of the Parliamentary Counsel's Office.

Specific achievements in 2007–08 included:

- Managed the drafting and development of Bills for introduction into Parliament and of regulations, environmental planning instruments and other statutory instruments, including the drafting work arising from the Staged Repeal of Subordinate Legislation Program and the Statute Law Review Program. The work also involved personally drafting or closely supervising the drafting of a wide range of Bills.
- Took a leading role in uniform legislation for COAG, SCAG and other Ministerial Councils, by co-ordinating inter-jurisdictional drafting projects as Secretary of the Australasian Parliamentary Counsel's Committee and by an active involvement in the drafting of those projects and further developing the protocol for the drafting of uniform legislation (including a new precedent for applied national laws).
- Consolidated the reorganisation and enhancement of the Office's environmental planning instrument drafting and publishing program to assist in that part of the planning process (with turnaround times increased to 92 percent of matters completed within 20 working days)
- Advised the Government on a large number of matters relating to legislation and legislative proposals, many of which involved complex questions of law or legislative policy.
- Enhanced on-line public access to legislation by the maintenance and further development of the official website for NSW legislation: [www.legislation.nsw.gov.au](http://www.legislation.nsw.gov.au) including the introduction of planning maps in December and the release in July of the test version of the new website.

**Vicki D'Adam**  
**Assistant Director General**  
**Policy Development**

Appointed: 27 June 2007, SES Level 5  
Remuneration at 30 June 2008: \$253,500

The Director-General has expressed satisfaction with Ms D'Adam's performance throughout the period of her employment with the department.

Specific achievements in 2007–08 included:

- Leading management and coordination for NSW in its engagement with the Commonwealth, States and Territories through the Council of the Australian Governments and the Council for the Australian Federation and developing policy proposals for the COAG reform agenda across the COAG working groups.
- Continuing implementation of State Plan Priorities, in particular through leading on F4 Embedding the principle of prevention and early intervention in government services; assisting NSW Health in implementing State Plan Priority F3 Improved outcomes in mental health through managing the Senior Officers' Group for implementing the NSW interagency plan on mental health and the NSW COAG mental health group; and supporting the Department of Aboriginal Affairs in implementing State Plan Priority F1 Improving outcomes for Aboriginal people.
- Leading the implementation of a new structure for the Office for Women's Policy and reorientation towards a greater whole of government policy role in promoting issues of significance to women.
- Establishing a policy and whole of government coordination function in relation to preventing violence against women within the Office for Women's Policy.
- Leading development of phase one of the NSW Homeless strategy.

**Peter Duncan**  
**Deputy Director General**  
**Office of the Coordinator General**

Appointed: 27 June 2007, SES Level 7  
Remuneration at 30 June 2008: \$357,300

The Director General has expressed satisfaction with Mr Duncan's performance throughout the period of his employment with the Department.

Specific achievements in 2007–08 included:

- Providing high level, expert and strategic advice to the Director General, Coordinator General, Premier and NSW Government on matters pertaining to infrastructure and investment projects.
- Directing and managing the Office of the Coordinator General in supporting major initiatives and whole-of-government focus on major infrastructure projects and infrastructure policy, planning, coordination and delivery in NSW including transport, health, freight, water management, energy and commercial development projects, such as Barangaroo.

- Leading and directing the coordination and support of major government and non-government initiatives and achieved better alignment with the planning, investment and delivery of major projects.
- Facilitating a number of key inter-agency negotiations to ensure optimal infrastructure implementation outcomes for NSW, including the State's contribution to the Infrastructure Australia Audit, the North West Metro project, South West Rail Link, as well as other major transport and hospital development projects.

**Graeme Head**  
**Deputy Director General**  
**Performance Review Unit**

Appointed: 3 September 2007, SES Level 7  
Remuneration at 30 June 2008: \$313,450

The Director General has expressed satisfaction with Mr Head's performance through the period of his employment with the Department.

Specific achievement in 2007–08 included:

- Leading a major review of the Ambulance Service of NSW, leading to a number of significant reforms being adopted by the NSW Government
- Leading and substantially completing a major review of Housing NSW and the Aboriginal Housing Office
- Leading and substantially completing a review of the Department of State & Regional Development
- Assisting with the development of a Tourism Strategy for NSW as part of the response to the O'Neill review
- Completing work previously commenced on reforming internal audit practices across the NSW public sector
- In addition, led the NSW central agency contribution to the COAG Housing Working Group, and played a significant role
- Mr Head has played a key role in developing a wide range of customer service improvement initiatives under Priority S8 in the NSW State Plan.

At the time of reporting, Mr Head had also assumed the role of Deputy Director General, State Administration Services.

**Ben Keneally**  
**Executive Director**  
**Premier's Delivery Unit**

Appointed: 27 June 2007, SES Level 6  
Remuneration at 30 June 2008: \$284,950

The Director General expressed satisfaction with Mr Keneally's performance throughout the period of his employment with the Department.

Specific achievements in 2007–08 included:

- Developing and implementing the public reporting process for the State Plan including:
  - detailed progress updates reports for each priority
  - regional level performance reports for each region

- stakeholder meetings between Cabinet members Agency CEOs, peak groups, local government and regional delivery partners.
- Supporting the State Plan Performance Committee of Cabinet to review agency performance against State Plan targets and identify strategies and actions to improve outcomes.
- Providing strategic support to a number of agencies, including:
  - strategies to increase training in skill gap areas
  - priority actions to increase regional economic growth
  - immediate actions to drive a measurable improvement for Aboriginal communities.
- Implementing three projects with RailCorp to improve commuter satisfaction and operational performance. Greater punctuality on the Western line was achieved using 'dwell marshalls' at busy CBD platforms. A major program of further improvements was developed and is being implemented by RailCorp.
- Cutting red tape with NSW Police to allow officers to spend more time on the beat and less time doing paperwork. Actions being implemented include removing duplication in the recording of evidence and exhibits.

Mr Keneally was seconded from late January 2007 to act as Deputy Chief of Staff to the Premier with a responsibility to drive policy development across government in line with the State Plan.

**Robyn Kruk AM  
Director General**

Appointed: 7 May 2007, SES Level 8  
Remuneration at 30 June 2008: \$494,600  
(The remuneration amount includes a special responsibilities allowance of \$10,000 for concurrently holding the office of the Director General of the Office for Children)

The Premier has expressed satisfaction with Ms Kruk's performance throughout the period of her employment with the Department.

Specific achievements in 2007–08 included:

- Delivered high calibre services during the process of amalgamating the former Premier's Department and The Cabinet Office.
- Provided sector-wide leadership and support to agencies in meeting their commitments under the State Plan.
- Provided a significant coordination role in the major recovery activities in the Hunter and Central Coast storms, and the Blacktown hailstorms.
- Developed and implemented the wages policy.
- Achieved substantial progress with implementation of the broad COAG reform agenda in NSW.

- Developed and implemented Indigenous initiatives through co-ordinated planning and delivery, with other agencies and Aboriginal communities, at state, regional and/or local levels.
- Contributed to a number of major Government reforms initiatives, including in the areas of electricity, planning and transport.
- Provided leadership of the NSW public sector in the coordination of a number of State significant events, including the staging of APEC 2007 and World Youth Day 2008.

**Diane Leeson  
Director, Planning  
Office of the Coordinator General**

Appointed: 9 July 2006, SES Level 5  
Remuneration as at 30 June 2008: \$235,750

The Director General has expressed satisfaction with Ms Leeson's performance throughout the period of her employment with the Department.

Specific achievements in 2007–08 included:

- Providing high level planning and strategic advice on implementation of the *Environment Planning and Assessment Act* reforms.
- Facilitating the Requests for Detailed Proposals for Stage One of the development of land at Barangaroo.
- Coordinating and providing advice on strategic land use options for the Bays Precinct (comprising Glebe Island, White Bay, Rozelle Bay, Blackwattle Bay and the Rozelle Rail Yards).
- Planning and strategic advice in respect of significant policy and project initiatives such as the redevelopment of the Caritas Mental Health facility, Liverpool Hospital Stage 2 and State Environmental Planning Policy (SEPP) for infrastructure projects.

**Leigh Sanderson  
Deputy Director General  
General Counsel**

Appointed: 27 June 2007, SES Level 7  
Remuneration at 30 June 2008: \$330,000

The Director General has expressed satisfaction with Ms Sanderson's performance throughout the period of her employment with the Department.

Specific achievements in 2007–08 included:

- Managing the Government's legislative agenda and advising on major legislative projects, including political donations and restructuring of the electricity industry.
- Advising on Special Commissions of Inquiry, including the Government's response to the inquiry into Sydney Ferries, and the establishment of and liaison with the inquiry into Child Protection and the inquiry into Acute Care Services in NSW Public Hospitals.

- Continuing to implement the NSW Government's obligations under the Final Funding Agreement with James Hardie Industries NV to provide long-term funding for victims of James Hardie's asbestos, including through serving as a NSW Government-appointed director on Asbestos Injuries Compensation Fund Limited.
- Representing New South Wales on the COAG Business Regulation and Competition Working Group and pursuing NSW reforms in relation to COAG-identified regulatory hot spots.
- With the Better Regulation Office, leading implementation of State Plan Priority P3, including developing and implementing the *Guide to Better Regulation* and conducting and implementing the targeted review of Shop Trading Hours.

**John Schmidt**  
**Deputy Director General**  
**Policy Development**

Appointed: 27 June 2007, SES Level 7  
 Remuneration at 30 June 2008: \$357,300

The Director General expressed satisfaction with Mr Schmidt's performance throughout the period of his employment with the Department.

Specific achievements in 2007–80 included:

- Represented the NSW Government on the COAG Infrastructure Working Group and the COAG Climate Change and Water Working Group.
- Supported the Premier at meetings of the Council of Australian Governments and the Council of the Australian Federation.
- Advised on issues relating to the Murray Darling Basin and related state and national water reforms.
- Ongoing development of the States and Territories proposal for a national emissions trading scheme and the development of subsequent NSW input into the Australian Government's proposed Carbon Pollution Reduction Scheme.
- Provided ongoing advice in relation to planning reforms, transport policy, electricity market issues, science policy, criminal justice policy, environmental issues and drought policy.
- Conducted negotiations with representatives of relevant State/Territory Governments on a range of inter-jurisdictional cross border issues.

**Alex Smith**  
**Deputy Director General**  
**State Administration Services**

Appointed: 27 June 2007, SES Level 7  
 Remuneration at 30 June 2008: \$357,300

The Director General has expressed satisfaction with Mr Smith's performance throughout the period of his employment with the Department.

Specific achievements in 2007–08 included:

- Provided leadership of the Department's State administration responsibilities to the Premier as Head of Government.

- Managed the Department's human resources, financial and budgetary process, information technology and administrative support programs. This included the effective integration of human resource, financial and IT systems and processes of both former agencies.
- Implemented a budget savings plan for the Department and achieved the milestones and targets established for the agency.
- Led the State Administration in meeting all Treasury requirements for 2007–08.
- Provided leadership of the NSW Government's major recovery activities in the Hunter and Central Coast storms and in the Blacktown hailstorms. This included negotiating with Commonwealth Government agencies in the delivery of State and Commonwealth recovery within the Hunter and Central Coast regions, and establishing the Western Sydney Hailstorm Recovery Taskforce for the Premier.
- Provided leadership of whole-of-government assistance to regional and rural communities in responding to the continuing drought, particularly town and country water supply issues.
- Ensured all of the Department's responsibilities associated with the Equine Influenza outbreak were met and outcomes were achieved to the Premier's satisfaction.
- Provided leadership of the Department's contribution to the successful delivery of World Youth Day.

**John Trevillian AM**  
**Assistant Director General**  
**Office of Protocol and Special Events**

Appointed: 23 April 2007, SES Level 6  
 Remuneration at 30 June 2008: \$284,950

Specific Achievements in 2007–08 include:

- Represented NSW Government on Executive Committee of APEC Task Force and co-chaired Operations Committee.
- Supported the ongoing disaster recovery process of the Newcastle, Hunter Valley and Central Coast floods and storms.
- Supported successful planning and delivery of World Youth Day.
- The 75th Celebrations of Sydney Harbour Bridge, coordinated by OPSE, won Australia's best event in 2007.
- Successfully coordinated and delivered major events including Anzac Day, Australia Day, New Year's Eve, visit of Queen Mary and Queen Elizabeth II, Christmas in Sydney, FIFA World Congress, Mardi Gras, Anzac Bridge Statue, City to Surf, Sydney Running Festival and Remembrance Day.

- OPSE coordinated 30 major 'Heads of State' visits to New South Wales and managed the Premier's overseas visits to China for trade and business development.
- Represented the NSW Government on the Council for the Order of Australia and the Australian Bravery Decoration Council.

**Leanne Wallace**  
**Deputy Director General**  
**Public Sector Workforce Office**

Appointed: 7 January 2008, SES Level 7  
 Remuneration at 30 June 2007: \$284,591

The Director General has expressed satisfaction with Ms Wallace's performance throughout the period of her employment with the Department.

