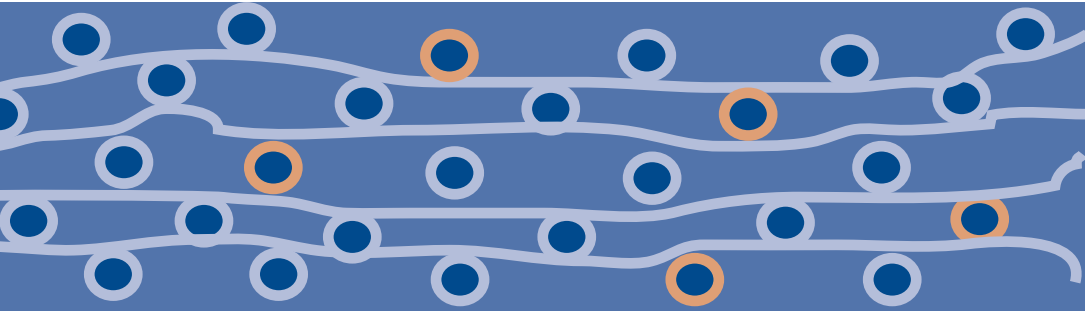




2003-2004 Annual Report



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



Premier's Department
New South Wales





Waratah

The waratah (*Telopea speciosissima*) is a large (10-12cm across) and spectacular scarlet flower growing in the bush in clumps of tall stems.



Kookaburra

The kookaburra (*Dacelo novaeguineae*) is a large kingfisher, mostly white and brown, with a distinctive laughing call. They are meat eaters and hunt snakes, lizards and insects.



Blue Groper

The blue groper (*Achoerodus viridis*) is a friendly but powerful coastal fish that often follows divers. It can be up to a metre long and weigh between 2 and 15kg, though some specimens may reach 40kg or more.



Platypus

The platypus (*Ornithorhynchus anatinus*) is an egg-laying mammal (monotreme) with fur, webbed feet and a duck-like bill, up to 60cm in length. They live in burrows on the banks of streams, hunting crayfish and insects underwater.

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

Our organisation at a glance

Who we are

The Premier's Department of New South Wales (NSW) supports the Premier to achieve government objectives. It also provides leadership and direction to the NSW public sector.

It is a dedicated team working to make NSW a better place to live, work and do business.

We are motivated to deliver community outcomes that result from government, business and community collaboration.

What we do

The NSW Premier's Department:

- provides strategic advice and services to the Premier
- manages issues and projects of significance to NSW
- provides direction and leadership to the NSW public sector to ensure a whole-of-government approach to policy development and service provision as well as the effective management of public sector staff and resources.

Our services focus on:

- whole-of-government coordination of major business, investment, infrastructure and community proposals and initiatives
- leading and making possible whole-of-government efforts to strengthen communities
- improving the management of public sector resources to achieve improved equity, efficiency and effectiveness
- improving opportunities and government service delivery in targeted areas throughout the state.

Our history

The Premier's Office was created in September 1907. Since that time, numerous variations have occurred in the structure and functions of the department, and there has been a substantial increase in the department's responsibilities. The diverse range of activities and organisations for which the department has been responsible includes community relations, cultural activities, industrial development, promotion of overseas trade, policy formulation, and monitoring of government proposals.

Since 1991, the department's specific objectives have been to assist the Premier in creating and developing effective management of public resources, assisting the effectiveness and efficiency of public management, advising the Premier and government on government policies, and assisting the Premier on sensitive issues.

This report contains the current structure of the Premier's Department as well as its present role and objectives.

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Hours of Business: 8:30am-5:30pm

Metropolitan and regional contact details can be found on the inside of the back cover

The Honourable R J Carr MP
Premier of NSW
Governor Macquarie Tower
1 Farrer Place
Sydney NSW 2000

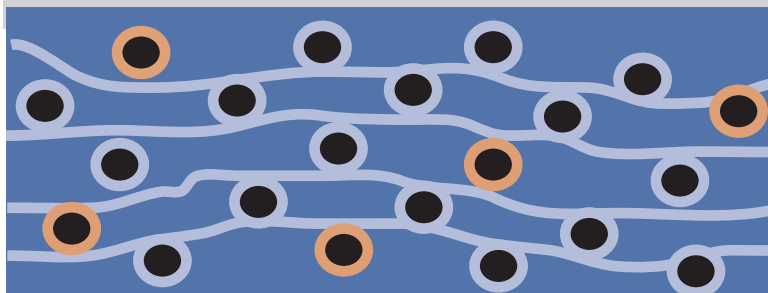
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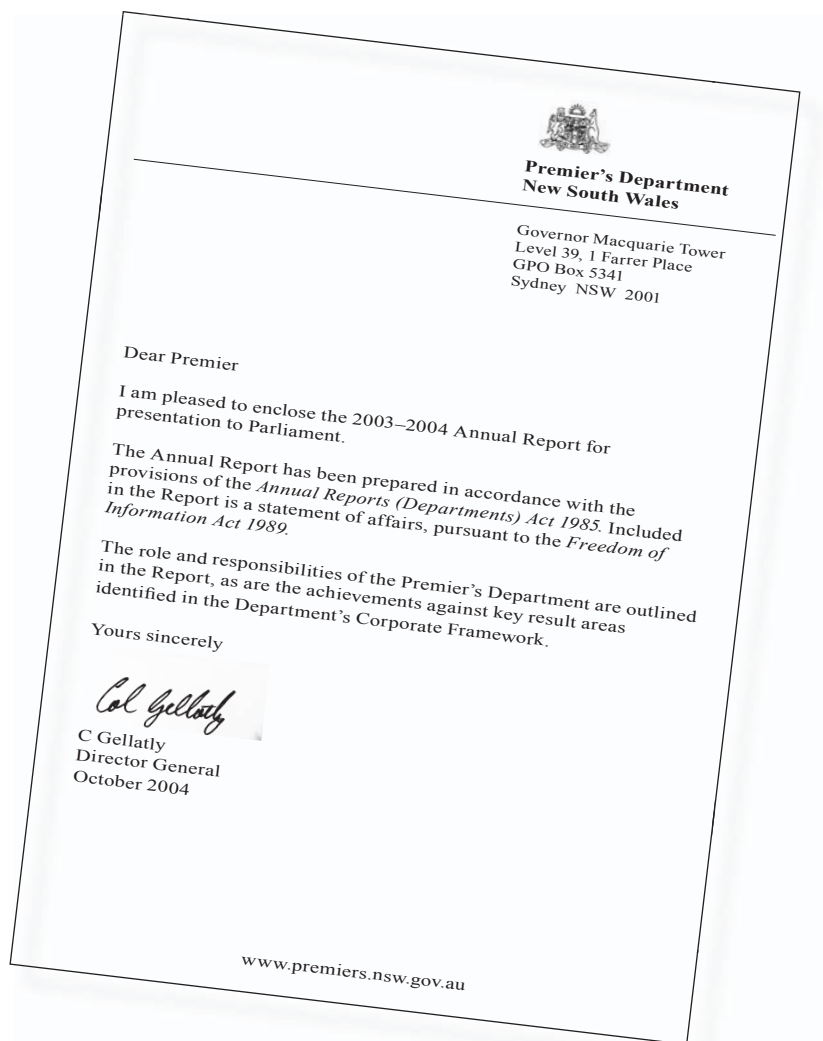
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Director General's



The Premier's Department has this year, as always, encompassed great variety in its operations and achievements. The projects undertaken represent a wide range of activities and events of significant importance to the running of the state of NSW. An indication of the diverse successes that the department has accomplished can be gained with a summary of the key achievements for the year.

The department's co-ordination of the public sector role in the 2003 Rugby World Cup culminated in November last year with the staging of an event acclaimed as the most successful international rugby event of recent times. Accompanied by the concurrent City Festivities Program, these major events together provided a variety of benefits to the state including increased international attention, tourism and employment.

In February 2004, construction began on the \$330 million Lake Cowal gold mine project, representing the success of the department's work towards the development of this major investment project. Currently employing 350 people, the project will continue to promote significant economic development in NSW into the long term.

The establishment of the Biala Agreement between the Aboriginal community and public sector agencies was another of the department's key achievements. The agreement brings together the government, the Aboriginal & Torres Strait Islander Commission Sydney Regional Council, and the Deerubbin, Gandangara, metropolitan and Tharawal Local Aboriginal Lands Councils to improve the service outcomes to Aboriginal people living in Greater Western Sydney.

overview

Throughout the year, the department has made ongoing efforts towards the co-ordination of the government's responses to the current drought. Consultation with financial institutions, agribusiness, and farmer organisations were undertaken to ensure appropriate responses. Initiatives that have been put in place include monitoring the state's major dams and water storages, assessment of the success of water restrictions, and arrangements for alternative supplies where necessary.

Another significant achievement has provided advocacy and promotional services to women, with the aim of increasing female representation in public sector leadership roles. The third "Getting More Women on Board" Forum was held to develop strategies to increase the number of women appointed to boards and committees within the public sector. Also, the Premier's Department Boards and Committees Register was updated continuously and comprehensively as an important source of information about female representation.

The continued implementation of the Community Solutions and Crime Prevention Strategy represents another key achievement of the department. The strategy aims to address local community issues including crime, family violence and the needs of children and youth at risk, particularly through the development of partnerships between residents, community organisations, police, local councils and state government agencies.

This past year has also seen the department committed to improving support for the offices of Regional Ministers. New offices were created in the

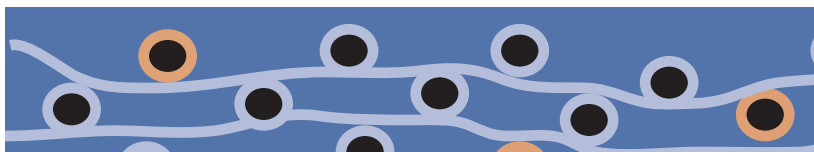
Hunter, Illawarra, Central Coast and Western Sydney to enhance the department's operational and project management capacity within these regions.

Restructuring occurred on 1 July 2004 to streamline operations and meet government objectives. The Strengthening Communities Unit, Community Solutions, and Community Builders Unit moved to the Department of Community Services, and the Major Events and Venues Strategies Unit transferred to the Department of Tourism, Sport and Recreation, and the Office for Women is now established in Premier's Department. More information about the restructure is on the department's website and will be published in next year's annual report.

All of the department's successes are testament to the ongoing dedication and hard work of the staff in all divisions of the Premier's Department. I would like to take this opportunity to thank all of the members of staff for their efforts over the course of the past year, and am confident in their continued support to the department in the year ahead.



Col Gellatly





Our organisation

Senior Management

Dr Col Gellatly, BAg Ec (Hons), M Comm (Hons), PhD

Director General
NSW Premier's Department

Alex Smith, AM

Executive Director and Chief of Staff
Director Generals Unit

Major Venues and Events Strategies Unit

Bob Aaby, AM B.Ec CPA
Assistant Director General

Ministerial and Parliamentary Services

Kim Cull, Dip Law S.A.B
Assistant Director General

Brad Fitzmaurice, BA (Hons), MA (Hons),
Assistant Director General until 6 January 2004

Public Employment Office

Chris Raper
Assistant Director General

Equal Opportunity in Public Employment

Carol Davies
Director until 3 October 2003

Office of Protocol and Special Events

John Trevillian, AM
Assistant Director General

Service Delivery Improvement

Peter Loxton, BA
Assistant Director General

Performance Measurement and Review

Peter Connelly, B.Ec (Hons Government and Public Administration)
Acting Executive Director

Strategic Projects

Paul Clark, PSM
Acting Deputy Director General

Brendan O'Reilly, MM (Ed),
Deputy Director General until 12 June 2004

Corporate framework

The department's corporate framework embodies a systematic approach for measuring and managing the department's performance against its desired results. The framework encompasses both the department's internal operations, and its commitment to deliver key services to the people of NSW.

At the heart of the 2003-07 Corporate Framework are five key results areas (KRA) which outline the central outcomes the department intends to achieve with its operations. From the KRA, specific strategic directions and aims are derived which relate to particular projects and issues. The framework also includes the indicators for measuring performance in each area.

The department's Annual Report uses the corporate framework as the basic measure for evaluating performance. The work of each of the department's divisions is reported against the five KRA, in order to illustrate how the outcomes attained have made a contribution to meeting our desired results.

The report also describes how the department's outlook for the year ahead remains consistent with our corporate framework. Our targets plan to consolidate our achievements, address areas for improvement, and focus on new projects and issues that have arisen.