Specific achievements in 2007–08 include:

- Provided high level strategic advice to the NSW Government and agencies on a range of public sector employment, wages policy and industrial matters including management of displaced employees and sick leave.
- Developed a Public Sector Workforce Strategy to support the State Plan and to outline actions required to have the right people, with the right capabilities, skills and attitudes, in the right jobs in the NSW public sector.
- Implemented a number of initiatives to support the Workforce Strategy including the first Fast Track Graduate Recruitment Program, a revised approach for Chief Executive Officer performance agreements and recruitment and retention plans for auditors and finance professionals.
- Implemented legislative and policy changes to streamline public sector recruitment practices and established an e-Recruitment Program Management Office to deliver on a public-sector wide electronic recruitment system.
- Commenced reviews of workforce information, executive remuneration and leadership and management programs to provide direction for improved performance in 2008–09.
- Completed a review of the *Public Sector Employment & Management Act, 2002* and tabled the report on the review in Parliament.

**Major assets other than land holding**

	<b>Major additions 2007–08 \$'000</b>	<b>Total assets as at 30 June 2008 \$'000</b>
Computer equipment	1,012	3,439
Intangibles — software	2,038	3,178
Leasehold improvements	1,011	6,002
General plant and equipment	318	1,967
Work in progress	253	253
<b>Total</b>	<b>4,632</b>	<b>14,839</b>

**Major assets and land disposal**

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

**Events with a significant effect on the succeeding year after the balance date**

No event had a significant effect on the balance date.

**Representatives on significant committees**

**Strategic Executive**

Executive forum to address corporate and strategic Department issues.

Robyn Kruk	John Schmidt
Graeme Head	Ben Keneally
Don Colagiuri	Alex Smith
Leanne Wallace	Zoe De Saram
Peter Duncan	Rosemary Milkins
Leigh Sanderson	

**Joint Consultative Committee**

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

<b>Management staff</b>	<b>Union representatives</b>
Robyn Kruk	Paul Petersen
Alex Smith	Michelle Wood
Rosemary Milkins	Graeme Gandy
Leanne Wallace	<b>PSA</b>
Emanuel Sklavounos	Garry Harris
Wayne Priddle	Shane Howes

**Audit and Risk Management Committee**

**Department staff**

Graeme Head  
 Alex Smith  
 John Schmidt  
 Rosemary Milkins  
 Emanuel Sklavounos  
 Paul Pace

## Independents

Peter Whitehead, Public Trustee (Chair)  
 Jack Kheir, Audit Office  
 Robert Hayek, Audit Office  
 Phil O'Toole, Director, AAS, IAB  
 Geeta Nayak, Manager, FS, CCSU

## OHS Committee

The Department of Premier and Cabinet's OHS Committee will be the platform to drive change, improve communication and deliver our commitment to OHS. The committee was established 26 June.

Staff representatives	Management representatives
Sharon Boyd	Emanuel Sklavounos
Stephanie Tritton	Michael Armitage
Krissy Ukena	
Tara Connell	Support
Patrick Callaghan	Maria Duca

## Employment Equity and Diversity Committee

Committee being re-established. Anticipated will be underway in July 2008

## Responses to significant matters raised in the ongoing audit reports

No significant matters were raised in the ongoing audit reports.

## Statement of responsibility (credit card use)

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

## Controlled entities

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

## Consultants

### Consultancies of value less than \$30,000

	Cost \$
Finance and accounting	124,659.14
Organisational review	33,989
Information technology	29,980
Management services	46,556
<b>Total</b>	<b>\$266,594.14</b>

### Consultancies equal to or more than \$30,000

Category and title/nature	Cost \$
<b>Legal</b>	
<b>Anne Twomey</b> Paper on Federalism and Constitutional Reform	33,000
<b>Anne Twomey</b> Draft submission to the Commonwealth Government on the subject of political funding	33,000
<b>Organisational review</b>	
<b>Operational Research in Health (ORH) Limited, UK</b> Identified and analysed potential operational improvements in the Ambulance Service for the Review of the NSW Ambulance Service	73,000
<b>Information technology</b>	
<b>Dowling</b> IT review for Ministers' offices	30,000
<b>Pinpoint HRM</b> Consolidation of business requirements	58,581
<b>Management services</b>	
<b>McKinsey and Company</b> Advice and analysis of training models to deliver on State Plan targets P4/P7	170,000
<b>Mercer</b> Development of a public sector capability framework	67,000
<b>Total</b>	<b>\$464,581</b>

Number of individual consultancies with a value equal to or more than \$30,000 is 7.

**Number of individual consultancies less than \$30,000 is 30.**

**Total number of all consultancies is 36.**

## Freedom of Information (FOI)

During 2007–08, the Department of Premier and Cabinet processed 91 Freedom of Information applications, compared with 74 in 2006–07. Of the applications processed by the Department:

- 23 applications were discontinued (either because they were transferred to other agencies, they were withdrawn or the applicant did not pay an advance deposit)
- for 37 applications, access to documents was granted in full or the documents were otherwise available
- for 19 applications, access to documents was granted in part or the documents were otherwise available
- 8 applications were refused in full on the basis of exemptions
- for 4 applications, no documents were held.
- 10 applications remained to be completed at 30 June 2008.

During 2007–08, compliance with the provisions of the *Freedom of Information Act 1989* had no significant

impact on the administration of the Department of Premier and Cabinet.

There were 11 applications for Internal Reviews lodged with the Department during this reporting period.

There were 2 FOI matters before the Administrative Decisions Tribunal (ADT) at the end of this reporting period and 2 NSW Ombudsman's reviews.

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

As a result of the change in the reporting format, compared with that of 2006–07, some figures will be different from those previously reported.

## Section A — New FOI applications

How many FOI applications were received, discontinued or completed?

	Number of FOI applications					
	Personal		Other		Total	
	2006–07	2007–08	2006–07	2007–08	2006–07	2007–08
A1 New	2	3	76	92	78	95
A2 Brought forward	0	0	4	6	4	6
<b>A3 Total to be processed</b>	<b>2</b>	<b>3</b>	<b>80</b>	<b>98</b>	<b>82</b>	<b>101</b>
A4 Completed	0	1	45	67	45	68
A5 Discontinued	2	1	27	22	29	23
<b>A6 Total processed</b>	<b>2</b>	<b>2</b>	<b>72</b>	<b>89</b>	<b>74</b>	<b>91</b>
A7 Unfinished (carried forward)	0	1	8	9	8	10

\* The figures shown above for the previous year are different to those recorded in the 2006–07 annual report as the reporting format has changed with the release of the new FOI Manual in August 2007. In particular, the number of 'new' applications no longer includes incomplete or wrongly directed applications and the numbers reported above for 2006–07 are two less than was reported last year. More significantly, the numbers shown for 'completed' and 'discontinued' applications are considerably different from those reported in 2006–07 as the applications which constitute those categories are now made up of the outcomes recorded in the tables set out in sections B and C below. These are significantly different from the outcomes that constituted those categories in 2006–07.

## Section B — Discontinued applications

Why were FOI applications discontinued?

	Number discontinued					
	Personal		Other		Total	
	2006–07	2007–08	2006–07	2007–08	2006–07	2007–08
B1 Request transferred out to another agency (s.20)	2	0	17	4	19	4
B2 Applicant withdrew request	0	1	2	3	2	4
B3 Applicant failed to pay advance deposit (s.22)	0	0	8	15	8	15
B4 Applicant failed to amend a request that would have been an unreasonable diversion of resources to complete (s.25(1)(a1))	0	0	0	0	0	0
<b>B5 Total discontinued</b>	<b>2</b>	<b>1</b>	<b>27</b>	<b>22</b>	<b>29</b>	<b>23</b>

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

## Section C — Completed applications

What happened to completed FOI applications?

	Number completed					
	Personal		Other		Total	
	2006–07	2007–08	2006–07	2007–08	2006–07	2007–08
C1 Granted or otherwise available in full	0	1	22	36	22	37
C2 Granted or otherwise available in part	0	0	11	19	11	19
C3 Refused	0	0	6	8	6	8
C4 No documents held	0	0	6	4	6	4
<b>C5 Total completed</b>	<b>0</b>	<b>1</b>	<b>45</b>	<b>67</b>	<b>45</b>	<b>68</b>

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

## Section D — Applications granted or otherwise available in full

How were the documents made available to the applicant?

	Number of FOI applications					
	Personal		Other		Total	
	2006-07	2007-08	2006-07	2007-08	2006-07	2007-08
All documents requested were:						
D1 Provided to the applicant	0	1	22	36	22	37
D2 Provided to the applicant's medical Practitioner	0	0	0	0	0	0
D3 Available for inspection	0	0	0	0	0	0
D4 Available for purchase	0	0	0	0	0	0
D5 Library material	0	0	0	0	0	0
D6 Subject to deferred access	0	0	0	0	0	0
D7 Available by a combination of any of the reasons listed in D1-D6 above	0	0	0	0	0	0
<b>D8 Total granted or otherwise available in full</b>	<b>0</b>	<b>1</b>	<b>22</b>	<b>36</b>	<b>22</b>	<b>37</b>

## Section E — Applications granted or otherwise available in part

How were the documents made available to the applicant?

	Number of FOI applications					
	Personal		Other		Total	
	2006-07	2007-08	2006-07	2007-08	2006-07	2007-08
Documents made available were:						
E1 Provided to the applicant	0	0	11	19	11	19
E2 Provided to the applicant's medical Practitioner	0	0	0	0	0	0
E3 Available for inspection	0	0	0	0	0	0
E4 Available for purchase	0	0	0	0	0	0
E5 Library material	0	0	0	0	0	0
E6 Subject to deferred access	0	0	0	0	0	0
E7 Available by a combination of any of the reasons listed in E1-E6 above	0	0	0	0	0	0
<b>E8 Total granted or otherwise available in part</b>	<b>na</b>	<b>0</b>	<b>11</b>	<b>19</b>	<b>11</b>	<b>19</b>

## Section F — Refused FOI applications

Why was access to the documents refused?

	Number refused					
	Personal		Other		Total	
	2006-07	2007-08	2006-07	2007-08	2006-07	2007-08
F1 Exempt	0	0	6	8	6	8
F2 Deemed refused	0	0	0	0	0	0
<b>F3 Total refused</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>8</b>	<b>6</b>	<b>8</b>

**Section G — Exempt documents**

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

	Number of FOI applications (refused or access granted or otherwise available in part only)					
	Personal		Other		Total	
	2006–07	2007–08	2006–07	2007–08	2006–07	2007–08
Restricted documents:						
G1 Cabinet documents (Clause 1)	na	0	na	13	na	13
G2 Executive Council documents (Clause 2)	na	0	na	0	na	0
G3 Documents affecting law enforcement and public safety (Clause 4)	na	0	na	0	na	0
G4 Documents affecting counter terrorism measures (Clause 4A)	na	0	na	0	na	0
Documents requiring consultation:						
G5 Documents affecting inter-governmental relations (Clause 5)	na	0	na	0	na	0
G6 Documents affecting personal affairs (Clause 6)	na	0	na	9	na	9
G7 Documents affecting business affairs (Clause 7)	na	0	na	3	na	3
G8 Documents affecting the conduct of research (Clause 8)	na	0	na	0	na	0
Documents otherwise exempt:						
G9 Schedule 2 exempt agency	na	0	na	0	na	0
G10 Documents containing information confidential to Olympic Committees (Clause 22)	na	0	na	0	na	0
G11 Documents relating to threatened species, Aboriginal objects or Aboriginal places (Clause 23)	na	0	na	0	na	0
G12 Documents relating to threatened species conservation (Clause 24)	na	0	na	0	na	0
G13 Plans of management containing information of Aboriginal significance (Clause 25)	na	0	na	0	na	0
G14 Private documents in public library collections (Clause 19)	na	0	na	0	na	0
G15 Documents relating to judicial functions (Clause 11)	na	0	na	0	na	0
G16 Documents subject to contempt (Clause 17)	na	0	na	0	na	0
G17 Documents arising out of companies and securities legislation (Clause 18)	na	0	na	0	na	0
G18 Exempt documents under interstate FOI Legislation (Clause 21)	na	0	na	0	na	0
G19 Documents subject to legal professional privilege (Clause 10)	na	0	na	0	na	0
G20 Documents containing confidential material (Clause 13)	na	0	na	1	na	1
G21 Documents subject to secrecy provisions (Clause 12)	na	0	na	0	na	0
G22 Documents affecting the economy of the State (Clause 14)	na	0	na	0	na	0
G23 Documents affecting financial or property interests of the State or an agency (Clause 15)	na	0	na	0	na	0
G24 Documents concerning operations of agencies (Clause 16)	na	0	na	0	na	0
G25 Internal working documents (Clause 9)	na	0	na	1	na	1
G26 Other exemptions (eg., Clauses 20, 22A and 26)	na	0	na	0	na	0
<b>G27 Total applications including exempt documents</b>	<b>na</b>	<b>0</b>	<b>na</b>	<b>27</b>	<b>na</b>	<b>27</b>

Note: Where more than one exemption applies to a request the exemption category first occurring in the above table is selected. The figures in G27 should correspond to the sum of the figures in C2 and F1. \*In 2006–07 statistics were not recorded for exemption clauses.

## Section H — Ministerial Certificates (S.59)

How many Ministerial Certificates were issued?

	Number of Ministerial Certificates	
	2006-07	2007-08
H1 Ministerial Certificates issued	0	0

## Section I — Formal consultations

How many formal consultations were conducted?

	Number	
	2006-07	2007-08
I1 Number of applications requiring formal consultation	18	22
I2 Number of persons formally consulted	na	347

Note: Include all formal consultations issued irrespective of whether a response was received.

## Section J — Amendment of personal records

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

	Number of applications for amendment of personal records	
	2006-07	2007-08
J1 Agreed in full	0	0
J2 Agreed in part	0	0
J3 Refused	0	0
<b>J4 Total</b>	<b>0</b>	<b>0</b>

## Section K — Notation of personal records

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

	Number of Applications for notation	
	2006-07	2007-08
K1 Applications for notation	0	0

## Section L — Fees and costs

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

	Assessed costs		Fees received	
	2006-07	2007-08	2006-07	2007-08
L1 All completed applications	\$3,075.00*	\$18,757.50**	\$5,130.00***	\$8,870.00

\*2006-07 does not include application fees. \*\*2007-08 includes application fees. \*\*\*Includes application fees

## Section M — Fee discounts

How many fee waivers or discounts were allowed and why?

	Number of FOI applications (where fees were waived or discounted)					
	Personal		Other		Total	
	2006-07	2007-08	2006-07	2007-08	2006-07	2007-08
M1 Processing fees waived in full	0	0	0	25	0	25
M2 Public interest discount	0	0	3	1	2	1
M3 Financial hardship discount — pensioner or child	0	0	0	0	0	0
M4 Financial hardship discount — non profit organisation	0	0	0	0	0	0
<b>M5 Total</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>26</b>	<b>3</b>	<b>26</b>

### Section N — Fee refunds

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

	Number of refunds	
	2006-07	2007-08
N1 Number of fee refunds granted as a result of significant correction of personal records	0	0

### Section O — Days taken to complete request

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

	Number of completed FOI applications					
	Personal		Other		Total	
	2006-07	2007-08	2006-07	2007-08	2006-07	2007-08
O1 0-21 days — statutory determination period	0	2	21	50	21	52
O2 22-35 days — extended statutory determination period for consultation or retrieval of archived records (S.59B)	0	0	11	28	11	28
O3 Over 21 days — deemed refusal where no extended determination period applies	n/a	0	n/a	4	n/a	4
O4 Over 35 days — deemed refusal where extended determination period applies	0	0	23	7	23	7
<b>O5 Total</b>	<b>0</b>	<b>2</b>	<b>55</b>	<b>89</b>	<b>55</b>	<b>91</b>

O5 = 91 (A4 = 68 + A5 = 23) i.e discontinued applications are included. For previous year 2006-07, O5 does not equal A4 for the reasons outlined previously. Although 11 matters were determined outside the statutory timeframes, these were not recorded as deemed refusals at F2 as substantive determinations were made after the due date.

### Section P — Processing time: hours

How long did it take to process completed applications?

	Number of completed FOI applications					
	Personal		Other		Total	
	2006-07	2007-08	2006-07	2007-08	2006-07	2007-08
P1 0-10 hours	0	2	51	65	51	67
P2 11-20 hours	0	0	4	18	4	18
P3 21-40 hours	0	0	0	6	0	6
P4 Over 40 hours	0	0	0	0	0	0
<b>P5 Total</b>	<b>0</b>	<b>2</b>	<b>55</b>	<b>89</b>	<b>55</b>	<b>91</b>

P5 = 91 (A4 = 68 + A5 = 23) i.e discontinued applications are included. For 2006-07 O5 does not equal A4 for the reasons outlined previously.

### Section Q — Number of reviews

How many reviews were finalised?

	Number of completed reviews	
	2006-07	2007-08
Q1 Internal reviews	5	11
Q2 Ombudsman reviews	3	1
Q3 ADT reviews	0	2

## Section R — Results of internal reviews

### What were the results of internal reviews finalised?

Grounds on which the internal review was requested	Number of internal reviews					
	Personal — original agency decision		Other — original agency decision		Total — original agency decision	
	Upheld	Varied	Upheld	Varied	Upheld	Varied
R1 Access refused	0	0	4	0	0	4
R2 Access deferred	0	0	0	0	0	0
R3 Exempt matter deleted from documents	0	0	2	0	0	2
R4 Unreasonable charges	0	0	5	0	0	5
R5 Failure to consult with third parties	0	0	0	0	0	0
R6 Third parties views disregarded	0	0	0	0	0	0
R7 Amendment of personal records refused	0	0	0	0	0	0
<b>R8 Total</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>11</b>

Note: Figures in R8 should correspond to figures in Q1.

### FOI applications lodged with ministers' offices — 2007–08

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

During 2007–08, 54 Freedom of Information applications were received or carried forward, compared with 42 in 2006–07. Of the 51 applications finalised by Ministers' Offices:

- 15 applications were discontinued (either because they were transferred to other agencies, they were withdrawn or the applicant did not pay an advance deposit)
- for 6 applications, access to documents was granted in full or the documents were otherwise available
- for 7 applications, access to documents was granted in part or the documents were otherwise available
- 6 applications were refused in full on the basis of exemptions
- for 17 applications, no documents were held.

Three application were not finalised as at 30 June 2006.

The following bracketed code letters are used to identify Ministers who dealt with FOI applications in 2006–07:

- Premier, and Minister for Citizenship (P)
- Deputy Premier, Minister for Transport, and Minister for Finance (DP)
- Minister for Education and Training, Minister for Industrial Relations (IR)
- Attorney General, and Minister for Justice (A)
- Minister for Planning, Minister for Redfern Waterloo, and Minister for the Arts (PL)
- Minister for Health (H)
- Minister for Police, Minister for Illawarra (PO)

- Minister for Roads and Minister for Commerce (R)
- Minister for Primary Industries, Minister for Energy, Minister for Mineral Resources, and Minister for State Development (PI)
- Minister for Lands, Minister for Rural Affairs, Minister for Regional Development, and Vice President of the Executive Council (L)
- Minister for Small Business and Regulatory Reform, and Minister for Ports and Waterways (SB)
- Minister for Housing, Minister for Tourism (HS)
- Minister for Fair Trading, Minister for Youth, and Minister for Volunteering (FT)
- Minister for Local Government, Minister for Aboriginal Affairs, and Minister Assisting the Minister for Health (Mental Health) (LG)
- Minister for Climate Change and the Environment, Minister for Science and Medical Research, Minister Assisting the Minister for Health(Cancer), (W)
- Minister for Gaming and Racing, Minister for Sport and Recreation (GR)

## Section A — New FOI applications

How many FOI applications were received, discontinued or completed?

	Number of FOI applications					
	Personal		Other		Total	
	2006–07	2007–08	2006–07	2007–08	2006–07	2007–08
A1 New	1(P) 1(DP) 5(PL) 1(H) 3(PI) 1(L) 1(FT) 1(LG)	3(HS) 1(DP) 2(IR) 2(PI) 6(PL) 1(L) 1(H)	9(P) 4(DP) 2(A) 4(H) 3(R) 2(SB) 2(LG)	1(R) 5(DP) 3(IR) 2(PO) 5(L) 6(W) 3(H) 2(LG) 1(GR) 1(FT) 7(P)	40	52
A2 Brought forward	1(PI)	0	1(P)	1(P) 1(R)	2	2
<b>A3 Total to be processed</b>	<b>15</b>	<b>16</b>	<b>27</b>	<b>38</b>	<b>42</b>	<b>54</b>
A4 Completed	7	12	18	24	25	36
A5 Discontinued	8	4	7	11	15	15
<b>A6 Total processed</b>	<b>15</b>	<b>16</b>	<b>25</b>	<b>35</b>	<b>40</b>	<b>51</b>
A7 Unfinished (carried forward)	0	0	1(P) 1(R)	2(R) 1(DP)	2	3

The figures shown above for the previous year are different to those recorded in the 2006–07 annual report as the reporting format has changed with the release of the new FOI Manual in August 2007. The numbers shown for 'completed' and 'discontinued' applications are different from those reported in 2006–07 as the applications which constitute those categories are now made up of the outcomes recorded in the tables set out in sections B and C below. These are significantly different from the outcomes that constituted those categories in 2006–07.

## Section B — Discontinued applications

Why were FOI applications discontinued?

	Number of discontinued FOI applications					
	Personal		Other		Total	
	2006–07	2007–08	2006–07	2007–08	2006–07	2007–08
B1 Request transferred out to another agency (s.20)	1(DP) 1(PL) 2(PI) 1(FT) 1(LG)	1(HS) 1(DP) 1(H)	1(H) 1(R) 2(LG)	5(W) 1(H) 1(P) 2(LG)	10	12
B2 Applicant withdrew request	1(PL) 1(L)	1(IR)	1(H)	0	3	1
B3 Applicant failed to pay advance deposit (s.22)	0	0	1(DP) 1(SB)	2(P)	2	2
B4 Applicant failed to amend a request that would have been an unreasonable diversion of resources to complete (s.25(1)(a1))	0	0	0	0	0	0
<b>B5 Total discontinued</b>	<b>8</b>	<b>4</b>	<b>7</b>	<b>11</b>	<b>15</b>	<b>15</b>

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

## Section C — Completed applications

What happened to completed FOI applications?

	Number of completed FOI applications					
	Personal		Other		Total	
	2006–07	2007–08	2006–07	2007–08	2006–07	2007–08
C1 Granted or otherwise available in full	5	0	7	2(DP) 1(IR) 1(PO) 1(GR) 1(FT)	12	6
C2 Granted or otherwise available in part	0	2(PL)	1	2(DP) 1(L) 1(W) 1(P)	1	7
C3 Refused	0	1(PI) 2(PL) 1(L)	2	1(L) 1(P)	2	6
C4 No documents held	1(P) 1(H)	2(HS) 1(IR) 1(PI) 2(PL)	3(P) 1(DP) 2(A) 1(H) 1(R)	2(IR) 1(PO) 3(L) 2(H) 3(P)	10	17
<b>C5 Total completed</b>	<b>7</b>	<b>12</b>	<b>18</b>	<b>24</b>	<b>25</b>	<b>36</b>

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

## Section D — Applications granted or otherwise available in full

How were the documents made available to the applicant?

	Number of FOI applications (granted or otherwise available in full)					
	Personal		Other		Total	
	2006-07	2007-08	2006-07	2007-08	2006-07	2007-08
All documents requested were:	3 (PL) 2 (PI)		4(P) 1(DP) 1 (SB)	2(DP) 1(IR) 1(PO) 1(FT) 1(GR)		
D1 Provided to the applicant		0			11	6
D2 Provided to the applicant's medical Practitioner	0	0	0	0	0	0
D3 Available for inspection	0	0	1 (R)	0	1	0
D4 Available for purchase	0	0	0	0	0	0
D5 Library material	0	0	0	0	0	0
D6 Subject to deferred access	0	0	0	0	0	0
D7 Available by a combination of any of the reasons listed in D1-D6 above	0	0	0	0	0	0
<b>D8 Total granted or otherwise available in full</b>	<b>5</b>	<b>0</b>	<b>7</b>	<b>6</b>	<b>12</b>	<b>6</b>

## Section E — Applications granted or otherwise available in part

How were the documents made available to the applicant?

	Number of FOI applications (granted or otherwise available in part)					
	Personal		Other		Total	
	2006-07	2007-08	2006-07	2007-08	2006-07	2007-08
Documents made available were:				2(DP) 1(L) 1(W) 1(P)		
E1 Provided to the applicant	0	2(PL)	1(P)		1	7
E2 Provided to the applicant's medical Practitioner	0	0	0	0	0	0
E3 Available for inspection	0	0	0	0	0	0
E4 Available for purchase	0	0	0	0	0	0
E5 Library material	0	0	0	0	0	0
E6 Subject to deferred access	0	0	0	0	0	0
E7 Available by a combination of any of the reasons listed in E1-E6 above	0	0	0	0	0	0
<b>E8 Total granted or otherwise available in part</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>7</b>

## Section F — Refused FOI applications

Why was access to the documents refused?