Our five key result areas

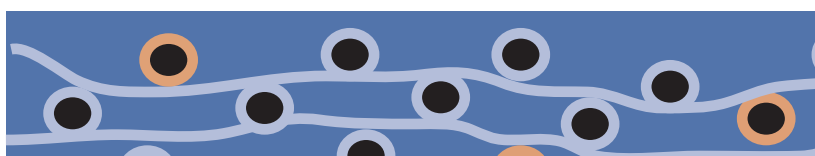
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| 1. Improve public sector delivery, outputs and outcomes | 2. Meet the key challenges, priorities and opportunities | 3. Deliver strategic community initiatives | 4. Support the machinery of government | 5. Improve our capability and capacity to deliver |
|--|---|---|---|--|

Our strategic directions against our key result areas

- | | | | | |
|--|--|--|--|--|
| <ul style="list-style-type: none"> Identify and remedy systemic impediments to success and provide policy input from whole-of-government practice Improve the industrial framework, workforce capacity, diversity and capability challenges of the sector to deliver further service improvement Review the performance of agencies and promote a consistent and consolidated approach to measuring performance across the sector Develop and test new service delivery approaches, including coordinated service delivery, cross-agency solutions and use of technology | <ul style="list-style-type: none"> Develop, maintain and improve strategic capacity to respond to special and emerging situations | <ul style="list-style-type: none"> Identify priority communities and deliver targeted community and population-based programs and partnerships Develop transition arrangements for project and program initiatives to ensure sustainability/maturity Improve equity of access to services, including particular focus on Aboriginal communities | <ul style="list-style-type: none"> Provide advice, resources and systems to support efficiency and continuity of state administration | <ul style="list-style-type: none"> Improve systems and processes which recognise and develop the expertise of our staff In partnership with Central Corporate Services Unit, improve corporate services systems and processes to maximise service delivery within finite resources Strengthen how we measure and report our achievements and stakeholder satisfaction |
|--|--|--|--|--|

How we measure our performance

- | | | | | |
|--|--|--|--|--|
| <ul style="list-style-type: none"> Client satisfaction Sector-wide workforce planning framework established and progress measured Number of identified impediments addressed Percentage of agreed projects satisfactorily completed. | <ul style="list-style-type: none"> Client satisfaction with our readiness, responsiveness and outcomes achieved | <ul style="list-style-type: none"> Client satisfaction Number of effective partnerships with government and community agencies operating Number of programs identified, developed and implemented Transition success | <ul style="list-style-type: none"> Client satisfaction with our readiness, responsiveness and outcomes achieved | <ul style="list-style-type: none"> Workforce Plan for Premier's Department developed and operating across all divisions In top 10% of agencies in Climate Survey Business units operate within approved budgets Business plans and performance management systems operating in support of the corporate plan Identified system impediments resolved |
|--|--|--|--|--|





Our performance against five key result areas

1 Improve public sector delivery, outputs and outcomes

How we measure our performance:

- client satisfaction
- sector-wide workforce planning framework established and progress measured
- number of identified impediments addressed
- percentage of agreed projects satisfactorily completed.

Strategies

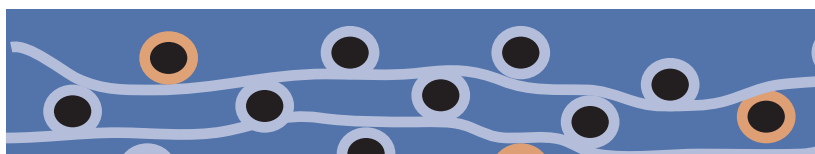
Identify and remedy systemic impediments to success and provide policy input from whole-of-government practice	
Aims	Achievements
<ul style="list-style-type: none"> • Provide promotion and advocacy services in support of Government policy on the representation of women and other equity groups on boards and committees (MaPS) 	<ul style="list-style-type: none"> • A 3rd Getting More Women On Board Forum was held for 50 agency and Ministers' staff involved in board and committee appointments to raise awareness and discuss strategies for increasing the representation of women. Government policy on board and committee representation was also promoted by maintaining a Register of potential representatives; providing advice; processing appointments; distribution of promotional material; and providing regular reports on board and committee representation
<ul style="list-style-type: none"> • Development of a new Chief Executive Officer environment, including a streamlined Chief Executives Committee (CEC) and new CEO Network (SDI) 	<ul style="list-style-type: none"> • The CEC, which comprises CEOs from the three central agency and larger service delivery agencies, champions improvement in important cross-government service directions/planning and enabling agendas such as workforce planning, e-Government/ICT and shared corporate services. The CEO Network brings together all CEOs into a strategic information sharing and networking environment • SDI supported the operation of eight CEC meetings and five CEO Networks which instigated and/or guided the development of cross-sector initiatives including the draft Workforce Planning Strategy, a draft e-Government Strategy and Action Plan, and the new Results and Services Planning and Budget process
<ul style="list-style-type: none"> • To support the annual CEOs' Forum, an important mechanism in developing leadership in the public sector (SDI) 	<ul style="list-style-type: none"> • The CEOs' Forum was held on 11-12 September 2003, with the theme Achieving Right People, Right Place, Right Time • Over half of all NSW public sector CEOs met to develop strategies to improve workforce planning • Internationally renowned speakers included Prof Bob Behn from the Kennedy School of Government, Harvard University, Anna Booth from Co Solve, Andrew Podger the Australian Public Service Commissioner and Professor Leon Earle from the University of the Sunshine Coast • Feedback from the forum was generally very positive, particularly in terms of the relevance and informative nature of the sessions • The forum provided the foundation for developing the inaugural Workforce Planning Strategy for the NSW public sector
<ul style="list-style-type: none"> • Redevelopment of the Strategic Management Framework to guide agencies through key planning, budgeting and reporting requirements (SDI) 	<ul style="list-style-type: none"> • In March 2003, the redeveloped Strategic Management Framework website was launched, incorporating the Strategic Management Calendar • A review of the new site revealed a high level of user satisfaction with content and site navigation • In the six months from early 2004 the total visits to the site increased by approximately 800.
<ul style="list-style-type: none"> • Streamline central reporting requirements (PMR) 	<ul style="list-style-type: none"> • Development of a framework for streamlining central reporting requirements: service delivery, human resources, financial management, asset management, compliance reporting and procurement

Identify and remedy systemic impediments to success and provide policy input from whole-of-government practice

Aims	Achievements
<ul style="list-style-type: none"> Improve the capacity of Government agencies to respond to regional, rural and cross-jurisdictional issues (SPD) 	<ul style="list-style-type: none"> Improved operational and project management capacity of Premier's Department regional offices Adopted Regional Strategic Management Framework across public sector Multi-agency regional work plans developed and implemented across all regions
<ul style="list-style-type: none"> Manage Nanbaree Child Care Centre in accordance with best practice to support working parents in the public sector with child care needs in the CBD (MS) 	<ul style="list-style-type: none"> Nanbaree is running within budget, at full capacity and with a waiting list. The centre received the highest level of accreditation for service provision quality during the year NSW public sector agencies have entered into a sponsorship agreement with the Premier's Department to help offset the running costs of the centre

Improve the industrial framework, workforce capacity, diversity and capability challenges of the sector to deliver further service improvement

<ul style="list-style-type: none"> Manage NSW participation in government management, executive and equity learning and development (PEO) 	<ul style="list-style-type: none"> Played a vital role in public sector executive development of Australia's Pacific and Asia-Pacific neighbours. Provided briefings and executive mentoring sessions to public service commissioners and staff from the Asia Pacific region. Hosted the Centre for Defence and Strategic Studies international study tour for 48 senior Defence personnel from the UK, Europe, India, Asia, and Australia Coordinated the Government's commitment to maximising leadership capabilities of NSW public servants. From January 2004, 100 places annually will be offered in the Australia and New Zealand School of Government (ANZSOG) Master of Public Administration, the University of Sydney Graduate School of Government (GSG) Graduate Diploma in Public Administration and the redesigned NSW Public Sector Executive Development Program Coordinated the Public Sector Management Program and Postgraduate Certificate in Management for middle managers in partnership with all States/Territories and four universities. One hundred and eighteen participants from State, Commonwealth and Local Government agencies enrolled in six courses in NSW. State government employees comprise 74 per cent of participants Managed the 2003 Premier's Public Sector Awards recognising achievement of excellence within the NSW Public Sector. Ninety-six nominations from 44 agencies were received in the eight award categories
<ul style="list-style-type: none"> Use Workforce Profile collection and other tools to facilitate workforce planning initiatives across the public sector (PEO) 	<ul style="list-style-type: none"> Published Workforce Profile 2003, including occupational data from all agencies for the first time Conducted the first quarterly full-time equivalent (FTE) collection through the Workforce Analysis Comparative Application (WACA). This is an inter-jurisdictional web based whole-of-government HR collection, validation and reporting tool Published a number of reports on the collection Developed the Workforce Planning Strategic Framework and Action Plan 2004-06, endorsed by the Chief Executive Committee
<ul style="list-style-type: none"> Strengthen inter-agency communication and networking to ensure the broadest possible understanding, adoption and development of contemporary HR/ER policies across the sector (PEO) 	<ul style="list-style-type: none"> Launched the HR expert system on the Premier's Department website and visited a number of agencies to conduct demonstrations of the system. Widely publicised the system with an official launch, circular, Public Services Notices' advertisement and agency launch kits. Over 5,000 inquiries were responded to in the first three months
<ul style="list-style-type: none"> Manage major industrial claims and test cases across the sector (PEO) 	<ul style="list-style-type: none"> Represented the Government at the Industrial Relations Commission on the following major matters: PSA claims for wage increases, Secure Employment Test Case, Teachers' Pay Claim, Section 19 Award reviews, State Wage Case 2004





New life and regeneration
following fires in Kosciuszko National Park

Improve the industrial framework, workforce capacity, diversity and capability challenges of the sector to deliver further service improvement

Aims	Achievements
<ul style="list-style-type: none"> Continue refining awards, industrial agreements and employment policies to assist in streamlining service delivery initiatives (PEO) 	<ul style="list-style-type: none"> Varied the Crown Employees Conditions of Employment Award and advised agencies about the new casual employment arrangements Provided industrial advice to agencies on the Government's changes to the structure of public service agencies, for example, industrial and corporate governance advice and subordinate legislation was provided regarding the creation of a number of government agencies by amalgamating smaller departments. Advice was also provided on the establishment of NSW Businesslink as a company and a new department to provide corporate services to public sector agencies under the Government's corporate service reform agenda
<ul style="list-style-type: none"> Develop new initiatives in managing displaced/excess staff in conjunction with agencies (PEO) 	<ul style="list-style-type: none"> Registered a total of 413 displaced employees. Of these, 253 were placed in permanent positions or on workplace trials for permanent positions Provided advice and guidance to agencies undergoing restructuring, amalgamation or relocation and provided advice, information and redeployment opportunities to affected employees Established a Senior Officers Group for agencies undergoing re-locations in regional areas to facilitate inter-agency redeployment. Facilitated fast-tracking of regional displaced employees in response to issues raised by the group Managed the implementation of a state government contract for the provision of Career Development and Transition Services for NSW Public Sector staff across NSW
<ul style="list-style-type: none"> Advise and assist agencies on sector-wide corporate governance issues (PEO) 	<ul style="list-style-type: none"> Participated in the Protected Disclosure Steering Committee and the Corruption Prevention Network Worked with the Independent Commission Against Corruption and Audit Office to facilitate a cohesive approach to ethics and corruption prevention
<ul style="list-style-type: none"> Develop and support legislative programs for public sector management and superannuation issues (PEO) 	<ul style="list-style-type: none"> Consulted with stakeholders to develop an improved process for treating superannuation entitlements for employees transferred to non-government sectors Submitted the Interim Working Party's report on establishing a separate accumulation scheme for police officers to the Minister for Police Finalised legislation establishing a framework to implement changes in NSW public sector super schemes arising from Commonwealth Family Law requirements Advised on and reviewed legislative proposals for changes to executive employment arrangements under the <i>Police Act 1990</i>
<ul style="list-style-type: none"> Refine policies in respect of the Chief Executive Service and Senior Executive Service to ensure functions reflect modern management needs of government (PEO) 	<ul style="list-style-type: none"> Prepared the Government's annual submission to the Statutory and Other Offices Remuneration Tribunal and issued implementation guidelines on remuneration entitlements for chief and senior executive services, judges, magistrates and related offices and public office holders Provided authoritative advice to agencies on changed executive employment arrangements under the new <i>Public Sector Employment and Management Act 2002</i> for new, restructured and/or amalgamated government entities

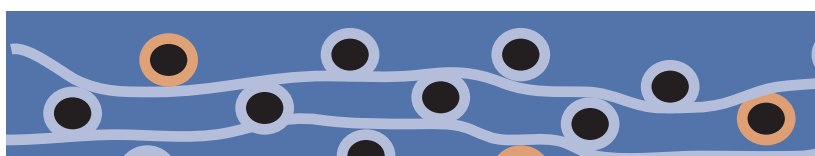
Our performance
against five key result areas

Review the performance of agencies and promote a consistent and consolidated approach to measuring performance across the sector

Aims	Achievements
<ul style="list-style-type: none"> • Work with agencies to improve equity and diversity of the public sector workforce through agency support employment programs (PEO) 	<ul style="list-style-type: none"> • Reviewed agencies' EEO progress through assessing the 91 EEO annual reports and conducting six small agency workshops and two university sector workshops • Launched the EEO Good Practice Database showcasing 24 NSW Public Sector it's a repeat case studies
<ul style="list-style-type: none"> • Conduct the next round of performance reviews as nominated by the Budget Committee, auspice of the Council on the Cost and Quality of Government, to assess and improve performance of agencies according to an agreed methodology • Conduct special reviews at the request of the Premier, Ministers or Director General • Satisfy the needs of government and agencies for reports on the strategic performance of general government agencies using consistent methodology (PMR) 	<ul style="list-style-type: none"> • Conducted a Review of the Attorney General's Department at the request of Budget Committee • Conducted a performance review on the Jenolan Caves Reserve Trust at the request of the Minister for the Environment leading to the appointment of an Administrator, and increased funding to improve the road (\$18.5 million) and other safety measures (\$4 million) • Conducted a review of the Youth Advisory Council at the request of the Minister for Youth resulting in the extension of the Council and a reform of its support arrangements and work program • Released the 1996-01 and 1997-02 Overview of Government Services Reports • Agencies readily assisting in the development of the 1998-03 Overview of Government Services Report • Completed initial phase of the Review of Central Reporting requirements • Progressed the identification of key performance indicators for the Overview of Government Services Report including the development of outcome hierarchies for key activities—a major step in directly promoting a consistent approach to performance measurement across the sector • Produced four Better Management Practices: Environmental Scanning, Service Delivery, Overhead Corporate Costing and Clients (in progress) • Commenced performance reviews on Department of Aboriginal Affairs and Board of Studies at the request of the Deputy Premier • Commenced Review of Legal Services in the NSW public sector • Completed the Review of the Youth Partnership with Arabic Speaking Communities

Develop and test new service delivery approaches, including coordinated service delivery, cross-agency solutions and use of technology

<ul style="list-style-type: none"> • Deliver Freedom of Information (FOI) and privacy services within statutory deadlines and requirements and ensure accessibility of these services to users • Manage the public sector media monitoring contract to ensure a satisfactory level of service is being provided (MaPS) 	<ul style="list-style-type: none"> • FOI procedures ensured FOI applications were determined in accordance with statutory requirements. Service delivery methods included a hotline and website service. A FOI annual report and statement of affairs were issued. FOI and Privacy Co-ordinators' Network services were delivered • For the media monitoring service, on-going contact was maintained with clients, allowing for identification of contract service issues. Regular liaison with the contractor, as well as bi-monthly meetings, ensured that issues with the service were resolved to clients' satisfaction • MaPS staff acted as Chair of the Interdepartment Contract User Group which monitored the contract service provided and allowed for enhancements to the performance of that service
<ul style="list-style-type: none"> • Oversee the Grants Administration Review to achieve key deliverables including a reliable information base and system to support the Government's service delivery priorities (SDI) 	<ul style="list-style-type: none"> • Completed a data collection and high level analysis for Cabinet of approximately \$6 billion grants and subsidies payments made in 2002-03 • Developed a business case for an on-line Government Grants Information and Registration System • Completed pilots of a standard grants application form and secured agreement for use by human services agencies' application based funding programs • Developed guidelines for drafting effective funding agreements. Began a consultation process with non-government organisations (NGO) and agencies with a view to adopting the guidelines by the human services agencies in 2004-05





Eni Semionovas, 44 years old of Macquarie Fields, says "Corporate Partners for Change (CPC) has changed my life"

Develop and test new service delivery approaches, including coordinated service delivery, cross-agency solutions and use of technology

Aims

- Facilitate and provide strategic input to the development and implementation of a NSW e-Government strategic blueprint and action plan to guide the creation and implementation of projects and programs using Information and Communications Technology (ICT) for improved service delivery and better business processes (SDI)
- Facilitate and participate in the procurement process to deliver high-capacity broadband services to NSW Government agencies, particularly in regional areas (SDI)
- Implement and monitor innovative multi-agency approaches to service delivery and community development and identify results and policy and practice lessons (SPD)

Achievements

- Organised a CEOs' e-Government Strategic Framework Workshop in November 2003 to provide a whole-of-government foundation to develop the e-Government Blueprint and Action Plan
- Provided advice at key points in the drafting process and facilitated consultation between key agencies in developing the Blueprint
- The NSW e-Government Blueprint and Action Plan has been forwarded to Cabinet for endorsement
- Membership of evaluation teams and Contact Management Committees for Expression of Interest and Request for Proposal processes for procurement of broadband services
- Broadband Request for Proposal (RFP) process has commenced and is expected to be completed by December 2004
- Audit of 100 regional projects completed
- Results and policy and practice lessons identified
- Advice prepared for central and line agencies and agency clusters

2 Meet the key challenges, priorities and opportunities

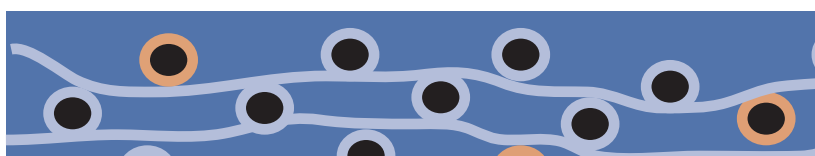
How we measure our performance:

- client satisfaction with our readiness, responsiveness and outcomes achieved.

Strategies

Develop, maintain and improve strategic capacity to respond to special and emerging situations

Aims	Achievements
<ul style="list-style-type: none"> • Develop and implement a new strategy for efficient governance, management and operations of major venues in NSW • Increase economic benefits to NSW through cultural and sports tourism and staging major events • Coordinate government support services and highlight Sydney capabilities for major events through a successful Rugby World Cup and other events (MV&ES) 	<ul style="list-style-type: none"> • New integrated administrative arrangements for venues and event administration were implemented for 2004-05 period • Sydney was successful in its bid to host the 2009 World Masters Games • The Major Events Board was restructured to better address future major event challenges • The 2003 Rugby World Cup was acclaimed as the most successful international rugby event in recent times • The accompanying City Festivities program was very successful and well attended
<ul style="list-style-type: none"> • Operational and project management capacity of Premier's Department regional offices enhanced in 2003-04 • Regional Strategic Management Framework adopted across public sector • Multi-agency regional work plans developed and implemented across all regions (SPD) 	<ul style="list-style-type: none"> • Assisted with the development of the \$300 million Lake Cowal gold mine project in the State's south west. In February 2004 the Premier and Barrick Corporation's CEO announced the start of the project, which will employ 350 people during the construction stage and over 200 when in full operation • Facilitated discussions with Government agencies to enable Visy to expand their pulp mill at Tumut • Assisted with the acquisition of Pasminco's Broken Hill mining assets by Perilya Pty Ltd., particularly with regard to infrastructure issues. This operation now employs over 500 people • Established the Hunter Estuary Issues Steering Committee, a sub-committee of The Industry and Environmental Land Development Taskforce (TIELDT), to manage immediate issues and provide the responsiveness necessary to address a rapidly changing landscape • Facilitated establishment of the Regional Land Management Corporation for Hunter Region (RLMC). The RLMC was established in 2003 to manage properties on a day-to-day basis, prepare and implement remediation plans for contaminated sites, strategic land planning and providing advice to government on various issues • Involved with the release of the further expression of Interest process for Government-owned land in the Hunter, announced by the Minister in May 2004. Almost 900 hectares of port side land is available for industrial development • Continued coordination efforts in relation to Rhodes Peninsula to ensure an orderly and structured approach to its remediation and redevelopment • Continued involvement in the Australian Defence Industries (ADI) Lithgow Taskforce, comprising representatives of Lithgow Council, ADI, Business Enterprise Centre and state government agencies that oversee the remediation and redevelopment of the 64 hectare ADI site. These efforts have ensured the retention of ADI's 130 staff in Lithgow





The signing of the Biala Agreement, the first regional service delivery agreement in NSW

Develop, maintain and improve strategic capacity to respond to special and emerging situations

Aims	Achievements
<ul style="list-style-type: none"> Coordinate initiatives that promote social, economic and environmentally sustainable outcomes and create new jobs, business opportunities, investment and infrastructure development for the State (SPD) 	<ul style="list-style-type: none"> Coordinated multi-agency aspects of the development of a new grandstand at the Energy Australia Stadium in Newcastle, funded by the State Government (\$32 million) The Hunter Regional Coordinator is a whole-of-government approach to managing the long term development of Newcastle Airport at Williamtown The Illawarra Regional Coordinator assisted the University of Wollongong to co-ordinate agency input to the development of the \$300 million Wollongong Innovation Campus. Development Applications lodged for the first stage In 2003, \$14 million was allocated by the NSW Government to expand the container and cargo facilities at Port Kembla. The Office of the Minister for the Illawarra and Regional Coordinator assisted the Port Kembla Port Corporation coordinate the multi-agency planning and development. Construction began in July 2004 The Office of the Minister for Western Sydney and the Regional Coordination Program managed the 2004 Western Sydney Industry Awards. Encompassing 15 award categories and 14 Western Sydney local government areas, 140 submissions were received. A Presentation Gala Dinner was held on 30 April 2004. Presentations to the 48 winners were made by the Premier, the Minister for Western Sydney and the Awards' Platinum and Gold Sponsors
<ul style="list-style-type: none"> Prompt and responsive management of critical issues through coordinated action (SPD) 	<ul style="list-style-type: none"> Established a formal partnership between the ACT and NSW Governments to progress joint management of key cross-border issues such as settlement and transport planning, catchment management, water supply and human services provision The regional coordination management groups¹ across NSW developed and delivered initiatives to assist communities to respond to the social, economic and environmental effects of the drought In South East NSW, \$3 million was allocated to assist community recovery after the January 2003 bushfires. Funds were allocated throughout 2003-04 to repair and replace park boundary fences, catchment protection, ecological recovery and tourism industry assistance Premier's Department supported the Informing and Engaging the Community groups at the NSW Summit on Alcohol Abuse held 26-29 August 2003. The department contributed to the preparation of government's response to the summit's 318 recommendations
<ul style="list-style-type: none"> Continue to meet the security challenges of the current international environment and deal with any threat or occurrence of a terrorist incident through adequate prevention, response and recovery arrangements (CT&DR) 	<p>Note: 1 Regional coordination management groups (RCMGs) consist of Regional Managers of State Government agencies together with the Premier's Department Regional Coordinators. They are responsible for the setting of regional priorities and the strategic management of projects and issues</p> <ul style="list-style-type: none"> Assisted development of maritime security response arrangements to meet International Maritime Organisation requirements by 30 June 2004 Participated in the development of the national guidelines for the regulation of ammonium nitrate Contributed to the development of critical infrastructure security, emergency response capability and business continuity planning Oversaw the introduction of improved security measures for Governor Macquarie Tower Participated in the Review of the National Counter Terrorism Plan
<ul style="list-style-type: none"> Continue to participate in a robust training regime that anticipates and is capable of dealing with likely security scenarios (CT&DR) 	<ul style="list-style-type: none"> Developed and participated in a major investigation and consequence management exercise in May 2004 Participated in the arrangements for counter terrorism exercises involving law enforcement, emergency management agencies and the Australian Defence Force
<ul style="list-style-type: none"> Maintain the capacity to deal with major natural disasters and other emergencies (CT&DR) 	<ul style="list-style-type: none"> Maintained effective liaison with emergency service response and support agencies and participated on relevant committees

Our performance
against five key result areas

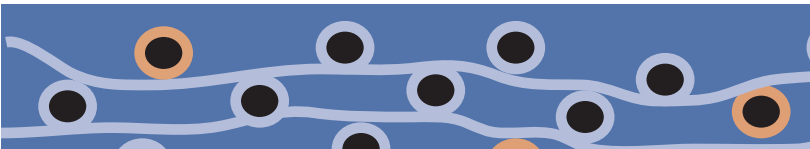
Develop, maintain and improve strategic capacity to respond to special and emerging situations

Aims

- Coordinate the Government's responses to the current drought ^(MS)

Achievements

- During 2003-04, NSW continued to feel the effects of the worst drought in living memory. Premier's Department, supporting NSW Agriculture, played a lead role in monitoring the State's major dams and water storages including oversight of town water supplies throughout the State, assessing the success of water restrictions and, if necessary, arranging alternative supplies
- Continued liaison with major financial institutions, agribusiness and farmer organisations to ensure that government responses to the drought were both timely and appropriate





Kenaf crop 6 months old at time of harvest, 10-12 feet

3 Deliver strategic community initiatives

How we measure our performance:

- client satisfaction
- number of effective partnerships with government and community agencies operating
- number of programs identified, developed and implemented
- transition success.

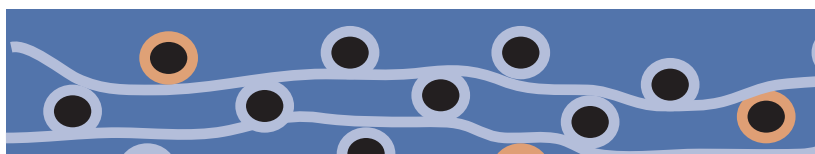
Strategies

Identify priority communities and deliver targeted community and population-based programs and partnerships

Aims	Achievements
<ul style="list-style-type: none"> • Improve community access to practical resources and information on economic, environmental and social development through the management of the communitybuilders.nsw website <small>(SDI)</small> 	<ul style="list-style-type: none"> • An extensive review of www.communitybuilders.nsw.gov.au confirmed that it is a very popular and practical community development resource. From 2001-03: annual page requests have increased by 229 per cent (to 1.48 million) and user visits have increased by 250 per cent (to over 335,000)
<ul style="list-style-type: none"> • To achieve sustainable social, economic and environmental benefits for regional and metropolitan NSW by leading collaboration between government agencies and communities <small>(SPD)</small> 	<ul style="list-style-type: none"> • The Strengthening Communities Unit has progressed the Working Together For NSW Agreement between human services NSW government and NGO human services agencies • The River Towns Project, Western NSW assist the Brewarrina, Walgett, Wilcannia and Bourke communities to be more resilient, by strengthening their ability to respond to social and economic change and resolve issues locally • A co-ordinator's position established in the Warnervale-Wadalba Urban Release Area, to better link services for children and families (ie: government and non-government agencies) • The Riverina-Murray Regional Coordinator facilitated a multi-agency response to social issues in the Tolland public housing estate in Wagga Wagga • The Riverina Murray Regional Coordination Management Group began to identify and deliver coordinated human services to identified communities. (eg: Wentworth Shire, Narrandera, Wagga Wagga, Cumeragunja) • In the New England/North West region, communitylink information and access centres continued to improve access to services and information in the remote towns of Pilliga, Gwabegar, Toomelah and Boggabilla • The Redfern-Waterloo Partnership Project (RWPP)¹ developed strategic partnerships across government to link human service, infrastructure and economic development outcomes to resolve complex and entrenched social issues • The Frontline Workers Alcohol and Other Drug Training Project managed by the Community Drug Strategy funded workforce development projects in five regions