	Number of refused FOI applications					
	Personal		Other		Total	
	2006-07	2007-08	2006-07	2007-08	2006-07	2006-07
F1 Exempt	0	2(PL) 1(PI) 1(L)	2(DP)	1(L) 1(P)	2	6
F2 Deemed refused	0	0	0	0	0	0
<b>F3 Total refused</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>6</b>

**Section G — Exempt documents**

**Why were the documents classified as exempt?**

	Number of FOI applications (refused or access granted or otherwise available in part only)					
	Personal		Other		Total	
	2006–07	2007–08	2006–07	2007–08	2006–07	2007–08
<b>(identify one reason only)</b>						
Restricted documents:						
G1 Cabinet documents (Clause 1)	na	1(PI)	na	1(P) 1(DP) 1(W) 1(P)	na	5
G2 Executive Council documents (Clause 2)	na	0	na	0	na	0
G3 Documents affecting law enforcement and public safety (Clause 4)	na	0	na	0	na	0
G4 Documents affecting counter terrorism measures (Clause 4A)	na	0	na	0	na	0
Documents requiring consultation:						
G5 Documents affecting intergovernmental relations (Clause 5)	na	0	na	0	na	0
G6 Documents affecting personal affairs (Clause 6)	na	1(L)	na	2(L) 1(DP)	na	4
G7 Documents affecting business affairs (Clause 7)	na	0	na	0	na	0
G8 Documents affecting the conduct of research (Clause 8)	na	0	na	0	na	0
Documents otherwise exempt:						
G9 Schedule 2 exempt agency	na	0	na	0	na	0
G10 Documents containing information confidential to Olympic Committees (Clause 22)	na	0	na	0	na	0
G11 Documents relating to threatened species, Aboriginal objects or Aboriginal places (Clause 23)	0	0	na	0	na	0
G12 Documents relating to threatened species conservation (Clause 24)	na	0	na	0	na	0
G13 Plans of management containing information of Aboriginal significance (Clause 25)	na	0	na	0	na	0
G14 Private documents in public library collections (Clause 19)	na	0	na	0	na	0
G15 Documents relating to judicial functions (Clause 11)	na	0	na	0	na	0
G16 Documents subject to contempt (Clause 17)	na	0	na	0	na	0
G17 Documents arising out of companies and securities legislation (Clause 18)	na	0	na	0	na	0
G18 Exempt documents under interstate FOI Legislation (Clause 21)	na	0	na	0	na	0
G19 Documents subject to legal professional privilege (Clause 10)	na	4(PL)	na	0	na	4
G20 Documents containing confidential material (Clause 13)	na	0	na	0	na	0
G21 Documents subject to secrecy provisions (Clause 12)	na	0	na	0	na	0
G22 Documents affecting the economy of the State (Clause 14)	na	0	na	0	na	0
G23 Documents affecting financial or property interests of the State or an agency (Clause 15)	na	0	na	0	na	0
G24 Documents concerning operations of agencies (Clause 16)	na	0	na	0	na	0
G25 Internal working documents (Clause 9)	na	0	na	0	na	0
G26 Other exemptions (eg, Clauses 20, 22A and 26)	na	0	na	0	na	0
<b>G27 Total applications including exempt documents</b>	<b>na</b>	<b>6</b>	<b>na</b>	<b>7</b>	<b>na</b>	<b>13</b>

Note: The figures in G27 should correspond to the sum of the figures in C2 and F1. NB: these statistics were not retained prior to 2007–08.

## Section H — Ministerial Certificates (S.59)

How many Ministerial Certificates were issued?

	Number of Ministerial Certificates	
	2006-07	2007-08
H1 Ministerial Certificates issued	0	0

## Section I — Formal consultations

How many formal consultations were conducted?

	Number of formal consultations	
	2006-07	2007-08
I1 Number of applications requiring formal consultation	1(P) 1(DP)	3(DP) 1(W) 1(P)
I2 Number of persons formally consulted	n/a	4(DP) 2(W) 1(P)

## Section J — Amendment of personal records

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

	Number of applications for amendment of personal records	
	2006-07	2007-08
J1 Agreed in full	1(LG)	0
J2 Agreed in part	0	0
J3 Refused	0	0
<b>J4 Total</b>	<b>1</b>	<b>0</b>

## Section K — Notation of personal records

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

	Number of applications for notation	
	2006-07	2007-08
K1 Applications for notation	0	0

## Section L — Fees and costs

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

	Assessed costs		Fees received	
	2006-07	2007-08	2006-07	2007-08
L1 All completed applications	\$390 (P)*	\$60(R) \$30(HS) \$120(DP) \$705(PL) \$60(PO) \$150(L) \$990(W) \$90(H) \$30(GR) \$600(FT) \$210(P) \$60(PI) Total \$3,105 **	\$690(P) \$105(DP) \$30(H) \$60(A) \$90(PL) \$90(R) \$45(PI) \$30(L) \$30(SB) \$90(LG) Total \$1,260**	\$60(R) \$120(DP) \$60(PI) \$705(PL) \$60(PO) \$150(L) \$990(W) \$90(H) \$30(GR) \$30(FT) \$210(P) Total \$2,505 **

\*2006-07 does not include application fees. \*\*includes application fees.

**Section M — Fee discounts**

How many fee waivers or discounts were allowed and why?

	Number of FOI applications (where fees were waived or discounted)					
	Personal		Other		Total	
	2006-07	2007-08	2006-07	2007-08	2006-07	2007-08
M1 Processing fees waived in full	0	2(IR)	0	3(IR)	0	5
M2 Public interest discount	0	0	1(PI)	0	1	0
M3 Financial hardship discount — pensioner or child	0	1(PL)	1(DP)	0	1	1
M4 Financial hardship discount — non profit organisation	0	0	0	0	0	0
<b>M5 Total</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>6</b>

**Section N — Fee refunds**

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

	Number of refunds	
	2006-07	2007-08
N1 Number of fee refunds granted as a result of significant correction of personal records	0	0

**Section O — Days taken to complete request**

How long did it take to process completed applications?

	Number of completed FOI applications					
	Personal		Other		Total	
	2006-07	2007-08	2006-07	2007-08	2006-07	2007-08
(Note: calendar days)						
O1 0-21 days — statutory determination period	1(P) 3(PL) 1(H) 4(PI) 1(L)	2(HS) 1(IR) 2(PI) 5(PL) 1(L)	7(P) 4(DP) 2(A) 2(H) 2(SB)	1(DP) 1(IR) 2(PO) 5(L) 2(H) 1(GR) 1(FT) 2(P)	27	26
O2 22-35 days — extended statutory determination period for consultation or retrieval of archived records (S.59B)	0	1(PL)	1(R)	2(DP) 1(IR) 1(W) 2(P)	1	7
O3 Over 21 days — deemed refusal where no extended determination period applies	0	0	0	1(DP) 1(P)	0	2
O4 Over 35 days — deemed refusal where extended determination period applies	0	0	2 (P), 1(R)	1(IR)	3	1
<b>O5 Total</b>	<b>10</b>	<b>12</b>	<b>21</b>	<b>24</b>	<b>31</b>	<b>36</b>

Note: Figures in O5 should correspond to figures in A4. For the previous year 2006-07, O5 does not match A4 as some Ministers included transferred applications, as well as completed applications, while others did not.

## Section P — Processing time: hours

### How long did it take to process completed applications?

	Number of completed FOI applications					
	Personal		Other		Total	
	2006–07	2007–08	2006–07	2007–08	2006–07	2007–08
P1 0–10 hours	1(P) 3(PL) 4(PI) 1(L) 1(H)	2(HS) 1(IR) 2(PI) 5(PL) 1(L)	8(P) 4(DP) 2(A) 2(H) 2(R) 2(SB)	3(DP) 3(IR) 5(L) 2(H) 1(GR) 2(PO) 5(P)	30	32
P2 11–20 hours	0	1(PL)	1(P)	1(DP) 1(FT)	1	3
P3 21–40 hours	0	0	0	1(W)	0	1
P4 Over 40 hours	0	0	0	0	0	0
<b>P5 Total</b>	<b>9</b>	<b>12</b>	<b>21</b>	<b>24</b>	<b>31</b>	<b>36</b>

For the previous year 2006–07, P5 does not match A4 as some Ministers included transferred applications, as well as completed applications, while others did not.

## Section Q — Number of reviews

### How many reviews were finalised?

	Number of completed reviews	
	2006–07	2007–08
Q1 Internal reviews	n/a	n/a
Q2 Ombudsman reviews	n/a	n/a
Q3 ADT reviews	1 (A), 1 (PI)	1(P)

\* FOI applications for Ministers' documents are not subject to internal review (s.51 refers).

\*\* The NSW ombudsman has no jurisdiction to investigate determinations relating to Ministers' documents (s.52 (5)(b) refers).

## Statement of Affairs

Under section 14 of the *Freedom of Information Act 1989*, the Department of Premier and Cabinet is required to publish an annual Statement of Affairs, that describes the structure and functions of the Department, how these functions affect the public, and how the public can participate in the Department's policy development. Additionally, the Statement of Affairs requires the inclusion of the categories of departmental documents and how these can be accessed or amended by members of the public.

### Structure and Functions

The purpose of the Department is to support the Premier as head of the Government and Cabinet to achieve the Government's objectives. The primary responsibility therefore, is to serve and advise the Premier as the head of government and the head of the State's administration. This includes coordinating policy and administration between Government agencies. The structure of the Department is detailed elsewhere in this Annual Report.

Information on the structure and functions of the Department is publicly available on the Department's website, [www.dpc.nsw.gov.au](http://www.dpc.nsw.gov.au).

## Effect of functions on members of the public

The functions of the Department have a direct effect on members of the public through the provision of services and indirectly through the provision of policy advice. These services include the management of State resources, improving management practices across the public sector and implementing Government policies. Policy advice given by the Department (which includes the provision of advice, information and specialised services such as policy development and coordination across a range of functions to serve the people of NSW) which is accepted by Government via the Cabinet process is generally given effect by other government agencies.

### Public participation in policy development

Members of the public are welcome to participate in the policy development process within the Department. The Department can be contacted by mail addressed to GPO Box 5341 Sydney NSW 2001, by telephone on 02 9228 5555 or by fax on 02 9228 3522. Information about electronic access to the Department (internet and email) can be obtained at [www.dpc.nsw.gov.au](http://www.dpc.nsw.gov.au).

### Categories of documents held by the Department

A list of policy documents of the Department which are publicly available is published in the Government Gazette and online every six months in the Summary of Affairs, as required under the *Freedom of Information Act 1989*. A copy of the most recent Summary of Affairs

can be obtained from the Government Gazette or [www.dpc.nsw.gov.au](http://www.dpc.nsw.gov.au). The documents themselves can be downloaded from the website.

These documents include:

- policy documents including Memoranda and Circulars
- documents on internal administration of the Department
- policy and planning documents.

In addition, the Department also maintains the following categories of documents:

- documents prepared for submission to Cabinet and Cabinet Committees
- official records of Cabinet and Cabinet Committees
- deliberations or decisions of Cabinet and Cabinet Committees
- documents prepared for submission to the Executive Council
- deliberations or advice of the Executive Council
- Premier's briefing papers
- correspondence with the Commonwealth
- correspondence with the other States and Territories
- correspondence with members of the public
- correspondence with Ministers and other Members of Parliament
- internal working papers of the Department.

The following categories of documents are held by the Parliamentary Counsel's Office (which is a separate office within the Department):

- Documents describing the functions etc of the Office, including:
  - Amendments in Committee Drafting Manual
  - Manual for the Drafting of Non-Government Legislation
  - Manual for the Preparation of Legislation
  - NSW Legislation Paper Reprints Policy.
- Documents associated with the preparation of draft legislation.
- Electronic documents and records associated with the Office's legislative drafting and publishing activities and its compilation of the NSW Legislation Database.

Documents relating to the internal administration of the Department including recruitment, personnel files, accommodation, staff establishment, financial and expenditure matters, and internal audit are held by Service First within the Department of Commerce.

Members of the public may contact the Senior Principal Legal Officer (FOI and Parliamentary Matters) to ascertain which of these documents may be available under Freedom of Information legislation. In these cases application and processing fees may apply.

#### Accessing and amending Departmental documents

Documents may be accessed in several ways. Publicly available documents may be accessed via the internet at [www.dpc.nsw.gov.au](http://www.dpc.nsw.gov.au) or by contacting the relevant Departmental officer as shown in the Summary of Affairs or the Policy Manager, Legal Branch (FOI and Parliamentary Matters).

Applications for access to other documents of the Department that are made under the provisions of the *Freedom of Information Act 1989* should be in writing, accompanied by the \$30 application fee and directed to:

Policy Manager, Legal Branch  
 Department of Premier and Cabinet  
 GPO Box 5341  
 SYDNEY NSW 2000  
 Ph 02 9228 4441 (during office hours)  
 Fax 02 9228 5542

Applications to amend or notate documents held by the Department that relate to a person's own personal affairs may also be made to the Policy Manager, Legal Branch.

## Grants

### Program Area 2.1 Services for Administration of Government

#### Program 2.1.7 State Administration Services

##### Miscellaneous Grants approved by the Premier

Organisation and purpose of grant	Paid \$
<b>1st Wattle Grove Scouts</b> Renovation of a demountable building floor	3,000
<b>Abbotsford Long Day Care</b> Installation of a rainwater tank	3,500
<b>ANZAC Memorial Trust</b> 2007 recurrent grant, administration expenses	380,000
<b>Associazione Madonna Assunta Di Pierno</b> Subsidy of seniors' transport	1,000
<b>Australian Institute of Criminology</b> Australian Crime and Violence Prevention Awards	28,967
<b>Australian Red Cross</b> Burma cyclone appeal 2008	500,000
<b>Australian Red Cross</b> Annual NSW Government contribution to the Red Cross Calling appeal	120,000
<b>Bell Family appeal</b> Assistance to the Bell family as carers for daughter Jayde	5,000
<b>Cabarita/Mortlake Kindergarten</b> Providing a creative outdoor learning area	3,000

Organisation and purpose of grant	Paid \$
<b>Camp Impact</b> Police Community team and relationship building camp for youth	5,000
<b>Concord Cats AFL</b> Purchase of uniforms and equipment	3,000
<b>Concord Heritage Society</b> renovation for the heritage building	2,000
<b>Concord RSL Women's Bowling Club</b> Renewal of water pipes	1,000
<b>Day of Difference Foundation</b> Contribution for fundraising dinner	10,000
<b>Drummoyne Baptist Pre-School</b> Implementing an outdoor play space and landscape	2,000
<b>Drummoyne Power Junior AFL Club</b> Purchase of sports equipment	3,000
<b>Dunn and Lewis Youth Development Foundation Limited</b> Memorial to commemorate Australians killed in Bali bombings	10,000
<b>Enough is Enough</b> Contribution to the Peacemaker Program	65,000
<b>Five Dock Early Childhood Health Centre</b> Purchase of educational and play equipment	3,000
<b>Five Dock Women's Bowling Club</b> Shelter awnings for the bowling greens	1,000
<b>Glenn Watts Fundraising appeal</b> Contribution to appeal	10,000
<b>Inner West Suburbs Netball Association</b> Purchasing netball equipment	1,500
<b>Italian Affair Committee</b> Contribution for Spastic Centre of NSW	20,000
<b>Kelso Community and Recreation Centre</b> Coordinator's salary 2007–08	30,000
<b>Kokoda Track Walkway Memorial</b> Education Centre at Rhodes	400,000
<b>Macedonian Dance Group Dame Guev</b> Purchase of costumes for dance group	1,500
<b>Miracle Babies</b> Miracle Babies Annual Ball, funding for premature babies	20,000
<b>Natalie Newman Benefit Night</b> Contribution to Benefit Night	10,000
<b>National History Challenge</b> The Premier's Young Historian Prize	250
<b>Neighbour Day</b> Attendance at the United Nations Conference	2,500
<b>NSW Police Legacy Ltd</b> Police Legacy contribution	4,500
<b>Premier's English Scholarship</b> Funding for 2007 scholarship	10,000
<b>Oxfam Community Aid Abroad</b> Trailwalker Sydney community event	40,000
<b>Reserve Forces Day Council</b> Assist with meeting the costs of Reserve Forces Day banners	3,230
<b>Royal Humane Society</b> Annual NSW Government contribution	5,000

Organisation and purpose of grant	Paid \$
<b>RSL Australia NSW Branch</b> Annual contribution for ANZAC Day	47,000
<b>Salvation Army</b> Annual NSW Government Red Shield appeal contribution	200,000
<b>Harmony Media Pty Ltd</b> Special Children's Christmas Party	10,228
<b>Sydney Community Foundation</b> Assistance with establishment costs	50,000
<b>Sydney Thistle Highland Pipe Band</b> Upgrade of equipment and uniforms	1,000
<b>Sze Yup Society Kwan Ti Temple Trust</b> Fire damage assistance to Sze Yup Society Kwan Ti Temple	10,000
<b>The Exodus Foundation</b> Education for disadvantaged primary school children	10,000
<b>The Kidzwish Foundation Inc</b> The foundation's Christmas Party	10,000
<b>The Oaktree Foundation</b> Make Poverty History Zero Seven campaign	65,000
<b>UNICEF Australia</b> Funding assistance to the Wiggles Unicef Water Project in Timor	20,000
<b>Vision Australia</b> Support Vision Australia for the 2008 appeal	60,000
<b>Youth off the Streets</b> Donation to Youth off the Streets Program	10,000
<b>YWCA Big Brothers, Big Sisters and Aunties and Uncles Program</b> School mentoring program Nowra	10,000
<b>Total</b>	<b>\$2,211,175</b>

#### Rural and Regional Grants

<b>1st Berkeley Vale Scouting Group</b> Purchase of cooking equipment	8,000
<b>All Saints Anglican Church Murwillumbah</b> Four Seasons Concert funding	1,000
<b>Armidale Dumaresq Council</b> Upgrading of street lighting	5,200
<b>Australian Red Cross</b> China Sichuan earthquake appeal	500,000
<b>Bevendale Hall and Recreation Trust</b> Renovations to Bevendale Hall	6,219
<b>Bribbaree Memorial Hall Trust</b> Renovations to Bribbaree Hall	6,000
<b>Bulli Seniors Centre Management Committee</b> Purchase an indoor bowls mat for the centre	1,700
<b>Captains Flat Community Association</b> Upgrade community tennis court	8,750
<b>Central Tablelands Woodcraft Inc</b> Improvements to the clubhouse	5,000
<b>ComputerBank New England Inc</b> Funding for electrical work	6,600
<b>Country Womens Association Kiama</b> Upgrade of the CWA Hall	9,800

Organisation and purpose of grant	Paid \$
<b>Country Womens Association Port Macquarie</b> Printing of brochure	291
<b>Country Womens Association, Berridale</b> Purchase of a gas heater	4,500
<b>Country Womens Association, Curlewis Hall</b> Connection hall to town sewerage system	600
<b>Country Womens Association, Jindabyne</b> Upgrade of CWA hall and kitchen	5,000
<b>Festival Development Corporation</b> Assistance for the Flora Festival	30,000
<b>Gunnedah Presbyterian Church</b> Refurbish community toilet	9,206
<b>Gunnedah Rural Museum</b> Upgrade museum security system	3,000
<b>Hastings Woodworkers Guild</b> Purchase of woodwork equipment	5,000
<b>Inverell Pioneer Village Inc</b> Painting of Inverell Pioneer Village	4,000
<b>Karuah Progress Association</b> Funding to build a gazebo in Karuah Park	4,000
<b>Kelso Community Network Inc</b> Contribution towards coordinator's salary 2008–09	40,000
<b>Ken Falkenmire Cricket Academy</b> Purchase equipment for young cricketers	500
<b>Kiama and District Chamber of Commerce</b> Festive tree lighting in Kiama	20,000
<b>Lake Illawarra PCYC</b> Funding to build a catering trailer	8,000
<b>Land of the Beardies Social Club Inc</b> Maintenance work on club hall	3,000
<b>Lions Club of Laurieton</b> Upgrade of cooking facilities	3,000
<b>Maitland and Coalfields District Orchid Society Inc</b> Purchase of computer and projector	3,000
<b>Maitland City Council</b> Air-conditioning for Maitland town hall	200,000
<b>Returned and Services League (NSW) Maitland Sub-Branch</b> Maitland War Memorial in Maitland Park Purchase of four flagpoles	1,700
<b>Maitland Senior Citizens and Pensioners Association</b> Purchase of indoor bowls mats	1,700
<b>Manilla Historical Society Inc</b> Purchase of computer equipment for volunteers	2,500
<b>Manilla Rugby League Football Club Inc</b> Purchase of a public address system	2,000
<b>Monteagle Community Hall Committee</b> Upgrade of hall kitchen facilities	10,000
<b>New Italy Museum Incorporated</b> Maintenance for the Centre's Pavilion	25,000
<b>Numeralla and District Activities Inc</b> Upgrade of local Diggers Hall	7,500

Organisation and purpose of grant	Paid \$
<b>Quandialla Soldiers Memorial Hall Inc</b> Upgrade of Quandialla Soldiers and Settlers Memorial Hall	20,000
<b>Queanbeyan Men's Shed</b> Assistance to build a Men's Shed	500
<b>Returned and Services League (NSW) Taree Sub Branch</b> 90th anniversary of the Sub Branch	500
<b>Riding for the Disabled Association (NSW)</b> Purchase of riding helmets	1,500
<b>St John Ambulance Australia (NSW)</b> Upgrade of the State Training Centre at Blaxland	35,000
<b>Tamworth Highland Society Pipe Band</b> Purchase of band items	1,000
<b>Tamworth Hillvue Scout Group</b> Repair of hall ceiling	3,000
<b>Tamworth Regional Council</b> Tamworth Performing Arts Centre	75,000
<b>Tenterfield Shire Council</b> Memorial Hall kitchen upgrade	2,000
<b>Tenterfield Show Society</b> "East End" Project — nursing mothers room, toilets and canteen renovation	9,500
<b>The McGrath Foundation</b> Donation to the foundation	100,000
<b>The Salvation Army Lismore</b> Purchase an indoor bowls set for the Senior Citizens group	800
<b>Tolland Community Management Committee Inc</b> Set up 10 computers for the organisation	2,500
<b>Tullamore P. A. &amp; H. Association Inc</b> Funding support for multi purpose speed shearing shed at showground	5,000
<b>Uralla Showground Trust</b> Repairs to Uralla Showground Pavilion	3,800
<b>Uranquinty Progress Association</b> Uranquinty Community Multi-Purpose Centre	27,500
<b>Warialda Historical Society</b> Publication of 'History Of Warialda Lodge 257'	827
<b>Winter Warmers Charitable Group Rylestone</b> Funding for Winter Warmers Craft Exhibition	1,000
<b>Wollongong Sportsground Trust</b> Win Sports and Entertainment Centre's 10th anniversary celebrations	20,000
<b>Woodville School of Arts Incorporated Woodville</b> Funding for hall maintenance	12,500
<b>Young Men's Shed</b> Purchase equipment for the Men's shed in Young	10,000
<b>Total</b>	<b>\$1,283,693</b>

## Community War Memorials

Organisation and purpose of grant	Paid \$
<b>Botanic Gardens Trust</b> Beersheba Memorial Restoration	5,500
<b>Botanic Gardens Trust</b> Morshead Fountain Restoration	36,154
<b>Katoomba RSL Club</b> Katoomba War Memorial Restoration	10,000
<b>Moruya Sub Branch Returned and Services League</b> Moruya and District War Memorial Restoration	4,000
<b>National Servicemen's Association of Australia</b> Funding towards National Servicemen's Memorial	20,000
<b>Total</b>	<b>\$75,654</b>

## Other grants

<b>Enough is Enough</b> Funding for Road Trauma	64,500
<b>Enough is Enough</b> Strategic Planning	6,300
<b>Slim Dusty Foundation</b>	1,500,000
<b>Total</b>	<b>\$1,570,800</b>

## Program 2.1.6 Strategic Projects

<b>Armidale Family Support Service</b> New England/North West Rural Communities Leadership Program	2,000
<b>Barwon Darling Alliance</b> Contribution to Bourke Holiday activities – Stormco	1,000
<b>Barwon Darling Alliance</b> Murdi Paaki Partnership Project 2007–08	500,000
<b>Bega Valley Shire Council</b> Improving Human Services Delivery	5,000
<b>Central Coast Community Congress</b> Training and development	10,000
<b>Condobolin Local Aboriginal Land Council</b> NAIDOC Celebrations at Willow Bend	300
<b>Department of Aboriginal Affairs</b> Pooled Events Funding	10,000
<b>Department of Commerce</b> Sponsorship of Aboriginal Art competition	1,500
<b>Dubbo City Council</b> Contribution to the launch of the Youth Transport Cards	1,500
<b>Dubbo Neighbourhood Centre Inc</b> Leadership training	2,000
<b>Dubbo Women's Housing Program</b> Reclaim the Night activities	909
<b>Duke of Edinburgh Awards Scheme</b> Gamilaroi Gallop Heritage Trail	2,727