Our performance
against five key result areas

Identify priority communities and deliver targeted community and population-based programs and partnerships	
Aims	Achievements
<ul style="list-style-type: none"> • Manage Statewide initiatives that successfully address specific issues in particular locations: drug and alcohol misuse (SPD) 	<ul style="list-style-type: none"> • Eighty community drug action teams (CDATs) enabled collaborative agency and community action on drugs at regional and local levels • Sixty-eight grants were made to CDATs across the state to facilitate community drug action, ranging from local information seminars to youth arts projects • Drug information resources were produced and disseminated for individuals, families and CDATs • An agreement was signed with the State Library of NSW to fund the Drug Information at Your Local Libraries Project (Di@YLL) for a further four years • Regional CDAT conferences were held in all eight regions, proving an opportunity for CDAT members to network and build their skills • CDATs participated in Drug Action Week activities and supported the distribution of communication resources developed by the Community Drug Information Strategy • An evaluation of the Drugs and Community Action Strategy (DCAS) was completed and concluded that the strategy had added value to the more than 80 communities in which CDATs operated • The third phase of the NSW Cannabis Information Campaign rolled out, comprising convenience advertising in cinemas and shopping centres, advertisements inside Government buses and free music newspapers. Additional posters for Indigenous young people were developed. The campaign aimed to encourage discussion about cannabis use and help young people become more aware of its health and other effects
<ul style="list-style-type: none"> • Manage regional initiatives that successfully address specific issues in particular locations: drug and alcohol misuse (SPD) 	<ul style="list-style-type: none"> • In the Central Coast/Hunter Region NSW, DCAS played a critical role in the formation of a Better Futures and a Youth Action Plan for the Central Coast • In Cumeragunja, the CDAT developed a pamphlet aimed at preventing petrol sniffing • The Illawarra Regional CDAT ran a Future for Families project to improve the quality and access to services and resources • In the Northern Rivers area, five CDATs formed a partnership to attract funding and implement drug and alcohol projects at a regional level • In the Western NSW Region, DCAS arranged for workshops to be held in Brewarrina and Bourke to assist communities in addressing alcohol misuse • In the New England/North West region radio advertising campaign, a regional extension of a local Moree campaign called No Shame, No Blame was launched by the Special Minister of State on 5 March 2004 • In South Western/Western Sydney region, Dharawal Family Matters, a bilingual (Tharawal and English) print resource featuring artwork from an artist from the South Western Sydney area, was launched by the Special Minister of State on 28 April 2004 • In the Maroubra/South Coogee area, the CDAT initiated a course for parents aimed at providing them with the skills to talk with their family, neighbours and friends about drugs and alcohol issues affecting them





The 'Cabramatta Story' youth theatre production

Identify priority communities and deliver targeted community and population-based programs and partnerships

Aims	Achievements
<ul style="list-style-type: none"> Manage initiatives that successfully address pressing issues in specific locations: crime, family violence and the needs of young people and children at risk <small>(SPD)</small> 	<ul style="list-style-type: none"> The Community Solutions and Crime Prevention Strategy has been implemented in 27 locations since January 2001 In addition to the 27 locations, the Community Solutions Fund has also resourced seven crime prevention projects Funds of \$40.65 million have been committed under the strategy to June 2004 with over 250 projects across the State Dubbo, La Prouse/Maroubra and Miller were focal locations in 2003-04 Youth Partnership with Arabic Speaking Communities is promoting the well being of young people at risk of disengaging from education, family and community life, eg: educational programs implemented have increased school retention rates, decreased risk taking behaviour and increased overall engagement in school The Cabramatta Project/Anti-Drug Strategy continued to produce positive outcomes eg: significant reductions in crime and drug activity evidenced in 2002-03 and 2003-04. Decreases indicated in 2003 for six major crime offences (in the range of 23-48 per cent). Rates stable for eight other major crime categories The NSW Partnership with Pacific Island Communities initiated cross-agency initiatives to address youth trends of crime and social disengagement Macarthur Youth Commitment (MYC) is a community and government partnership that is increasing school retention rates and improves economic outcomes for the young people in the Macarthur region

Develop transition arrangements for project and program initiatives to ensure sustainability/maturity

<ul style="list-style-type: none"> Develop and implement transition strategies for current and future projects/programs <small>(SPD)</small> 	<ul style="list-style-type: none"> On 1 July 2004, the following initiatives, programs and projects transferred from Premier's Department to the Department of Community Services (DoCS): <ul style="list-style-type: none"> the Strengthening Communities Unit the Strengthening Local Communities Strategy the Cabramatta Project the Canterbury Bankstown Place Project Youth Partnership with Arabic Speaking Communities Youth Partnership with Pacific Islander Communities Communitybuilders.nsw Premier's Council on Active Living The Community Solutions and Crime Prevention Program
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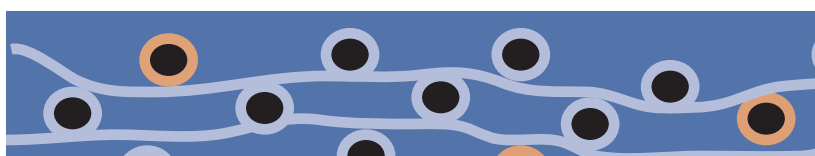
Improve equity of access to services, including particular focus on Aboriginal communities

<ul style="list-style-type: none"> Implement the NSW Service Delivery Partnership Agreement by developing regional agreements to improve service delivery outcomes to Aboriginal people in NSW <small>(SDI)</small> 	<ul style="list-style-type: none"> Assisted in establishing the Biala Agreement between the NSW Government, Aboriginal and Torres Strait Islander Commission (ATSIC) Sydney Regional Council and Deerubbin, Gandangara, Metropolitan and Tharawal Local Aboriginal Lands Councils. The Agreement aims to ensure sustainable improvement in the quality of life of Aboriginal people living in Greater Western Sydney
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Our performance
against five key result areas

Improve equity of access to services, including particular focus on Aboriginal communities

Aims	Achievements
<ul style="list-style-type: none"> Facilitate the employment of 250 Aboriginal people into the public and local government sectors across NSW through the Aboriginal Employment in Practice Support Strategy 2003-04 ^(SDI) 	<ul style="list-style-type: none"> Aboriginal Employment in Practice Support Strategy finalised and achieved target of 250 Aboriginal people employed
<ul style="list-style-type: none"> Development Program for Aboriginal People in the Public Sector ^(SDI) 	<ul style="list-style-type: none"> Management Development Program for Aboriginal People in the Public Sector was finalised with 12 participants achieving Diploma in Management
<ul style="list-style-type: none"> Achieve recognition for our contribution to the development of "Two Ways Together" Aboriginal Affairs Plan and Cluster Group Action Plans ^(PMR) 	<ul style="list-style-type: none"> The report <i>Programs and Outcomes relating to Aboriginal People</i> was accepted as a basic reference document and distributed to CEOs and agency liaison officers
<ul style="list-style-type: none"> Development of whole-of-government and community initiatives that improve service delivery outcomes for Aboriginal communities ^(SPD) 	<ul style="list-style-type: none"> The Aboriginal Youth Program (Eurobodalla) is providing young Aborigines with access to support services and activities. It has demonstrated the benefits of bringing agencies together to plan and implement innovative programs and activities The Myimbarr Family Youth Project (Shellharbour and Wollongong) is developing an innovative crossagency, multi-disciplinary approach to care management and support for Aboriginal families with multiple support needs The Riverina-Murray Regional Coordination Management Groups (RCMG) gave strong support to the Wentworth and Narrandera Aboriginal communities to develop a community working party as the basis for entering partnerships with State agencies about service delivery In the Richmond Valley, the Shared Vision (Wula Wula Nga) increased the number of Aboriginal people using mainstream services and increased the level of access by Aboriginal people to government services The North Coast RCMG is working with Aboriginal elders to develop models and protocols for consultation to improve service delivery to Aboriginal communities As part of an Aboriginal Employment Strategy developed by the North Coast RCMG, an Aboriginal employment consultant appointed to increase the level of recruitment, retention and support of Aboriginal workers in the public sector Assisted in establishing the Biala Agreement between the NSW Government, Aboriginal and Torres Strait Islander Commission (ATSIC) Sydney Regional Council and Deerubbin, Gandangara, Metropolitan and Tharawal Local Aboriginal Lands Councils. The Agreement aims to ensure sustainable improvement in the quality of life of Aboriginal people living in Greater Western Sydney
<ul style="list-style-type: none"> Successful drug education initiatives developed in partnerships with Aboriginal communities ^(SPD) 	<ul style="list-style-type: none"> Dharawal Family Matters, a bilingual (Tharawal and English) print resources was established featuring artwork for the South Western/Western Sydney areas A short film, video and television advertisement with messages about alcohol consumption was developed by young people in Western NSW. The advertisements were screened on Imparja, an Aboriginal television network <i>No Shame, No Blame</i>, a radio advertising campaign, was developed by local young people in the New England/North West region





Separating Kenaf seeds from pods

4 Support the machinery of government

How we measure our performance:

- client satisfaction with our readiness, responsiveness and outcomes achieved.

Strategies

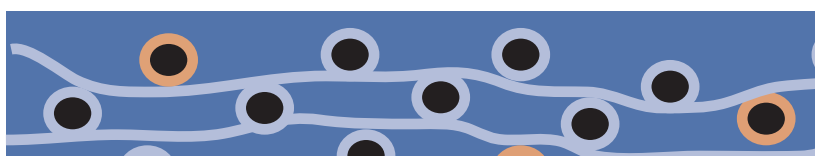
Provide advice, resources and systems to support efficiency and continuity of state administration

Aims	Achievements
<ul style="list-style-type: none"> • Provide executive support for the Statutory and Other Offices Remuneration Tribunal (SOORT), the Parliamentary Remuneration Tribunal, and the Local Government Remuneration Tribunal in a manner that allows the tribunals to meet their statutory obligations (MaPS) 	<ul style="list-style-type: none"> • Tribunals' annual reports and determinations (three) were completed within necessary time frames. Tribunals completed all five special references from the Minister within the timeframes set by the Minister.
<ul style="list-style-type: none"> • Ensure Ministers' offices, the Leader of the Opposition and former office holders are provided accommodation, facilities and services according to policy and guidelines for the continuity and efficiency of government operations (MaPS) 	<ul style="list-style-type: none"> • Host agency services were provided for the offices of the Premier, nominated Ministers, Leaders of the Opposition and former office holders. These services included human resources, finance, purchasing and information technology • Employment Services were provided for all Ministers' offices, Leaders of the Opposition and former office holders • Advice was provided and regular reviews were undertaken to ensure offices complied with public sector guidelines and policy
<ul style="list-style-type: none"> • Provide road transport and fleet management services, including for special events or visits by dignitaries, to the satisfaction levels required by the Premier, Ministers, Leaders of the Opposition, former office holders, and the Director-General (MaPS) 	<ul style="list-style-type: none"> • Road transport and fleet management services were provided satisfactorily to clients. Fleet management software was reviewed to improve the level of service provided
<ul style="list-style-type: none"> • Provide advice, resources and systems to support efficiency and continuity to state administration (PEO) 	<ul style="list-style-type: none"> • Submitted accurate, timely advice to the Service Delivery and Financial Improvement Committee of Cabinet, Budget Committee of Cabinet and Chief Executive Committee (CEC) • Provided executive support to the monthly IR Consultative Forum • Managed the CEO recruitment function for the Premier and Ministers
<ul style="list-style-type: none"> • Develop and support legislative programs for public sector management and superannuation issues (PEO) 	<ul style="list-style-type: none"> • Finalised the Super Family Law amendments in December 2003 and legislation to support Commonwealth Family Law amendments and implemented subordinate legislation as required

Our performance
against five key result areas

Provide advice, resources and systems to support efficiency and continuity of state administration

Aims	Achievements
<ul style="list-style-type: none"> • Successfully plan and manage all official visits, ceremonial events and hospitality for the government's guests (OPSE) • Improve the quality, safety and success of special events in NSW through leadership, coordination and planning; and set the best practice benchmark for special events, community programs and awards (OPSE) 	<ul style="list-style-type: none"> • Coordinated and managed 23 major visits by Heads of State, Heads of Government and numerous guests of government, 17 official visits of High Commissioners or Ambassadors, 43 State Receptions and 10 State Luncheons/Dinners. 423 events were held in the State Reception rooms located at Level 41, Governor Macquarie Tower, including 70 State hospitality functions and numerous conferences/meetings • Through the Central Sydney Operations Group and Media and Communications Group, successfully coordinated across government operational support and communications protocol for special events including Rugby World Cup 2003, Athens 2004 Olympic Torch Relay and New Years' Eve. Public safety and event success was improved through risk management plans and operation of the Government Coordination Centre during events. In conjunction with NSW Police and other key agencies, new software was developed to facilitate tracking of incidents during events • Successfully produced and managed Government special events including: <ul style="list-style-type: none"> Rugby World Cup 2003 Official Launch, Team Welcome Reception, and Domain live site Australia Day events in Sydney City and the Harbour, involving record crowds Athens 2004 Olympic Torch Relay along 72 km route through Sydney, involving numerous community events and national and international media coverage Slim Dusty State Funeral, combining ceremony and celebration in a fitting tribute to an Australian icon, broadcast live on national television. • Coordinated successful Australia Day celebrations across NSW, with more than two million people participating. Delivered the Australia Day Ambassador Program, Australia Day Address, Sydney CBD and Sydney Harbour events • Secured \$2.2 million cash and over \$4 million in-kind sponsorship for programs and events, including Australia Day celebrations and the Premier's scholarships for teachers • Coordinated NSW involvement in national awards programs including Australian Honours and Australian of the Year awards. Coordinated NSW Government Community Service Awards, NSW Service Medallions, NSW State Representative Certificates and Meritorious Unit Service Award
<ul style="list-style-type: none"> • Maintain an excellent standard of administrative and operational support to Her Excellency the Governor in the performance of her duties (OPSE) 	<ul style="list-style-type: none"> • Provided administrative and operational support to Her Excellency the Governor in the performance of the duties associated with that Office: <ul style="list-style-type: none"> Constitutional—Her Excellency is President of the Executive Council, which meets weekly. Her Excellency also assents to all Bills from the Parliament in the name and on behalf of Her Majesty the Queen Ceremonial—The Governor holds investiture ceremonies, which involve presenting honours and awards at Government House twice a year. Her Excellency leads the ANZAC Day March in Sydney each year and attends other remembrance ceremonies, representing the people of NSW Communal—The Governor visited Canberra, Singleton, Gloucester, Muswellbrook, Bowral, Tocal, Murwillumbah and Tweed Heads, Queanbeyan, Dalgety and Adaminaby, Forbes, Cowra and Grenfell, and Narrandera. She also led a NSW trade delegation to the United Arab Emirates, then continued on an official visit to Lebanon, Syria, Great Britain, France, Belgium, Libya and Egypt. In May 2004 Her Excellency visited Vietnam. The Governor is patron of 290 organisations. Her Excellency receives a number of courtesy calls from heads of state, spiritual leaders, ambassadors and foreign ministers as well as incoming and outgoing members of the Consular Corps