Organisation and purpose of grant	Paid \$
<b>EACH — Eastern Access Community Health</b> Midnight Basketball contribution 2008	20,000
<b>EACH — Eastern Access Community Health</b> Armidale StreetBeat Program 2008	5,000
<b>Enngonia Race Club Inc</b> Youth activities 2008 Community Race Day	2,000
<b>Eurobodalla Shire Council</b> Development of Eurobodalla Social Plan	5,000
<b>Eurobodalla Shire Council</b> Improving Human Services Delivery	2,100
<b>Gosford City Council</b> Central Coast community, natural disaster relief	500,000
<b>Glenroi Heights Public School</b> Women's Gathering for the Orange Community	1,000
<b>Greater Western Sydney Economic Development Board</b> Contribution to funding profiles	3,500
<b>Henry Lawson Festival of the Arts 2008</b> Festival sponsorship	1,000
<b>Housing NSW</b> Crime Prevention Partnerships and Anti-social Behaviour Pilot Project	60,000
<b>Hunter Councils Inc</b> Contribution towards Illegal Trial Bike Riding Project	5,000
<b>Hunter Councils Inc</b> Hunter community, natural disaster relief	500,000
<b>Hunter Councils Inc</b> Upper Hunter Diversification — Forestry Plantation Project	10,000
<b>Hunter Councils Inc</b> Strategy to assist <i>Two Ways Together</i>	20,000
<b>Illawarra Aboriginal Corporation</b> Flagpole at Illawarra Aboriginal Cultural Centre	1,500
<b>Illawarra Aboriginal Corporation</b> Aboriginal Partnerships — Illawarra	4,000
<b>Illawarra Aboriginal Corporation</b> Illawarra-South East Culture and Heritage Framework	4,800
<b>Indigenous Festivals of Australia</b> Sponsorship of 2007 NSW Croc Festivals	10,000
<b>Jerilderie Shire Council</b> Contribution towards Costs of Drought Concert Jerilderie	1,000
<b>Kiama Municipal Council</b> Review of Illawarra Transport Plan Moving Together	5,000
<b>Link-Up (NSW) Aboriginal Corporation</b> Counselling Services for Claimants of the Aboriginal Trust Fund Repayment Scheme	96,182
<b>Marayong House</b> Doonside Community Hub Project	5,000
<b>Mountain Bike Wagga Incorporated</b> Pomingalarna Reserve Conservation Survey and Preliminary Works	1,000
<b>Multi-Purpose Allira Gathering Association Inc</b> Multi-purpose/Training Facility at Allira Child Care Centre	1,500

Organisation and purpose of grant	Paid \$
<b>Muthi Muthi Nation Aboriginal Corporation</b> Service delivery outcomes — Balranald	3,510
<b>National Heart Foundation of Australia</b> Premier's Council for Active Living	10,000
<b>Nimbin Neighbourhood and Information Centre</b> Nimbin Integrated services delivery project	1,000
<b>North Coast Area Health Service — Aboriginal Employment Strategy</b> Contribution to project officer	30,000
<b>Nowra Local Aboriginal Land Council</b> Centenary of Bomaderry Children's Home	2,000
<b>NSW Police Force</b> Contribution of disaster management software	7,727
<b>NSW Police Force</b> Anti-social behaviour framework	10,000
<b>NSW Women in Agriculture Inc</b> Sponsorship 2008 Conference	1,000
<b>Queanbeyan City Council</b> Aboriginal Art and Transport Project Queanbeyan	1,818
<b>Regional Relief Fund</b> Newcastle community, natural disaster relief	500,000
<b>Shire of Wakool</b> Wakool Family Gathering Event for drought affected families	1,000
<b>South Coast Medical Service Aboriginal Corporation</b> Aboriginal Partnerships — Shoalhaven	4,000
<b>St George Community Housing</b> Namatjira Estate Project	24,000
<b>Sydney West Area Health Service</b> Locally-based Health Services through HealthOne NSW	9,455
<b>TAFE NSW — Illawarra Institute Aboriginal</b> Cultural Education Program	2,950
<b>The Benevolent Society</b> Review of Dubbo Whole-of-Government Strategy	14,250
<b>The Centre for Volunteering</b> Sponsorship of the 2007 NSW Volunteer of the Year Award	9,091
<b>The Centre for Volunteering</b> Sponsorship of the 2008 NSW Volunteer of the Year Award	13,636
<b>United Nations Association of Australia Incorporated (ACT Division)</b> Switch to Green Expo and conference	6,400
<b>UnitingCare Children, Youth People and Families Services</b> Dubbo 2020 Vision	674
<b>University of New England</b> Lucy Mentoring Program	2,000

Organisation and purpose of grant	Paid \$
<b>Urana Shire Council</b> Contribution towards costs of drought concert Urana	1,000
<b>Wagga Wagga City Council</b> Contribution towards the Youth Strategy	5,000
<b>Yass Valley Council</b> Leadership for Young Women	10,000
<b>Total</b>	<b>\$972,029</b>

### Program 2.1.8 Office for Women

<b>Aboriginal Cultural Birthing and Parenting</b> Parenting Leader's Camp	2,800
<b>ACON</b> Family and Domestic Violence Project	88,351
<b>AIDS Council of NSW Inc</b> Same Sex Domestic Violence Conference	1,818
<b>Amelie House</b> Domestic Violence Outreach Service	45,714
<b>Australian Bosnian Women's Association</b> Seminars on domestic Violence	9,000
<b>Australian Breastfeeding Association</b> For portable display board to use during exhibitions	1,000
<b>Australian Intersociety Debating Championships</b> Support for Women's Forum	500
<b>Broken Hill Aboriginal Family Violence Prevention Service</b> Self Esteem program for young Aboriginal girls	4,500
<b>Carries Place</b> Aboriginal outreach position, domestic and family violence	73,764
<b>Central West Women's Health Service</b> Anti Stalking Program	106,200
<b>Country Women's Association</b> Sponsorship of the CWA exhibit at the Australian National Field Days	5,000
<b>Department of Community Services</b> Family Violence Projects	468,000
<b>Department of Community Services</b> Healing Camp in Toomelah/Boggabilla for young Aboriginal women	
<b>Dubbo Women's Alliance</b> Dubbo Aboriginal Gathering	6,300
<b>Immigration Advice and Rights Centre Inc</b> Domestic and Family Violence Education Resources and workshops	47,880
<b>Inner City Legal Centre</b> Women's Employment Rights Program Partnership Project	112,500
<b>Joan Harrison Support Services for Women</b> Mental Health and Violence Prevention	117,000
<b>Liverpool Women's Health Centre</b> Women in Safe and Equal Relationships	90,000

Organisation and purpose of grant	Paid \$
<b>Maitland City Council</b> Maitland Women's Time Capsule	1,000
<b>Mirang Din Aboriginal Women's Resource Centre Inc</b> Family Violence Project	\$134,424
<b>Mudgin Gal Aboriginal Corporation</b> Blackout Anti Violence Campaign	\$112,759
<b>NAPCAN</b> Love Bites Program	\$135,000
<b>National Council of Women</b> Sponsorship of Australia Day Awards	\$3,000
<b>National Foundation for Australian Women</b> Support to update Australian Women's Archives project	\$5,000
<b>Older Women's Network</b> Contribution to International Women's Day street banners	\$5,000
<b>Older Women's Network</b> Contribution to street banner production	\$8,000
<b>Older Women's Network</b> Feasibility Study into services for violence against older women	\$31,086
<b>Penrith Women's Health Centre</b> ME Project Resource Kit	\$ 22,185
<b>Penrith Women's Health Centre</b> Women's Community Choir	\$4,545
<b>Rape Crisis Centre</b> Funding for Counselling Coordination Assistant	\$235,440
<b>Reddate Pty Ltd trading as Distaff Associates</b> Study of effects of Welfare to Work legislation	\$9,660
<b>Redfern Legal Service</b> Court Assistance for Aboriginal women	\$44,538
<b>Sutherland Shire Family Support Service</b> Project Manager for Domestic Violence Pro-Active Support Service Project	\$92,198
<b>Unions NSW</b> Sponsorship of Pay Equity Conference	\$7,500
<b>University of NSW</b> Sponsorship for Clearinghouse Forum	\$2,500
<b>Waminda South Coast Women's Health and Welfare Aboriginal Corporation</b> Two year Family and Domestic Violence project	\$326,515
<b>White Ribbon Day Foundation</b> Contribution to White Ribbon Day Foundation	\$58,500
<b>Wilma Women's Health Service</b> Silent No More/Sign a While project	\$15,729
<b>Wirringa Baiya</b> Sponsorship of Aboriginal Women's Corroboree	\$1,000
<b>Women About Hay</b> Hay Women's Gathering	\$5,000
<b>Women On Boards</b> Four scholarships for National Diversity on Boards Conference	\$2,000

Organisation and purpose of grant	Paid \$
<b>Women's Legal Services NSW</b> Contribution to Rural Action 3 — Child Sexual Assault conference	\$2,500
<b>Womens Refuge Resource Movement</b> Women's Family Law Support Service	\$143,953
<b>Yoorana Gunya Family Violence Healing Centre</b> Family and domestic violence awareness campaign	\$78,660
<b>YWCA</b> Y-ise Up project about healthy relationships	\$87,967
<b>Total</b>	<b>\$2,758,259</b>

Funds of up to \$1,000 were approved to 121 NSW councils to raise awareness of International Women's Day. These council's are listed below.

<b>Albury City Council</b>
<b>Auburn Council</b>
<b>Ballina Shire Council</b>
<b>Balranald Shire Council</b>
<b>Bankstown City Council</b>
<b>Bega Valley Shire Council</b>
<b>Bellingen Shire Council</b>
<b>Blacktown City Council</b>
<b>Bland Shire Council</b>
<b>Blue Mountains City Council</b>
<b>Bombala Council</b>
<b>Boorowa Council</b>
<b>Bourke Shire Council</b>
<b>Broken Hill City Council</b>
<b>Burwood Council</b>
<b>Byron Shire Council</b>
<b>Camden Council</b>
<b>Campbelltown City Council</b>
<b>Canterbury City Council</b>
<b>Carrathool Shire Council</b>
<b>Cessnock City Council</b>
<b>City of Canada Bay Council</b>
<b>City of Lithgow Council</b>
<b>Clarence Valley Council</b>
<b>Cobar Shire Council</b>
<b>Coffs Harbour City Council</b>
<b>Conargo Shire Council</b>
<b>Cooma-Monaro Shire Council</b>
<b>Coonamble Shire Council</b>
<b>Cootamundra Shire Council</b>
<b>Council of the City of Sydney</b>
<b>Deniliquin Council</b>
<b>Dubbo City Council</b>
<b>Dungog Shire Council</b>
<b>Eurobodalla Shire Council</b>

Fairfield City Council
Forbes Shire Council
Gilgandra Shire Council
Glen Innes Severn Council
Greater Taree City Council
Griffith City Council
Gundagai Shire Council
Gunnedah Shire Council
Gwydir Shire Council
Harden Shire Council
Hawkesbury City Council
Hay Shire Council
Holroyd City Council
Hurstville City Council
Inverell Shire Council
Jerilderie Shire Council
Junee Shire Council
Kempsey Shire Council
Kogarah Municipal Council
Ku-ring-gai Council
Kyogle Council
Lachlan Shire Council
Lake Macquarie City Council
Lane Cove Municipal Council
Leichhardt Municipal Council
Lismore City Council
Liverpool City Council
Liverpool Plains Shire Council
Maitland City Council
Manly Council
Marrickville Council
Mid-Western Regional Council
Moree Plains Shire Council
Mosman Municipal Council
Murray Shire Council
Murrumbidgee Shire Council
Muswellbrook Shire Council
Narrabri Shire Council
Narrandera Shire Council
Narromine Shire Council
Newcastle City Council
North Sydney Council
Oberon Council
Orange City Council
Palerang Council
Parkes Shire Council
Penrith City Council
Pittwater Council
Port Macquarie-Hastings Council
Port Stephens Council

Queanbeyan City Council
Randwick City Council
Richmond Valley Council
Rockdale City Council
Shellharbour City Council
Shoalhaven City Council
Singleton Shire Council
Snowy River Shire Council
Strathfield Municipal Council
Sutherland Shire Council
Tamworth Regional Council
Temora Shire Council
The Council of the City of Botany Bay
The Council of the Municipality of Ashfield
The Council of the Municipality of Kiama
The Council of the Shire of Baulkham Hills
The Council of the Shire of Wakool
Tumut Shire Council
Upper Hunter Shire Council
Upper Lachlan Shire Council
Uralla Shire Council
Wagga Wagga City Council
Walgett Shire Council
Warren Shire Council
Warringah Council
Warrumbungle Shire Council
Waverley Council
Wellington Council
Wentworth Shire Council
Willoughby City Council
Wingecarribee Shire Council
Wollondilly Shire Council
Wollongong City Council
Woollahra Municipal Council
Wyong Shire Council
Yass Valley Council

## Overseas visits

### Date, officer, destination and purpose

**15 to 23 May 2008**

**Michael Harkins — China**

Travelled with the Premier on a visit intended to strengthen the relationship between NSW and China and to pursue opportunities for greater economic and cultural partnerships.

**16 to 23 May 2008**

**Robyn Kruk — China**

Travelled with the Premier on trade mission.

**1 to 5 January 2008**

**Robyn Kruk — New York**

Attended meeting of the Milbank Memorial Fund — the Reforming States Group. All costs associated with Ms Kruk's attendance at the Reforming States Group meeting were met by the Milbank Memorial Fund.

**27 November to 3 December 2007**

**Kate Foy — New Zealand**

Participated in ANZSOG Executive Master of Public Administration program.

**20 to 24 November 2007**

**Michael Harkins — India**

Travelled with the Premier to promote jobs and investments with the world's second largest economy and encourage trading partnerships.

**18 to 20 November 2007**

**Michael Harkins — Guangdong Province-China**

To officially attend the Joint Economic Meeting between Guangdong and New South Wales.

**18 to 23 November 07**

**Robyn Kruk — China and India**

Travelled with the Premier on trade mission.

**27 August to 1 September 07**

**Robyn Kruk — San Francisco**

Attend meeting of the Milbank Memorial Fund — the Reforming States Group. All costs associated with Ms Kruk's attendance at the Reforming States Group meeting were met by the Milbank Memorial Fund.

**17 to 22 July 2007**

**Jeff Goodchild — Los Angeles**

Travelled with Minister Macdonald on investment mission.

**Dust Diseases Claims Resolution Process: Data for 2006–2007**

December 2007 | [www.dpc.nsw.gov.au/publications/dust\\_diseases\\_claims\\_resolution\\_process\\_data\\_for\\_2006-07](http://www.dpc.nsw.gov.au/publications/dust_diseases_claims_resolution_process_data_for_2006-07)

**Final Government Response to IPART's Investigation into the Burden of Regulation and Improving Regulatory Efficiency: Recommendations 17-74**

August 2007 | [www.dpc.nsw.gov.au/bro/publications](http://www.dpc.nsw.gov.au/bro/publications)

**Final report: Statutory Review of the Public Sector Employment and Management Act 2002**

June 2008

**Getting on with Business — Cutting red tape in New South Wales**

April 2008 | [www.dpc.nsw.gov.au/bro/publications](http://www.dpc.nsw.gov.au/bro/publications)

**Guide to Better Regulation**

April 2009 | [www.dpc.nsw.gov.au/bro/publications](http://www.dpc.nsw.gov.au/bro/publications)

**IPART's Investigation into the Burden of Regulation and Improving Regulatory Efficiency: Six-monthly progress report**

April 2008 | [www.dpc.nsw.gov.au/bro/publications](http://www.dpc.nsw.gov.au/bro/publications)

**Measuring the Costs of Regulation**

June 2008 | [www.dpc.nsw.gov.au/bro/publications](http://www.dpc.nsw.gov.au/bro/publications)

**The NSW FOI Manual: A Joint publication between the Department of Premier and Cabinet and the NSW Ombudsman**

August 2007 | [www.dpc.nsw.gov.au/publications/publications/publication\\_list\\_-\\_new#683](http://www.dpc.nsw.gov.au/publications/publications/publication_list_-_new#683)

**Office of the Coordinator General**

**NSW Submission to Infrastructure Australia**

June 2008 | [www.dpc.nsw.gov.au/publications](http://www.dpc.nsw.gov.au/publications)

**Sydney Link — The future of Sydney's transport — Metro Link**

March 2008 | [www.symlink.com.au](http://www.symlink.com.au)

**Office of the Director General**

**Energy Consultative Reference Committee's Impact Statement (as secretariat for the Committee)**

March 2008 | [www.nsw.gov.au/energy/](http://www.nsw.gov.au/energy/)

**NSW Government Response to the Energy (Unsworth) Consultative Reference Committee's Impact Statement**

April 2008 | [www.nsw.gov.au/energy/](http://www.nsw.gov.au/energy/)

**NSW Government Response to the Energy Consultative Reference Committee's Terms of Reference**

February 2008 | [www.nsw.gov.au/energy/](http://www.nsw.gov.au/energy/)

## Publications

### General Counsel

**Better Regulation Office Issues Paper — Reform of Shop Trading Hours in New South Wales**

November 2007 | [www.dpc.nsw.gov.au/bro/publications](http://www.dpc.nsw.gov.au/bro/publications)

## Performance Review Unit

### Internal Audit Capacity in the NSW Public Sector

March 2008 | [www.dpc.nsw.gov.au/?\\_data/assets/pdf\\_file/0015/20166/IA\\_Report-Final\\_16\\_April\\_2008.pdf](http://www.dpc.nsw.gov.au/?_data/assets/pdf_file/0015/20166/IA_Report-Final_16_April_2008.pdf)

### Review of Ambulance Service of NSW

June 2008 | [www.dpc.nsw.gov.au/\\_data/assets/pdf\\_file/0007/25936/DPC\\_Review\\_of\\_Ambulance\\_Service\\_of\\_NSW\\_June\\_08.pdf](http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0007/25936/DPC_Review_of_Ambulance_Service_of_NSW_June_08.pdf)

## Office for Women's Policy

### GirlSavvy Work Book — updated

March 2008 | Not on website

### Honouring NSW Women 2008 – NSW Honour Roll Booklet

February 2008 | [www.women.nsw.gov.au/PDF/2008HonourRoll.pdf](http://www.women.nsw.gov.au/PDF/2008HonourRoll.pdf)

### Lucy Flyer — updated

March 2008 | [www.women.nsw.gov.au/PDF/YoungWomen/Lucy/2005\\_LUCY\\_A5\\_Flyer.pdf](http://www.women.nsw.gov.au/PDF/YoungWomen/Lucy/2005_LUCY_A5_Flyer.pdf)

### National Aboriginal and Torres Strait Islander Women's Gathering 2008 postcard

May 2008 | [www.women.nsw.gov.au/NATSIWG/PDF/NATSIWG\\_postcard.pdf](http://www.women.nsw.gov.au/NATSIWG/PDF/NATSIWG_postcard.pdf)

### NSW Women — Issue 8

November 2007 | [www.women.nsw.gov.au/PDF/NSW\\_Women/NSWWomenIssue8.pdf](http://www.women.nsw.gov.au/PDF/NSW_Women/NSWWomenIssue8.pdf)

### NSW Women — Issue 9

February 2008 | [www.women.nsw.gov.au/PDF/NSW\\_Women/NSWWomenIssue9.pdf](http://www.women.nsw.gov.au/PDF/NSW_Women/NSWWomenIssue9.pdf)

### NSW Women — Issue 7

July 07 | [www.women.nsw.gov.au/PDF/NSW\\_Women/NSWWomenIssue7.pdf](http://www.women.nsw.gov.au/PDF/NSW_Women/NSWWomenIssue7.pdf)

### Tasting Success Participant Manual

March 2008 | Not on website

### Welfare to Work – A Challenge to Family Values

January 2008 | [www.women.nsw.gov.au/PDF/Welfare\\_to\\_Work\\_A\\_challenge\\_to-family\\_values](http://www.women.nsw.gov.au/PDF/Welfare_to_Work_A_challenge_to-family_values)

## Premier's Delivery Unit

### NSW State Plan 2007 Update (29 fact sheets) and NSW State Plan 2007 Performance Dashboard

10 December 2007 | [www.stateplan.nsw.gov.au](http://www.stateplan.nsw.gov.au)

## Public Sector Workforce Office

### 2007 Premier's Public Sector Awards Booklet

November 2007 | [www.dpc.nsw.gov.au/\\_data/assets/pdf\\_file/0005/13838/2007\\_Premiers\\_Public\\_Sector\\_Awards\\_Booklet.pdf](http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0005/13838/2007_Premiers_Public_Sector_Awards_Booklet.pdf)

## A Model Equal Employment Opportunity Management Plan 2008–2012

February 2008 | [www.dpc.nsw.gov.au/\\_data/assets/pdf\\_file/0008/18197/GuidelinesCEOPerformanceAgreements\\_4April08.pdf](http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0008/18197/GuidelinesCEOPerformanceAgreements_4April08.pdf)

## Guidelines — Chief Executive Officer Performance Agreements

April 2008 | [www.dpc.nsw.gov.au/\\_data/assets/pdf\\_file/0008/18197/GuidelinesCEOPerformanceAgreements\\_4April08.pdf](http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0008/18197/GuidelinesCEOPerformanceAgreements_4April08.pdf)

## Leading Well: the role of leadership in improving the prevention and management of psychological injury

October 2007 | [www.dpc.nsw.gov.au/\\_data/assets/word\\_doc/0014/12308/C2007-48LeadingWellPsychologicalInjuryStrategy.doc](http://www.dpc.nsw.gov.au/_data/assets/word_doc/0014/12308/C2007-48LeadingWellPsychologicalInjuryStrategy.doc)

## Motor Vehicle Policy

December 2007 | [www.dpc.nsw.gov.au/\\_data/assets/word\\_doc/0015/13470/Motor\\_Vehicle\\_Policy\\_Update\\_Oct\\_2007.doc](http://www.dpc.nsw.gov.au/_data/assets/word_doc/0015/13470/Motor_Vehicle_Policy_Update_Oct_2007.doc)

## MOU NSW Interim Human Influenza Pandemic Plan

October 2007 | [www.dpc.nsw.gov.au/\\_data/assets/word\\_doc/0018/12366/M200715MOUInfluenzaPandemic.doc](http://www.dpc.nsw.gov.au/_data/assets/word_doc/0018/12366/M200715MOUInfluenzaPandemic.doc)

## Research Scientist Classification — Policy and Guidelines

May 2008 | [www.dpc.nsw.gov.au/\\_data/assets/pdf\\_file/0007/1033/Final\\_Guidelines2008.pdf](http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0007/1033/Final_Guidelines2008.pdf)

## SES Guidelines

April 2008 | [www.dpc.nsw.gov.au/\\_data/assets/pdf\\_file/0010/1027/2008\\_SES\\_Guidelines.pdf](http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0010/1027/2008_SES_Guidelines.pdf)

## State Administration Services

### Corporate Governance

#### Department of Premier and Cabinet Annual Report 2006–07

November 2007 | [www.dpc.nsw.gov.au/publications/publications/publication\\_list\\_-\\_new#970](http://www.dpc.nsw.gov.au/publications/publications/publication_list_-_new#970)

#### 2007 Annual Determinations of the Statutory and Other Offices Remuneration Tribunal, Parliamentary Remuneration Tribunal, Local Government Remuneration Tribunal

2007 | [www.remtribunals.nsw.gov.au](http://www.remtribunals.nsw.gov.au)

### Office of Protocol and Special Events

#### Australia Day Event Planner Guide

December 2007 | (70,000 copies distributed throughout Sydney metropolitan areas)

## Office of Strategic Operations

2008 Western Sydney Industry Awards; Official Publication

Anti-Social Behaviour Pilot Project Guidelines 2008  
Crime Prevention Partnership Guidelines 2008

Western Sydney Children's Environment Calendar 2008

## Significant organisations with department representative(s)

Name of committee and DPC representative
<b>Aboriginal Employment and Development Steering Committee of MIOB</b> Fatima Abbas
<b>Aboriginal Programs Review</b> Peter Connelly, Laurie Young
<b>Accountancy Skill Shortage Strategy Group</b> Fatima Abbas
<b>Ambulance Service Review Steering Committee</b> Graeme Head (Chair)
<b>APEC 2007 NSW Government Executive Group</b> (discontinued after the APEC meeting) Robyn Kruk, Paul Clark, John Trevillian and Jan Willett
<b>APEC 2007 NSW Police Security Command Scrutiny Panel</b> Paul Clark
<b>APEC Communications Group</b> Katie Melrose
<b>APEC Executive Management Committee</b> Paul Clark, John Trevillian
<b>APEC Executive Committee — Commonwealth</b> Robyn Kruk
<b>APEC Operations Group</b> Jan Willett
<b>Area Consultative Committees</b> DPC Regional Coordinators
<b>Asbestos Injuries Compensation Fund Limited</b> Leigh Sanderson
<b>Audit and Risk Management Committee</b> Rosemary Milkins, Emanuel Sklavounos, Paul Pace
<b>Australia New Zealand School of Government Board</b> Robyn Kruk
<b>Australian Bravery Decorations Council</b> John Trevillian, Kylie Millwood (alternate)
<b>Australian Centre for Event Management Advisory Board</b> John Trevillian
<b>Barangaroo Steering Committee</b> David Richmond (Chair)
<b>CAF Senior Officials</b> Robyn Kruk
<b>Campbelltown Coordination Group</b> Helen Boyton

Name of committee and DPC representative
<b>Central Sydney Operations Group</b> John Trevillian, Jan Willett, Georgie Wilcox, Michael Harkins
<b>CEO Economic Forum</b> David Richmond (Chair)
<b>CEOs Network</b> Robyn Kruk (Chair)
<b>Channels and Access Strategy Senior Officers Group</b> Ken Dray
<b>Chief Executive Officers Committee</b> Robyn Kruk (Chair)
<b>COAG Business Regulation and Competition Working Group</b> Leigh Sanderson
<b>COAG Climate Change and Water Working Group</b> John Schmidt
<b>COAG Hazardous Materials Steering Committee</b> Veronica Lee
<b>COAG Health Agreement Working Group</b> Robyn Kruk
<b>COAG Health and Ageing Working Group</b> Robyn Kruk
<b>COAG Housing Working Group</b> Graeme Head
<b>COAG Indigenous Reform Working Group</b> Vicki D'Adam
<b>COAG Infrastructure Working Group</b> John Schmidt, Peter Duncan
<b>COAG Productivity Agenda Working Group</b> Vicki D'Adam
<b>COAG Regional Coordination Project Group</b> Jo-Anne Lawrence, Ross O'Shea
<b>COAG Review of Hazardous Materials Steering Committee</b> Veronica Lee
<b>COAG Senior Officials</b> Robyn Kruk
<b>Corruption Prevention Network</b> Kathryn Kneivitt
<b>Council for the Order of Australia</b> Robyn Kruk, John Trevillian (alternate)
<b>Critical Infrastructure Advisory Council</b> Veronica Lee
<b>Customer Satisfaction (PDPS8) Senior Officers Group</b> Graeme Head (Chair), Don Munro, Helen Ogston
<b>Death and Disability Working Party</b> Leanne Wallace and Melinda Savvides
<b>Dubbo Whole-of-Government Group</b> Jo Lawrence
<b>Energy Consultative Reference Committee</b> (25 February 08 to 5 March 08) Robyn Kruk
<b>Engineering Shortages Working Party</b> Fatima Abbas
<b>Government Asset Management Committee</b> Peter Duncan