Local communities talk together at CityWatch
Annual Police-Community Forum June 2004

Provide advice, resources and systems to support efficiency and continuity of state administration

Aims	Achievements
<ul style="list-style-type: none"> Establish and/or redevelop the Offices of Regional Ministers for the Hunter, Illawarra and Central Coast, and Western Sydney and provide effective support for Regional Ministers (SPD) 	<ul style="list-style-type: none"> Established offices of Regional Ministers for the Hunter, Illawarra, Central Coast and Western Sydney Enhanced support provided to regional Ministers
<ul style="list-style-type: none"> Provide effective executive support to the Counter Terrorism CEOs Group (CT&DR) 	<ul style="list-style-type: none"> Provided executive support to the Counter Terrorism Chief Executives Committee
<ul style="list-style-type: none"> Provide advice to the Premier, the Counter Terrorism Cabinet Committee and the Director General on counter terrorism and disaster recovery projects and issues (CT&DR) 	<ul style="list-style-type: none"> Provided advice to the Counter Terrorism Cabinet Committee Provided advice to the Premier and Director General on a wide range of counter terrorism and disaster relief projects and issues management
<ul style="list-style-type: none"> Represent Premier's Department on State and National Counter Terrorism and emergency committees (CT&DR) 	<ul style="list-style-type: none"> Participated as a member of the State Emergency Management Committee Critical Infrastructure Steering Committee Participated as a NSW representative on the National Counter Terrorism Committee Ongoing involvement with the State Emergency Management Committee Participated as a member of the State Emergency Management Committee
<ul style="list-style-type: none"> Administer the Miscellaneous and Rural & Regional Grants programs effectively and within budget (MS) 	<ul style="list-style-type: none"> The Premier's Miscellaneous Grants Fund gives the Premier flexibility in responding to appeals for funds and calls for assistance in natural disasters in Australia or overseas. The fund also assists a number of community organisations and charity appeals During the year, a total of \$1,604,235 was approved and allocated to a total of 65 projects and appeals During 2003-04, Management Services took over the management of the Rural and Regional Grants Fund. These programs allow the Premier to provide contributions to community projects in rural and regional NSW. Funded initiatives are usually small capital projects ineligible for funding through more established funding sources. The majority of projects are nominated for consideration by local members of Parliament During the year, a total of \$1,026,000 was approved and allocated to 83 community projects
<ul style="list-style-type: none"> Support and manage relationships with ANZAC Memorial Trustees and the Returned and Services League (RSL) NSW Branch. (MS) 	<ul style="list-style-type: none"> The Anzac Memorial at Hyde Park South is the State's principal memorial to NSW defence force personnel who served their country in war. The Premier chairs the Anzac Memorial Trust and the RSL manages the Memorial on a day-to-day basis for the trustees. Premier's Department grants the memorial \$350,000 annually for ongoing administration and minor maintenance costs A five-year capital works program was submitted and approved by Treasury for 2004-05. The capital program includes a proposal for a new Conservation and Management Plan. In 2003-04, capital works expenditure totalled \$409,000. Additionally, the Premier's Department provides a grant of \$27,500 to the RSL NSW Branch to assist with the Anzac Day March and celebrations. Management Services supports the RSL NSW Branch on relevant matters, e.g. establishing the NSW Register of war memorials and ANZAC Day celebrations

5 Improve our capability and capacity to deliver

How we measure our performance:

- Workforce Plan for Premier's Department developed and operating across all divisions
- in top 10 per cent of agencies in Climate Survey
- business units operate within approved budgets
- business plans and performance management systems operating in support of the corporate plan
- system impediments identified and resolved.

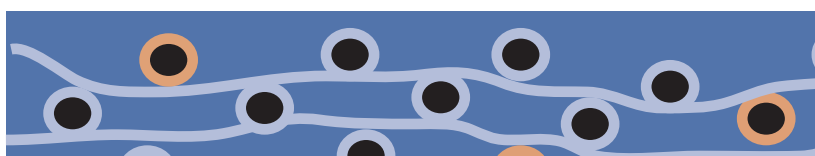
Strategies

Improve systems and processes which recognise and develop the expertise of our staff

Aims	Achievements
<ul style="list-style-type: none"> • Provide staff with learning and development opportunities that improve organisational capacity and individual capability <small>(MS)</small> 	<ul style="list-style-type: none"> • Introduced the Filling of Short Term Vacancies policy, to improve staff career mobility and increase recognition of their capabilities and skills
<ul style="list-style-type: none"> • Premier's Department to continue to provide staff development programs including induction programs and study assistance to help and encourage staff to increase their knowledge and develop their skills and education <small>(MS)</small> 	<ul style="list-style-type: none"> • Staff development programs included five induction programs for a total 72 staff. Other programs included career planning, project management and Auslan training. Eight staff completed Auslan training and seven completed career planning. 31 staff applied for study assistance to complete tertiary qualifications • Four employees were awarded scholarships to undertake the Public Sector Management Program, Executive Development Program (two) and Australia and New Zealand School of Government Executive Masters of Public Administration (four) • Climate Survey format was revised to improve the quality of data collected to highlight possible issues of concern to the organisation. The survey will be conducted again in October 2004

In partnership with Central Corporate Services Unit (CCSU), improve corporate services systems and processes to maximise service delivery within finite resources

<ul style="list-style-type: none"> • Establish the specific contact officers within CCSU to allow for efficient resolution of issues, ensure system requirements are met and provide for improvements to systems • Undertake operational reviews of office systems <small>(MaPS)</small> 	<ul style="list-style-type: none"> • Effective contacts within CCSU were established through regular senior management meetings and at the operational level, resulting in better systems and more efficient service delivery • The reviews identified where system improvements could be made and through a consultative process these improvements were implemented. The overall outcome was assurance gained on the effective functioning of systems
<ul style="list-style-type: none"> • Develop shared database to track public sector wage developments <small>(PEO)</small> 	<ul style="list-style-type: none"> • Gained agreement with all jurisdictions to establish a joint database based on the existing Victorian database





In partnership with Central Corporate Services Unit, improve corporate services systems and processes to maximise service delivery within finite resources

Aims	Achievements
<ul style="list-style-type: none"> Department and Public Employment Office (PEO) processes and knowledge management systems maintained and improved (PEO) 	<ul style="list-style-type: none"> Improved systems through the integration of e-filing systems and implementation of policy and procedures for web document management and linkage of information in databases Completed a pilot of knowledge transfer and developed tools to support new officers
<ul style="list-style-type: none"> Negotiate and monitor Service Provider Agreement with CCSU to improve the way internal administrative and financial services are delivered (MS) 	<ul style="list-style-type: none"> Worked with other central agencies and Central Corporate Services Unit (CCSU) to obtain \$2.5 million funding for the new Records and Information Management System (RIMS). The project will begin in 2004-05 Delivered administrative services in cooperation with CCSU which ensured efficiency and compliance with corporate and legislative requirements
<ul style="list-style-type: none"> Support the activities of internal administrative bodies including Board of Management, Joint Consultative Committee (JCC) and Process Review Committee (MS) 	<ul style="list-style-type: none"> Reviewed monthly reports before Board of Management meetings and provided financial and variance analysis of the department's financial position. Management Services coordinated corporate services for Premier's Department, including financial and budget management and asset management. The branch liaised between Treasury and the CCSU to achieve good financial management and compliance with Treasury directions and other legislative requirements The Process Review Committee was established to facilitate and coordinate business process projects across the department, with a focus on projects having relevance to the whole department. The Committee's priority is to encourage consistency in policy and practices through sharing expertise and reducing confusion. The committee generally meets monthly
<ul style="list-style-type: none"> Improve and monitor management of key policies and legislative requirements e.g. Occupational Health and Safety (OH&S) mechanisms (including premises security); records management systems and procedures (MS) 	<ul style="list-style-type: none"> Completed numerous OH&S initiatives including flu vaccinations, safe driver training, ergonomic assessments and the development of an injury management database, resulting in a healthier work environment and a more safety conscious workforce

Strengthen how we measure and report our achievements and stakeholder satisfaction

<ul style="list-style-type: none"> Develop improved performance indicators to increase the quality of the department's Results and Service Plan as required by Treasury (PMR) 	<ul style="list-style-type: none"> Conducted initial workshops to discuss quality indicators and draft improved indicators
<ul style="list-style-type: none"> Review processes for measuring and reporting on performance and outcomes to improve internal and external client satisfaction (MS) 	<ul style="list-style-type: none"> Continually improved information delivery by inviting feedback through the department's telephone information line and website Through the corporate planning process, a new corporate framework was developed which incorporated agreed performance measures. Data was collected against these measures for the 2003-04 Results and Services Plan

Targets for 2004-2005

Targets for 2004-2005

The Premier's Department has developed a Results and Services Plan to meet Treasury's requirements. The Department's targeted aims and planned outcomes for 2004-05 now fall within two broad areas of desired results:

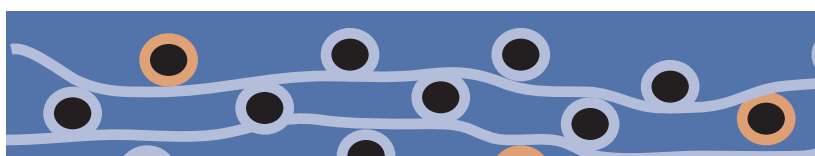
1. Achievement of efficient, effective, equitable and accountable service delivery by the public sector
2. Effective resolution of complex business, community and citizen issues

These desired results replace the five key reporting areas that were associated with the previous Corporate Framework.

The new Corporate Framework also includes several specific aims that have been drawn out of the two broad areas included in the desired results. Against these more detailed aims, the department has assembled a number of intended outcomes to be achieved in the year ahead.

The table below illustrates the department's planned outcomes for 2004-05, and how their achievement will meet the objectives of the department's new Corporate Framework.

Achievement of efficient, effective, equitable and accountable service delivery by the public sector	
Targeted aims	Planned outcomes
1 Improved workforce capability to support service delivery	<ul style="list-style-type: none"> • Implement the Workforce Planning Action Plan and continue to improve the collection and dissemination of Workforce Profile data • Continue development of the Information and Communication Technology Strategic Plan introducing new budgeting and reporting software tools that enable efficient finance and human resources systems and processes • Consolidate commitment to capacity and leadership development by supporting university-based and other programs designed specifically for the public sector • Review the range of Equal Employment Opportunity (EEO) programs offered, and implement online processes for agencies to 'self assess' compliance with EEO management plans • Fulfil cadetship and traineeship commitments for Aborigines and Torres Strait Islanders as well as disability employment
2 Improved measurement and performance of agencies	<ul style="list-style-type: none"> • Undertake performance reviews in key areas of government activity, as selected by the Budget Committee of Cabinet, or as requested by the Premier, Ministers or Director General of the Premier's Department • Produce the 1998-03 Overview of Government Services Report. Gain acceptance from agencies of a further streamlining of key performance indicators in the report and endorsement of a revised format for the presentation and explanation of trends • Undertake sector-wide development initiatives such as streamlining central reporting requirements and identify savings from corporate reform initiatives
3 Improved agency and whole-of-government service delivery	<ul style="list-style-type: none"> • Implement and monitor innovative multi-agency approaches to service delivery and community development, and from the results, identify the relevant lessons for policy and practice • Develop a network approach for integrating the administration functions undertaken throughout the department, and continue the progression of the department's partnership with CCSU





Achievement of efficient, effective, equitable and accountable service delivery by the public sector

Targeted aims	Planned Outcomes
4 Support for the Governor, Parliament, Premier, Ministers and others	<p>Continue commitment to provide:</p> <ul style="list-style-type: none"> • Advice, resources and systems to support the Executive Government • Advice and support for remuneration tribunals, administration of appointments of members to boards and committees, media monitoring services and freedom of information services • Transport and vehicle management services for the Governor, Premier, Ministers, Opposition Leaders and other VIPs • Maintain a high standard of administrative and operational support to Her Excellency the Governor in all her responsibilities • Establish best practice benchmarks for delivery of events, programs and protocol services
5 Provide accessible and useful information to the agencies and the public	<ul style="list-style-type: none"> • Develop a single entry point for information about government grants programs • Improve the amount and accessibility of employment relations information available to public sector employees

Effective resolution of complex business, community and citizen issues

1 Key challenges, priorities, and opportunities met	<p>Ensure preparedness for terrorist attacks and disasters by:</p> <ul style="list-style-type: none"> • Establishing more effective State Crisis Centre arrangements to support both the state and national counter terrorism and disaster recovery responses • Coordinating and developing the State's Critical Infrastructure counter terrorism and major hazard response capability • Coordinating the implementation of national arrangements to respond to emerging counter terrorism issues at the state level • Further addressing the opportunities and challenges of major and special events, including: <ul style="list-style-type: none"> Improving the quality and safety of special events across NSW through coordination, leadership and planning Optimising the economic and social benefits of special events, programs and protocol
2 Improved quality of life and work for NSW citizens	<ul style="list-style-type: none"> • Coordinate major investment projects and manage issues relating to economic development in NSW • Support the implementation of 2 Ways Together—the whole-of-government plan for Aboriginal affairs by Aboriginal Service Strategy Unit • Achieve social, economic and environmental benefits for regional and metropolitan NSW by leading or supporting collaboration between government agencies, communities, business and non-government organisations • Manage initiatives that successfully address specific issues in particular locations including drug and alcohol misuse, crime reduction and the service needs of aboriginal communities

Corporate governance

Divisions

Major Venues and Events Strategies Unit (ME&VS)

The Major Venues and Events Strategies Unit is responsible for the coordination and preparation of a Major Venues Strategy Plan. The plan identifies critical issues and recommends appropriate action in relation to the governance, development and management of NSW major sporting venues. The unit also supports the Major Events Board under the Chair Sir Nicholas Shehadie by preparation of a Major Events Strategy in consultation with the board.

Ministerial and Parliamentary Services (MaPS)

The Ministerial and Parliamentary Services Division delivers policy, advisory and administrative services in areas that contribute to efficiency and continuity in government administration. Its key function is to set and administer the employment framework for statutory, political and parliamentary offices. This includes a wide range of services for the Premier, Ministers, Leaders of the Opposition, and former office holders, such as resources and administrative support, host agency services, management of media monitoring services, transport and fleet management services. The division is also responsible for policy and administrative support for three independent remuneration tribunals, and the Sesquicentenary of Responsible Government Trust and History Projects Committee.

Public Employment Office (PEO)

The Public Employment Office (PEO) was established from 1 July 2003, incorporating the roles previously undertaken by the Public Sector Management Office (PSMO), the Office of the Director of Equal Opportunity for Public Employment (ODEOPE), as well as the Workforce Profile and Planning responsibilities of the former Review and Reform Division. In supporting the government's service delivery objectives, the PEO provides strategic advice to the Premier and Director General on public sector management at both the government and intergovernmental level. It provides assistance to agencies to resolve complex management and employee relations issues. Through the Director General, the PEO also has advisory responsibilities to the NSW government in its statutory role as employer of public servants for industrial purposes, as well as to the Premier on management issues relating to Chief and Senior Executive Service, and Equal Employment Opportunity (EEO).

Office of Protocol and Special Events (OPSE)

The Office of Protocol and Special Events maximises the economic and social benefits to government of major special events in NSW. This is achieved by providing leadership, liaison and coordination between NSW government agencies and other levels of government and private and community sector organisations in the management and delivery of key events. Additionally, the Office of Protocol and Special Events provides organisational, management and coordination services for the Premier and the government in relation to community programs, official visits and State government hospitality. Support is also provided to Her Excellency the Governor of New South Wales in her constitutional, ceremonial and community roles.

Service Delivery Improvement (SDI)

The Service Delivery Improvement Directorate (SDID) was established on 1 July 2003 to reflect the Government's priority of achieving tangible service improvements to NSW citizens. The Directorate develops strategies that support this service improvement agenda by working with colleagues and chief executives in agencies. It aims to contribute to a variety of initiatives for improved leadership and governance arrangements, better alignment with Cabinet process, accountability and performance measurement systems. Responsive public sector management, workforce planning and culture and technology are all mechanisms, identified by the Directorate, to improve service delivery.

Performance Measurement and Review (PMR)

The Performance Measurement and Review Division reports on public sector performance to improve quality and value for money. The division represents the NSW government's commitment to two key areas of Public Sector Management performance measurement in all budget-dependent policy areas and performance review for appropriateness, prudence, efficiency and effectiveness. PMR reports to the Director General of Premier's Department for projects flowing from the Department's corporate plan, and to the Chair of the Council on the Cost and Quality of Government for delivering the council's work program as agreed with the Premier. The council is a management advisory body to the Premier and includes chief executive officers from both the public and private sectors.

Strategic Projects Division (SPD)

The Strategic Projects Division (SPD) leads and facilitates whole-of-government and community efforts to deliver tangible and sustainable social, environmental and economic benefits for the people of NSW. This includes a variety of roles for the implementation and monitoring of innovative multi-agency approaches to service delivery and community development. The division's main operations include the development of major investment projects, management of issues relating to economic development in NSW, as well as co-ordination of initiatives that address specific issues in particular locations such as drug and alcohol misuse, crime reduction and the service needs of Aboriginal communities.

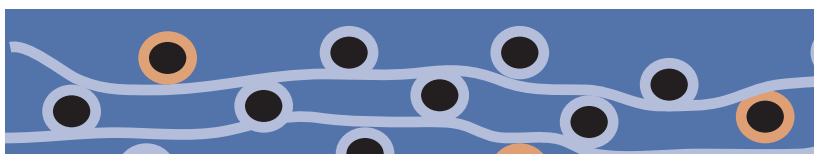
Counter Terrorism and Disaster Recovery (CT&DR)

The Counter Terrorism and Disaster Recovery Unit supports the Director General and Premier in coordinating the NSW Government's response to the threat of terrorism and recovery from major disasters. It contributes to the development and implementation of our preparedness to prevent, respond to and recover from an incident at both the national and state levels.

The unit has responsibility for the Governor Macquarie Tower special constables who provide security for the building. The unit also represents the government on major national and state counter terrorism and emergency management committees.

Management Services (MS)

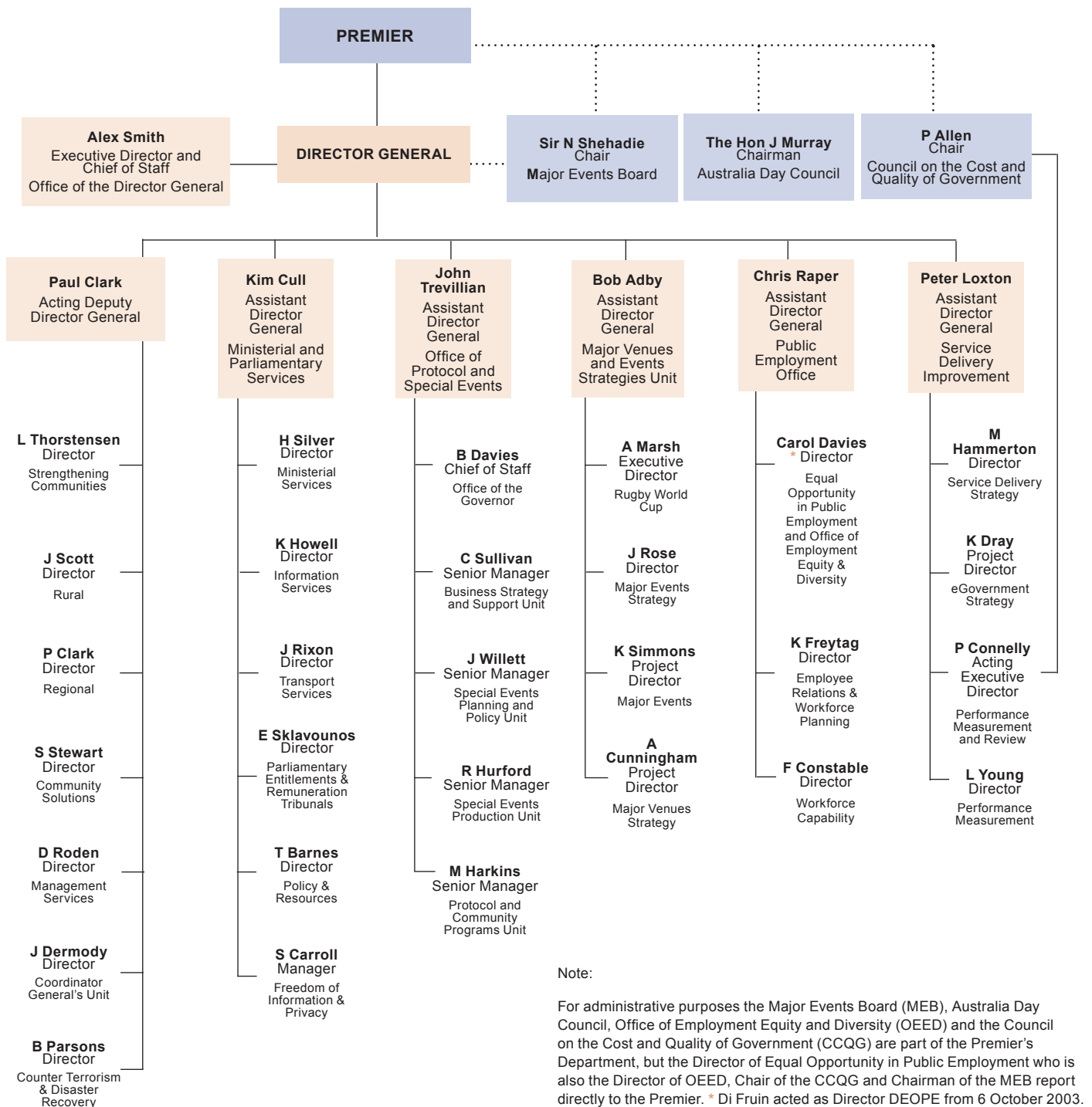
Management Services provides executive and administrative services to branches of the Premier's Department and the Premier. The branch is responsible for financial, organisational development, human resources, and training and development functions. Management Services plays a significant role in supporting local communities in NSW through the provision of grant funds for community based projects. It assists with the holding of events and ceremonies of State significance. It provides support with the management of State emergencies or natural disasters, and delivers information to the public by various media about the role and function of the Premier's Department.





The new state-of-the-art Cabramatta Police Station

Structure



Consumer response

While most work of the Premier's Department's is directed within the public sector, members of the public regularly request information about a range of government services.

The department remains committed to providing courteous and prompt assistance and maintains a telephone information line (02 9228 5947) for members of the public seeking advice on government services.

Requests for information can also be emailed through the department's website www.premiers.nsw.gov.au.

Suggestions for improvements in service or any complaints can be made to the Grievance Manager on (02) 9228 5947.

No consumer responses were received by the department.

Guarantee of service

The Executive continues, through the Board of Management, to closely observe the turnaround time for answering correspondence. Responses to routine ministerial and departmental letters have a 21-day turnaround.

During 2003-04, the internal benchmark for timely responses to at least 85 per cent of correspondence was met.

Freedom of information

During 2003-04, the Premier's Department dealt with 59 Freedom of Information applications, compared with 36 in 2002-03. Of the 59 applications received:

- two applications were withdrawn;
- nineteen applications were granted in full;
- eight applications were granted in part;
- twenty-seven applications were refused. 16 applications were refused on the basis that the documents requested were not held, seven applications were refused on the basis that the documents were exempt documents, one application was refused on the basis that the documents sought were otherwise publicly available, one application was refused on the basis of being a substantial and unreasonable diversion of resources, while two applications were refused on the basis that the Premier's Department declined to further consider these applications in accordance with s. 22 of the FOI Act.
- three applications were transferred to another agency.

During 2003-04, compliance with the provisions of the *Freedom of Information Act 1989* had no significant impact on the administration of the department.

Three applications for Internal Reviews were lodged with the department during this reporting period.

There was one FOI matter before the Administrative Decisions Tribunal (ADT) at the end of this reporting period. This matter relates to an FOI application that was completed in 2002-03, however, the ADT appeal was lodged in 2003-04. Therefore, the "Before ADT" entry in the tables below does not relate to any FOI matter that was dealt with in 2003-04.

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 Premier's Department FOI Procedure Manual.

Section A: Number of new FOI requests from 1/7/03 to 30/6/04

FOI Requests	Personal	Other	TOTAL	2002-03 Personal	2002-03 Other	TOTAL 2002-03
New (inc 6 transferred in)	4	55	59	1	31	32
Brought forward from 01/02	0	0	0	1	3	4
Total to be processed	<u>4</u>	<u>55</u>	<u>59</u>	<u>2</u>	<u>34</u>	<u>36</u>
Completed	4	50	54	2	24	26
Transferred Out	0	3	3	0	2	2
Withdrawn	0	2	2	0	8	8
Total finalised	4	55	59	2	34	36
(Before ADT note: from 02/03)	(0)	(1)	(1)	0	0	0
Unfinished (carried forward)	0	0	0	0	0	0
Total	<u>4</u>	<u>55</u>	<u>59</u>	<u>2</u>	<u>34</u>	<u>36</u>

Section B: What happened to the 54 completed requests

Result of FOI request	Personal	Other	Total	2002-03 Personal	2002-03 Other	TOTAL 2002-03
Granted in full	3	16	19	2	8	10
Granted in part	0	8	8	0	10	10
Refused	1	26	27	0	6	6
Deferred	0	0	0	0	0	0
Completed	<u>4</u>	<u>50</u>	<u>54</u>	<u>2</u>	<u>24</u>	<u>26</u>

Section C: Ministerial certificates

There were no Ministerial Certificates issued during this reporting period.

Section D: Formal consultations

Number of requests requiring formal consultations – 19

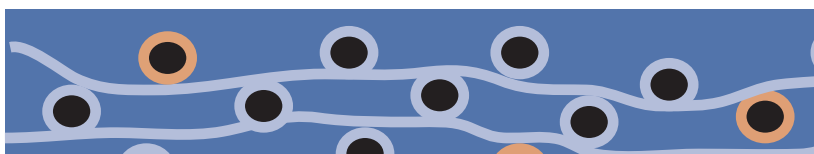
	Personal	Other	2002-03 Personal	2002-03 Other
Formal consultations	1	18	1	6

Section E: Amendment of personal records

There were no requests for amendments to personal records.

Section F: Notation of personal records

There were no requests for notation of personal records.





Fire bombing in Kosciuszko National Park

Section G: FOI Applications granted in part or refused

Basis for refusing access: (27 applications refused, eight granted in part)

Basis for partial access or refusal	Personal	Other	Total	2002-03 Personal	2002-03 Other
S19 (incomplete, wrongly addressed)	0	0	0	0	0
S22 (deposit not paid)	0	2	2	0	1
S25(1)(a1) (diversion of resources)	0	1	1	0	0
S25(1)(a) (exempt)	0	14	14	0	13
S25(1)(b), (c), (d) (info otherwise available)	0	1	1	0	0
S28(1)(b) (docs not held)	1	16	17	0	5
S24(2) (exceed 21 day limit, deemed refusal)	0	0	0	0	0
S31(4) (released to medical practitioner)	0	0	0	0	0

Note: The figures in this section need not reconcile with the figures in Section B because more than one reason may be cited for refusing access or partially allowing FOI requests. For example, a determination may simultaneously allow access in full to some documents, claim an exemption over other documents and refuse other segments of the same FOI application on the basis that certain documents are not held.