Name of committee and DPC representative
<b>Housing and Human Services Senior Officer's Group</b> Dr Kerrie Bigsworth
<b>Housing Review Steering Committee</b> Graeme Head (Chair)
<b>Hunter Estuaries Issues Steering Committee</b> Peter Duncan (Chair)
<b>Illawarra Advantage Fund Program Committee</b> Mark Roberts
<b>Internal Audit Review Steering Committee</b> Graeme Head, Peter Connelly
<b>International Sports Centre (ISC) Trust</b> Ben Chard
<b>Jenolan Caves Reserve Trust Reference Group</b> Peter Connelly, John Healey
<b>Lithgow ADI Taskforce</b> Jo Lawrence
<b>Macquarie Fields Project Management Group</b> Helen Boyton
<b>Marine Parks Authority Board</b> Robyn Kruk (Chair)
<b>Mental Health Senior Officers' Group</b> Vicki D'Adam
<b>Metro Strategy CEOs Group</b> Peter Duncan
<b>Metropolitan Water CEO Group</b> Peter Duncan
<b>Milbank Memorial Fund – the Reforming States Group</b> Robyn Kruk
<b>Moore Park Event Operations Group</b> Jan Willett, Georgie Wilcox
<b>Murdi Paaki COAG Groups</b> Jo Lawrence
<b>National Committee for Critical Infrastructure Protection</b> Veronica Lee
<b>National Counter Terrorism Committee</b> Paul Clark
<b>National Pandemic Emergency Committee</b> Robyn Kruk
<b>NSW Chief Executives Counter Terrorism Coordinating Group</b> Robyn Kruk, Paul Clark, Veronica Lee
<b>NSW Electricity Generation and Retail Project Steering Committee</b> Robyn Kruk
<b>NSW Government Chief Information Officers Executive Council</b> Ken Dray
<b>NSW Government Immigration and Settlement Planning Committee</b> John Scott
<b>NSW Influenza Pandemic Advisory Group</b> Paul Clark
<b>NSW Innovation Council</b> Robyn Kruk

Name of committee and DPC representative
<b>NSW State Emergency Management Committee</b> Paul Clark
<b>Premier's Council for Women</b> Dr Kerrie Bigsworth (ex officio)
<b>Public Sector Employment Strategies for people with a disability</b> Fatima Abbas
<b>Public Sector Management Program National Board</b> Martina Nightingale
<b>Public Service Commissioners Conference</b> Leanne Wallace, Peter Connelly, Martina Nightingale
<b>Regional Coordination Management Groups</b> for: Central Coast, Hunter, Illawarra/South East, New England/ North West, North Coast, Riverina-Murray, South Western and Western Sydney Western NSW DPC Regional Coordinators
<b>Regional Drought, Water Supply and Welfare Groups</b> DPC Regional Coordinators
<b>Regional Organisation of Councils: various groups</b> DPC Regional Coordinators
<b>St Marys ADI Site Coordination Groups</b> Rob Lennon
<b>St Marys/Penrith ADI Site Infrastructure Coordination Groups</b> Rob Lennon
<b>State and Regional Development Review Steering Committee</b> Graeme Head (Chair), Peter Connelly
<b>State Contracts Control Board</b> Rosemary Milkins
<b>State Property Authority Board</b> Robyn Kruk, Zoe de Sararm
<b>Tillegra Dam Government Taskforce</b> Ben Chard and Jennifer Collison
<b>Transport CEOs Cluster Group</b> Peter Duncan
<b>Two Ways together Co-ordinating Committee</b> Vicki D'Adam
<b>World Youth Day CEOs Group</b> Robyn Kruk

# acronyms

<b>AASB</b>	Australian Accounting Standards Board
<b>ANZSOG</b>	Australian and New Zealand School of Government
<b>APEC</b>	Asia-Pacific Economic Cooperation
<b>ATFRS</b>	Aboriginal Trust Fund Repayment Scheme
<b>CAF</b>	Council for the Australian Federation
<b>COAG</b>	Council of Australian Governments
<b>DAA</b>	Department of Aboriginal Affairs
<b>DPC</b>	Department of Premier and Cabinet
<b>DSRD</b>	Department of State and Regional Development
<b>EEO</b>	Equal Employment Opportunities
<b>FOI</b>	Freedom of Information
<b>FTE</b>	Full Time Equivalent
<b>GC</b>	General Counsel
<b>GSG</b>	Graduate School of Government (University of Sydney)
<b>ICT</b>	Information Communication Technology
<b>IIA</b>	Institution of Internal Auditors
<b>IPART</b>	Independent Pricing and Regulatory Tribunal
<b>IRC</b>	Industrial Relations Commission
<b>JCRT</b>	Jenolan Caves Reserve Trust
<b>LEGIS</b>	Legislation Information System
<b>OCG</b>	Office of the Coordinator General
<b>ODG</b>	Office of the Director General

<b>OFWP</b>	Office for Women's Policy
<b>OHS</b>	Occupational Health and Safety
<b>OPSE</b>	Office for Protocol and Special Events
<b>PAS</b>	Process Automation System
<b>PCO</b>	Parliamentary Counsel's Office
<b>PDD</b>	Policy Development Division
<b>PDU</b>	Premiers Delivery Unit
<b>PRU</b>	Performance Review Unit
<b>PSMP</b>	Public Sector Management Program
<b>PSWO</b>	Public Sector Workforce office
<b>RRT</b>	Rural and Regional Taskforce
<b>SAS</b>	State Administration Services
<b>SES</b>	Senior Executive Service
<b>SPA</b>	State Property Authority
<b>TAFE</b>	Technical and Further Education
<b>VPCU</b>	Violence Prevention Coordination Unit

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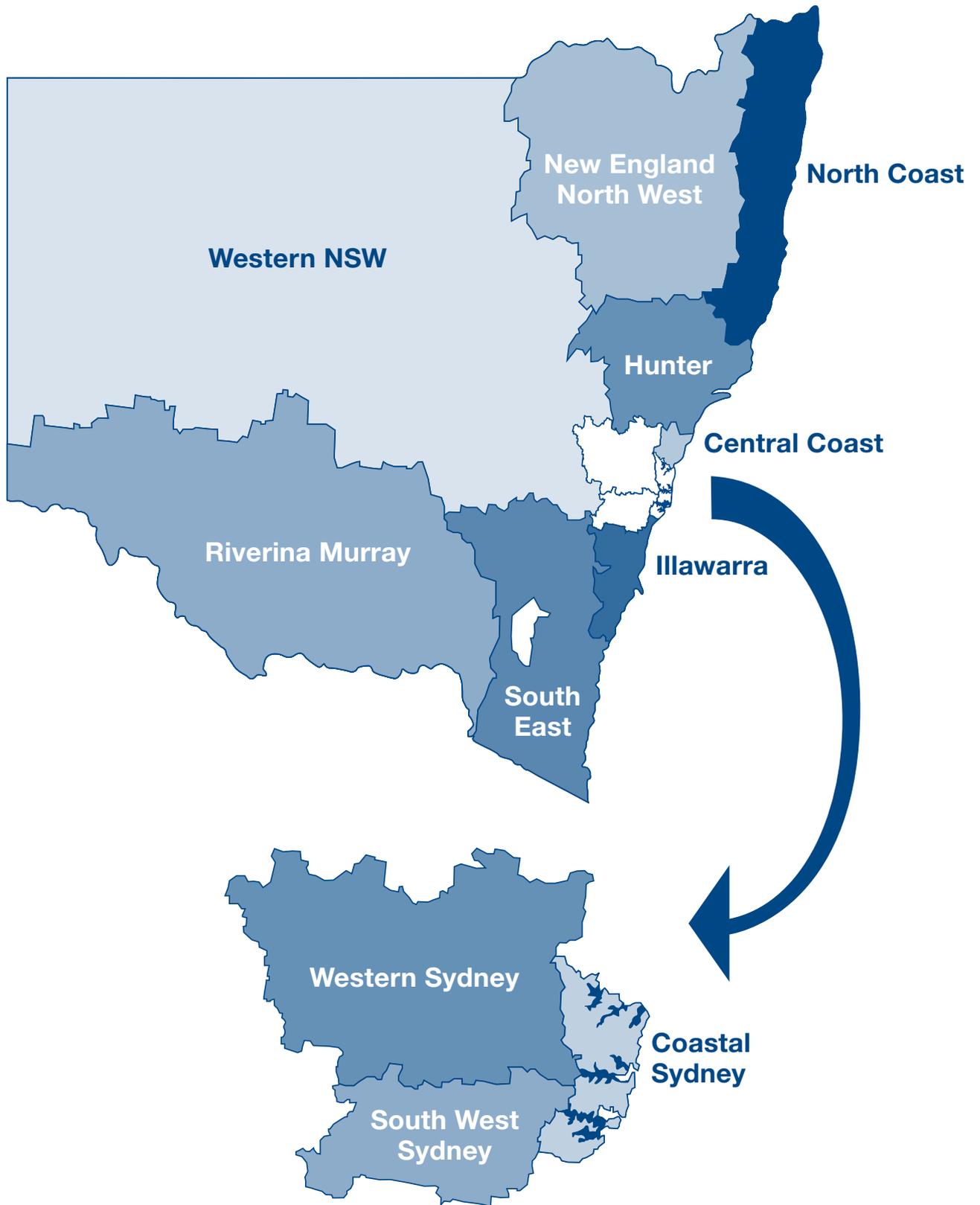
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# Metropolitan and regional coverage



**Premier of New South Wales**  
The Honourable Nathan Rees MP  
Premier and Minister for the Arts  
Governor Macquarie Tower  
1 Farrer Place  
Sydney NSW 2000

Telephone: (02) 9228 5239  
Facsimile: (02) 9228 3935

[www.nsw.gov.au](http://www.nsw.gov.au)

**Parliamentary Counsel's Office**  
Level 23, AMP Centre  
50 Bridge Street  
Sydney NSW 2000

GPO Box 4191  
SYDNEY NSW 2001

Telephone: (02) 9321 3333  
Facsimile: (02) 9232 4796

[www.pco.nsw.gov.au](http://www.pco.nsw.gov.au)

[www.legislation.nsw.gov.au](http://www.legislation.nsw.gov.au)

**Parliament House**  
Macquarie Street  
Sydney NSW 2000

Telephone: (02) 9230 2310  
Facsimile: (02) 9232 4029

[www.parliament.nsw.gov.au](http://www.parliament.nsw.gov.au)

**Department of Premier and Cabinet  
metropolitan and regional offices**

**Central Coast**  
PO Box 1327  
Gosford NSW 2250  
Telephone: (02) 4337 2311  
Facsimile: (02) 4324 2698

**Hunter**  
Level 5, Price Waterhouse Cooper Centre  
26 Honeysuckle Drive  
Newcastle NSW 2300  
Telephone: (02) 4927 8799  
Facsimile: (02) 4927 8798

**Illawarra**  
PO Box 892  
Wollongong East NSW 2520  
Telephone: (02) 4228 1401  
Facsimile: (02) 8243 9426

**New England/North West**  
PO Box 581  
Armidale NSW 2350  
Telephone: (02) 6771 5781  
Facsimile: (02) 6771 5795

**North Coast**  
PO Box 805  
Coffs Harbour NSW 2450  
Telephone: (02) 6648 7237  
Facsimile: (02) 6648 7232

**Riverina Murray**  
PO Box 2460  
Wagga Wagga NSW 2650  
Telephone: (02) 6921 3588  
Facsimile: (02) 6921 4654

**South East**  
PO Box 1594  
Queanbeyan NSW 2620  
Telephone: (02) 6229 7800  
Facsimile: (02) 6229 7801

**South Western Sydney**  
Locked Bag 5045  
Parramatta NSW 2124  
Telephone: (02) 8836 4954  
Facsimile: (02) 8836 4960

**Western**  
PO Box 865  
Dubbo NSW 2830  
Telephone: (02) 6884 7404  
Facsimile: (02) 6884 7405

**Western Sydney**  
Locked Bag 5045  
Parramatta NSW 2124  
Telephone: (02) 8836 4957  
Facsimile: (02) 8836 4960