Section H: Costs and fees of requests processed

Assessed costs	FOI fees received	Assessed costs 2002-03	FOI fees received 2002-03
\$4,750	\$2,835	\$2,650	\$2,650

Section I—Discounts allowed

Type of discounts allowed	Personal 2003-04	Other 2003-04	Personal 2002-03	Other 2002-03
Public Interest			0	0
Financial hardship (pensioner/child)	\$15	\$0	0	0
Financial hardship (non profit org)			0	0
Significant corrections to personal records.			0	0
Totals	\$15	\$0	\$0	\$0

Section J: Days to process, by 54 completed applications

Elapsed time	Personal	Other	Total	Personal 2002-03	Other 2002-03	Total 2002-03
0 – 21 days	2	28	30	1	4	5
22 – 35 days	1	9	10	1	4	5
Over 35 days	1	13	14	0	16	16
Totals	4	50	54	2	24	26

Section K: Processing time, by 54 completed applications

Processing hours	Personal	Other	Personal 2002-03	Other 2002-03
0 – 10 hours	2	16	1	11
11 – 20 hours	1	11	1	7
21 – 40 hours	0	8	0	4
Over 40 hours	1	15	0	2
Totals	4	50	2	24

Section L: Reviews and appeals, by application

Reviews and Appeals	2003-04	2002-03
Number of internal reviews finalised	3	0
Number of Ombudsman reviews finalised	0	0
Number of ADT appeals lodged	1	0
Number of ADT appeals finalised	0	2

Details of internal review results

Basis of internal review	Personal				Other			
Grounds on which internal review was requested	Upheld		Varied		Upheld		Varied	
	2003-04	2002-03	2003-04	2002-03	2003-04	2002-03	2003-04	2002-03
Access Refused	0	0	0	0	1	0	0	0
Deferred	0	0	0	0	0	0	0	0
Exempt matter	0	0	0	0	2	0	0	0
Unreasonable Charges	0	0	0	0	0	0	0	0
Charge unreasonably incurred	0	0	0	0	0	0	0	0
Amendment refused	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	3	0	0	0

FOI applications lodged with Ministers' offices

The Freedom of Information Act 1989 (FOI Act) and the Premier's Department FOI Procedure 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 2003-04, Ministers' offices dealt with 33 Freedom of Information applications, compared with 39 in 2002-03. Of the 33 applications dealt with by Ministers' offices:

- two were transferred
- one was withdrawn
- seven were granted in full
- six were granted in part
- 15 were refused

Of these 21 applications that were granted in part (six) or refused (15), 10 were granted in part or refused on the basis that documents were not held, six were granted in part or refused on the basis that documents were exempt, and five were refused on the basis that an advance deposit had not been paid;

- two were not finalised as at 30 June 2004.

Ministers that dealt with FOI applications in 2003-04 are designated by bracketed code letters, as below:

- Premier, Minister for the Arts, and Minister for Citizenship (p);
- Deputy Premier, Minister for Education and Training, Minister for Aboriginal Affairs (e);
- Treasurer, Minister for State Development and Vice President of the Executive Council (t);
- Minister for Infrastructure and Planning and Minister for Natural Resources (i);
- Attorney-General, Minister for the Environment (a);
- Minister for Roads, Minister for Housing, Leader of the House (r);
- Minister for Health (h);
- Minister for Transport Services, Minister for the Hunter, Minister Assisting the Minister for State Development (ts);
- Minister for Police (pol);
- Minister for Primary Industries (pi);
- Minister for Juvenile Justice, Minister for Western Sydney and Minister Assisting the Minister for Infrastructure and Planning (Planning Administration) (j);
- Minister for Gaming and Racing (g);

Section A: Number of new FOI requests - Ministers' Offices

FOI requests	Personal	Other	TOTAL
New (inc transferred in)		8(p), 1(e), 1(t), 1(a), 3(r), 5(h), 1(ts), 1(pol), 3(pi), 4(j), 1(g), 4(i).	8(p), 1(e), 1(t), 1(a), 3(r), 5(h), 1(ts), 1(pol), 3(pi), 4(j), 1(g), 4(i).
Brought forward from 2002/03	0	0	0
Total to be processed		8(p), 1(e), 1(t), 1(a), 3(r), 5(h), 1(ts), 1(pol), 3(pi), 4(j), 1(g), 4(i).	8(p), 1(e), 1(t), 1(a), 3(r), 5(h), 1(ts), 1(pol), 3(pi), 4(j), 1(g), 4(i).
Completed		8(p), 1(e), 1(a), 3(r), 5(h), 1(ts), 1(pol), 2(pi), 3(j), 1(g), 2(i).	8(p), 1(e), 1(a), 3(r), 5(h), 1(ts), 1(pol), 2(pi), 3(j), 1(g), 2(i).
Transferred out		1(t), 1(pi)	1(t), 1(pi)
Withdrawn		1(j)	1(j)
Total processed		8(p), 1(e), 1(t), 1(a), 3(r), 5(h), 1(ts), 1(pol), 3(pi), 4(j), 1(g), 2(i).	8(p), 1(e), 1(t), 1(a), 3(r), 5(h), 1(ts), 1(pol), 3(pi), 4(j), 1(g), 2(i).
Unfinished (carried forward)	0	2(i).	2(i).

Section B: What happened to completed requests (Ministers' offices)

Result of FOI request	Personal	Other
Granted in full		1(p), 1(r), 2(h), 1(g), 2(i)
Granted in part		1(p), 1(a), 1(r), 1(h), 1(ts), 1(j),
Refused		6(p), 1(e), 1(r), 2(h), 1(pol), 2(pi), 2(j)
Deferred		
Completed		

Section C: Ministerial certificates issued

Nil

Section D: Formal consultations

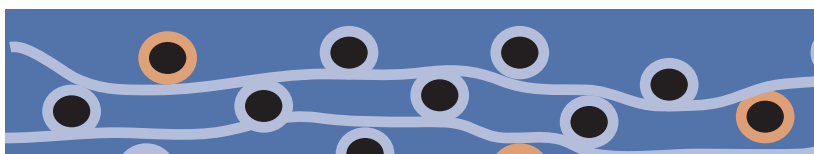
Number of requests requiring formal consultation: 3(h), 3(j), 1(i)

Section E: Requests for amendment of personal records

Nil

Section F: Requests for notation of personal records

Nil





Kenaf Planning Committee

Section G: FOI requests granted in part or refused - Ministers' offices

Basis for partial access or refusal	Personal	Other
S19 (incomplete, wrongly addressed)		
S22 (deposit not paid)		2(h), 1(pol), 2(j)
S25(1)(a1) (diversion of resources)		
S25(1)(a) (exempt)	1(p), 1(a), 1(r), 1(h), 1(ts), 1(j)	
S25(1)(b), (c), (d) (info otherwise available)		
S28(1)(b) (docs not held)		6(p), 1(e), 1(r), 2(pi)
S24(2) (exceed 21 day limit, deemed refusal)		
S31(4) (released to Medical Practitioner)		
TOTAL		

Note: the total need not reconcile with the refused requests total as there may be more than one reason cited for refusing an individual request.

Section H: Costs and fees of requests processed

Assessed costs	FOI fees received
\$240(p), \$15(e), \$30(t), \$30(a), \$30(r), \$780(h), \$30(ts), \$30(pol), \$90(pi), \$570(j), \$30(g), \$120(i)	\$240(p), \$15(e), \$30(t), \$30(a), \$30(r), \$780(h), \$30(ts), \$30(pol), \$90(pi), \$570(j), \$30(g), \$120(i).

Section I: Discounts allowed

Deputy Premier Refshaug's office permitted a 50 per cent discount, on public interest grounds.

Section J: Days to process

Elapsed time	Personal	Other
0 – 21 days	1(p), 1(e), 3(r), 1(h), 1(ts), 1(pol), 2(pi), 1(g), 1(i).	
22 – 35 days		4(p), 1(a), 2(h), 1(i)
Over 35 days		3(p), 2(h), 3(j)

Section K: Processing time, by application

Processing hours	Personal	Other
0 – 10 hours	1(e), 1(a), 3(r), 1(h), 1(pol), 2(pi), 2(j)	
11 – 20 hours		4(p), 3(h), 1(j), 1(g), 2(i)
21 – 40 hours		4(p), 1(h), 1(ts)
Over 40 hours		

Section L: Reviews and appeals, by application - Ministers' offices

Reviews and appeals	2003-04
Internal Reviews finalised	N/a*
Ombudsman Reviews finalised	N/a*
ADT appeals lodged	0
ADT appeals finalised	0

*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 Premier's Department is required to publish an annual Statement of Affairs, describing the structure and functions of the Premier's 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 Premier's Department is to support the Premier as head of the government to achieve its 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. The structure of the Premier's Department is detailed elsewhere in this Annual Report. Information on the structure and functions of the Premier's Department is available publicly by visiting the Premier's Department website, www.premiers.nsw.gov.au.

Effect of functions on members of the public

The functions of the Premier's Department have an effect on members of the public through the provision of policy advice and services. These services include the management of State resources, improving management practices across the public sector, achieving Government policies, providing advice, information and specialised services such as policy development and coordination across a range of functions to serve the people of NSW.

Categories of documents held by the department

All policy documents of the Premier's Department are 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 found in the Government Gazette or by visiting www.premiers.nsw.gov.au.

Categories of documents include:

- policy documents and correspondence including memoranda and circulars;
- documents on the internal administration of the department;
- policy and planning documents which assist the Premier.

Accessing and amending department documents

Documents may be accessed in several ways, including via the internet at www.premiers.nsw.gov.au or by contacting the relevant department officer as shown in the Summary of Affairs, or alternatively by contacting the Manager FOI and Privacy.

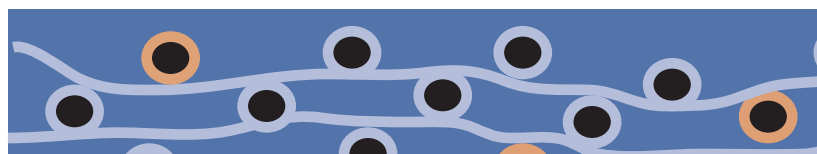
Applications for access to department documents made under the provisions of the *Freedom of Information Act 1989* should be in writing and be accompanied by the \$30 application fee and directed to:

Mr Simon Carroll
Manager FOI and Privacy
Premier's Department
Level 32
Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000
Ph 02 9228 4441 (during office hours)
Fax 02 9228 4421

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 Manager FOI and Privacy.

Significant organisations with a department representative

Committee name	Officer representing the department
Aboriginal Affairs CEOs Group	Col Gellatly
Aboriginal Affairs Plan Coordinating Committee	Peter Loxton, Di Fruin, Julie Moore
Aboriginal Affairs Plan Economic Development Cluster	Peter Loxton, Debbie Nelson, Di Fruin, Julie Moore
Aboriginal and Torres Strait Islander Cadetships Steering Committee	Julie Moore (Chair), Di Fruin, Nasuven Enares, Marilyn Dickson
Aboriginal and Torres Strait Islander Employment Network	Debbie Nelson, Julie Moore
Aboriginal Business Roundtable	Col Gellatly, John Scott
Aboriginal Community Development Program Steering Committee	Deb Nelson
Aboriginal Employment in Practice Support Strategy	Deb Nelson
Alcohol Drug Council of Australia (ADCA) Drug Action Week Reference Group	Peita Shirvington, Amanda Pullinger
Anti-Discrimination Board Advisory Committee	Deb Nelson, Julie Moore
Aquaculture Steering Committee	Col Gellatly (Chair), Wayne Green, Jo Haran
Attorney General's Department Performance Review Steering Committee	Peter Connelly, Peter Loxton
Australia and New Zealand School of Government Foundation Board of Directors	Col Gellatly
Australia and New Zealand School of Government Members' Council	Col Gellatly
Australian Bravery Decorations Council	John Trevillian, Kylie Millwood (Alternate)
Australian Centre for Event Management Advisory Board	John Trevillian
Bankstown Community Safety Committee	Ross Beaton
Better Service Delivery Program	Nada Nasser
Board of Studies Performance Review Steering Committee	Peter Connelly, Peter Loxton
Bushfire Recovery Task Force Committee	Colin Steele
Canterbury-Bankstown Reference Group	Lynette Thorstensen, Ross Beaton, Maria Visotina
Central Coast Regional Advisory Group – Chaired By The Regional Minister	Leoni Baldwin
Central Coast Transport Action Ministerial Taskforce	Leoni Baldwin
Central Reporting Requirements Performance Review Steering Committee	Peter Connelly (Chair)
Central Sydney Operations Group	John Trevillian, Jan Willett, Genevieve McCabe, Michael Harkins
CEO Venue Management Taskforce	Col Gellatly





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Committee name	Officer representing the department	Committee name	Officer representing the department
Chief Executives Committee	Col Gellatly (Chair), Peter Loxton, Marianne Hammerton	Mt Druitt Community Solutions and Crime Prevention Project: Family Violence Project	Rob Lennon
Council of Australian Governments (COAG) Regional Project Group	Jo-Anne Lawrence, Ross O'Shea	Mt Druitt Community Solutions and Crime Prevention Project: Governance Reference Group	Rob Lennon
Community Services Grants Program Roundtable	Nada Nasser	Mt Panorama Steering Committee	Bob Adby, Kevin Simmonds
Contract Management Board Committee (Hire Cars & Buses)	John Rixon	National Counter Terrorism Committee	Brendan O'Reilly (to March 2004), William Parsons, Paul Clark (April to June 2004)
Conventions Venue Advisory Group, Sydney Convention and Exhibition Centre	Rachel Hurford	National Drug Strategy Prevention Expert Committee	Yvonne Korn
Corruption Prevention Network	Judith Withers	Natural Resources and Environment Cluster Group	Peter Loxton
Council for the Order of Australia	Col Gellatly, John Trevillian (Alternate)	North Coast Aboriginal Employment Strategy for the NSW Government Sector	Dawn Thornton
Counter Terrorism CEO's Group	Col Gellatly (Convenor), Brendan O'Reilly (to March 2004), Paul Clark (from April 2004)	North Coast Human Services Group	Jacqui Parry, Dawn Thornton
Department of Aboriginal Affairs Performance Review Steering Committee	Peter Connelly, Peter Loxton	Northern Rivers Magistrates Early Referral Into Treatment Reference Group	Jenny Grant (Chair)
Drought Welfare Coordinating Committee	Paul Clark, Ross O'Shea, Jo-Anne Lawrence	NSW Aboriginal Affairs Plan Coordinating Committee	Peter Loxton
Emergency Services Agencies Cultural Diversity Working Party	Di Fruin, Victoria Jovanovski	NSW Drug and Alcohol Workforce Development Council	Yvonne Korn
Emergency Services Standing Committee on Information Management	Ken Dray	NSW Government Licensing Project Steering Committee	Col Gellatly
Energy Australia Stadium Planning Committee	Bob Adby	NSW Health Aboriginal Employment Steering Committee	Julie Moore
Government Asset Management Committee	Col Gellatly (Chair)	NSW Health EEO Steering Committee	Di Fruin
Government Radio Strategy CEO Committee	Col Gellatly	NSW Interdepartmental Committee on Migrant Settlement	Caroline Davidson
Grants Administration Reform Operations Steering Committee	Peter Loxton (Chair)	NSW Major Events Board	Col Gellatly, Chris Bastic
Greater Western Sydney Economic Development Board Transport And Planning Committee	Maria Visotina	NSW Public Sector Aboriginal Coordinators Forum	Debbie Nelson (Chair), Julie Moore
Human Services CEO Group	Col Gellatly	NSW Public Sector Industry Training Advisory Body	Frank Constable
Illawarra TAFE Advisory Council	Mark Roberts	Parramatta Economic Development Board	Rob Lennon
Jenolan Caves Reference Group	Peter Connelly (Chair)	Perisher Taskforce	Col Gellatly (Chair), John Dermody
Jenolan Caves Reserve Trust Performance Review Steering Committee	Peter Connelly	Premier's Department/NSW Vice Chancellor's Conference Strategic Initiatives Group	Col Gellatly (Chair), Peter Loxton
Liverpool Industry Network	Maria Visotina	Protected Disclosure Steering Committee	Judith Withers, Robert Horrocks
Local Management Committee, Public Sector Management Course	Deb Nelson, Paula Dewis, Carol Davies	Public Sector Management Program National Board	Frank Constable
Major Projects Infrastructure Committee	John Dermody, Ado Zanella	Public Sector Management Program NSW Steering Committee	Paula Dewis, Deb Nelson, Frances Parker
Management of Intellectual Property Working Group	Marianne Hammerton, Jennifer Perry, Caileen Urquart, Cris Mauros	Public Sector Training Package Review National Steering Committee	Frances Parker
Media and Communications Group	John Trevillian, Jan Willett, Genevieve McCabe, Katie Melrose	Redfern Waterloo Drug and Alcohol Taskforce	Aqua Robins
Migrant Skills and Qualifications Advisory Committee	Di Fruin		

Corporate governance

Committee name	Officer representing the department
Regional Coordination Management Groups for: Central Coast, Hunter, Illawarra/SE, New England/North West, North Coast, Riverina-Murray, South West and Western Sydney, Western NSW	Regional Coordinators
Regional Human Service Senior Officers' Group (various regions)	Regional Coordinators and Project Managers
Request for Proposal (RFP) for NSW Government Broadband Data Services Contract Management Committee	Peter Loxton
Riverina Regional Tourism Board	Ross O'Shea
Riverina/Murray Drug and Alcohol Interagency Network	Karen MacLean
Rugby World Cup 2003 Precinct Planning Group	Alan Marsh, Kevin Simmonds
Rugby World Cup 2003 Task Force	Col Gellatly (Chair), Bob Adby, Alan Marsh
Senior Officers Coordinating Committee on Drugs and Alcohol	Yvonne Korn, Tahn O'Brien
St Marys Australian Defence Industries (ADI) Site: Employment Development Strategy Committee	Rob Lennon
St Marys Australian Defence Industries (ADI) Site: Infrastructure Coordination Group	Rob Lennon
State and Regional Assessment Inter-Agency Committee	Mark Roberts
State Emergency Management Committee	William Parsons
State Emergency Management Critical Infrastructure Steering Committee	William Parsons
State Forests Scoping Study Working Party	John Dermody, Ado Zanella
State Planning Group, Queens Baton Relay, Melbourne 2006 Commonwealth Games	John Trevillian, Georgie Wilcox, Tony Pipe
Sydney-Beijing 2008 Olympic Secretariat	Bob Adby
Telstra Regional Advisory Group	Paul Clark
The Industry and Environment Land Development Taskforce	Col Gellatly (Chair), John Dermody, Ben Chard, Wayne Green, Ado Zanella, Jo Haran, Christine Pedder
Traineeships for People with Disabilities Steering Committee	Carol Davies, Di Fruin, Paul Jenkin
Western Sydney Regional Organisation of Councils (WSROC) Environmental and Strategic Planners Committee	Rob Lennon
Youth Advisory Council Performance Review Steering Committee	Peter Connelly (Chair)
Youth Partnership with Arabic Speaking Communities Implementation Committee	Col Gellatly (Chair), Nada Nasser, Bettina King, Iktimal Hage-Ali
Steering Committee for Review of Youth Partnership with Arabic Speaking Communities	Peter Connelly (Chair) Nada Nassar
Youth Partnership with Pacific Island Communities Implementation Committee	Col Gellatly (Chair), Lynette Thorstensen, Ross Beaton

Protected disclosures

No protected disclosures were received by the department.

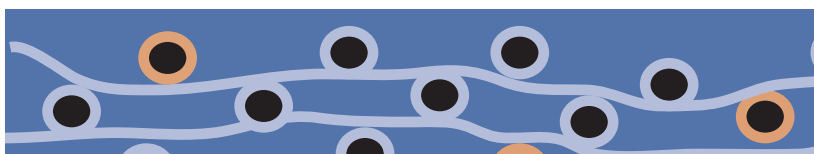
Overseas visits

Officer	Destination	Purpose
18 September-2 October 2003		
Dr Col Gellatly	United Kingdom, Italy and The Netherlands	Official trade, investment and public administration business on behalf of the NSW Government
8-12 December 2003		
Brad Fitzmaurice	Fiji	Government Civil Service Reform Project (AusAID)
Ken Dray	Stockholm, Sweden and Oslo, Norway	Cisco Public Services Summit 2003
1 March-30 June 2004		
Robyn Henderson	Solomon Islands	contracted to AusAid to undertake a project on strengthening the Cabinet processes and examining parliamentary procedures
10-12 March 2004		
Chris Raper	Fiji	Attend the Pacific Regional Public Service Commissioner's Conference
15-26 March 2004		
Sarah Bradshaw	Fiji	Government Civil Service Reform Project (AusAID)
26 March-23 December 2004		
Susan Hayes	Solomon Islands	Advising Office of the Prime Minister on public sector reform
16-20 May 2004		
John Rose and Tara Connell	Lausanne, Switzerland	To attend Sport cord conference and promote NSW as a tourist and event destination, particularly with reference to the bid for the 2009 World Masters Games.
18-21 May 2004		
Paul Clark and William Parsons	Wellington, New Zealand	National Counter Terrorist Committee meeting
27 June-2 July 2004		
Dominique Hansen and Jo Anne Lawrence	New Zealand	Attend the Australia, New Zealand School of Government (ANZSOG)

Waste management

The Premier's Department continued to implement measures under its Waste Reduction and Purchasing Plan. These strategies include using recycling bins for waste paper, glass, aluminium and printer cartridges; printers and photocopiers with double-sided capability, expanding the electronic office, and using recycled paper.

The need for large print runs and paper copies of reports has been reduced as all public documents are produced electronically and are available on the department's website. The department's intranet and using email has also reduced the need for paper documents and helped the distribution of internal documents.





Dancers at the signing of the Biala Agreement

Energy management plan

The government's Greenhouse Action Plan requires government agencies to establish an energy management plan and report on energy consumption. The Premier's Department energy manager works closely with the Department of Commerce and other agencies in Governor Macquarie Tower (GMT) and Bligh House to enable more efficient management of energy use.

The department uses electricity for its office accommodation and motor fuel for its vehicle fleet. The majority of department staff are located in GMT and Bligh House. Other offices are located in the outer metropolitan area and in regional NSW.

The department purchases approximately six per cent of its electricity from 'green power' resources.

Motor services are provided for the ministers, parliamentary secretaries, officers of GMT agencies and other government bodies, in addition to those for the department's own business needs. The fleet includes a number of prestige vehicles for protocol purposes, is modern and fuel efficient and mostly powered by unleaded fuel. All vehicles are purchased through the State Contract.

The 203 vehicles in the department's fleet used an average of 2,289 litres each.

Legislation and legal change

Acts allocated to the Premier

- *Anti-Discrimination Act 1977 No 48, Part 9A (remainder, 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 Act 1981 No 78*
- *Essential Services Act 1988 No 41, Parts 1 and 2 (remainder, 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*
- *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 (except Part 3, jointly with the Minister for Natural Resources)*
- *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, 34 and Schedule 1 (remainder, Treasurer)*
- *Public Sector Employment and Management Act 2002 No 43 (except Chapter 7, jointly Treasurer and Minister for Commerce)*
- *Reprints Act 1972 No 48*
- *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' Election Act 1903 No 9*
- *Special Commissions of Inquiry Act 1983 No 90*
- *State Owned Corporations Act 1989 No 134*
- *Statutory and Other Offices Remuneration Act 1975 (1976 No 4)*
- *Subordinate Legislation Act 1989 No 146*
- *Subordinate Legislation (Repeal) Act 1985 No 232*
- *Transferred Officers Extended Leave Act 1961 No 13*
- *Trans-Tasman Mutual Recognition (New South Wales) Act 1996 No 102*
- *Visy Mill Facilitation Act 1997 No 139*

E-procurement

The Central Corporate Services Unit (CCSU) is a business unit within the Department of Commerce contracted to provide corporate services functions to the Premier's Department. In support of the NSW government's Electronic Procurement Implementation Strategy, CCSU and Premier's Department jointly implemented key reforms in electronic procurement and financial systems. Premier's Department was selected to pilot new procurement processes for later application by other CCSU client agencies.

To meet best practice objectives, CCSU, in consultation with Premier's Department, is implementing system and technology changes necessary for transition to an electronic procurement structure.

CCSU continued to implement the Security Conformance and Certification Project this year. Within the Premier's Department, this meant staff were trained and provided with documentation about new security mechanisms as well as their associated responsibilities and accountabilities.

Security arrangements for the department's offices were also updated during the year. Measures for Governor Macquarie Tower include the introduction of photo ID cards for staff, a system enabling lift lock-down

Corporate governance

and a visitors/security desk in the lobby where all visitors sign in and are issued with temporary access passes. Other security measures have been implemented in Bligh House.

Electronic service delivery

The Computerised Human Resources Information Service (CHRIS) Kiosk self service payroll system is now fully operational. This allows staff to apply for recreation, flex, sick and extended leave online and receive electronic approval notices by email and view leave entitlements, payroll details including payslips, and modify banking and home contact details.

The department has also been selected to pilot the Flex Time Management System later in 2004. This system aims to provide the mechanism necessary to record the differing flex time conditions that exist among CCSU's clients. The pilot program will begin in August 2004 and will record employee time and attendance records in a single database, providing enhanced methods of validation between attendance records and payroll records.

Publications

Major Venues and Events Strategies Unit

- World Masters Games 2009 Bid Document

Ministerial and Parliamentary Services

- Sesquicentenary of Responsible Government in NSW 1856-2006 Annual Report 2002-2003

Public Employment Office

- Agency Level Report for NSW Public Sector Workforce Profile 2002
- Booklet: Yarnin' Up: Stories of Aboriginal People's Careers in the NSW Public Sector (reprinted)
- Brochure: Aboriginal & Torres Strait Islander Cadetship Program (revised agency version)
- Brochure: Aboriginal & Torres Strait Islander Cadetship Program (revised student version)
- Brochure: Looking for Work with the NSW Government (revised)
- Brochure: Maternity leave (revised)
- Brochure: What are Common Selection Criteria? (revised)
- Fair Ways: Training on Merit Selection Techniques
- Guidelines: Aboriginal & Torres Strait Islander Cadetship Program in the NSW Public Sector (revised)
- Labour Hire Collection: Data Specifications Workbook
- Online resources: EEO Good Practice Online (updated) <http://www.eeo.nsw.gov.au/goodpractice>
- Online resources: Reskilling for Careers in IT <http://www.eeo.nsw.gov.au/women/reskilling>
- Overview Report for the NSW Public Sector Workforce Profile 2002
- Quarterly Collection of Full Time Equivalent: Data Specifications
- Report: Doctors Become Taxi Drivers: Recognising Skills: not as easy as it sounds
- The NSW Public Sector Workforce Profile 2004: Data Specifications Workbook Workforce Planning: a guide

- Workforce Analysis Comparison Application User Guide
- Workforce Profile Collection: Impact of the Aging Population

Office of Protocol and Special Events

- Emblem Book of NSW
- NSW Table of Precedence

Service Delivery and Improvement

- Strategic Management Framework (incorporating the Strategic Management Calendar) website re-developed March 2004 - www.premiers.nsw.gov.au

Performance Measurement and Review

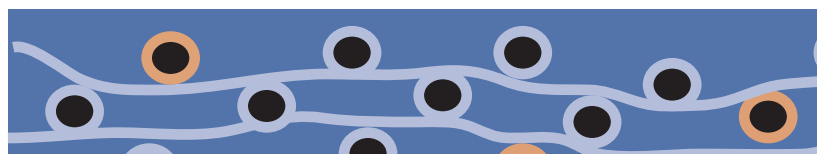
- Better Management Practices: Environmental Scanning
- Council on the Cost and Quality of Government Annual Report 2003
- Overview of Government Services 1996-2001
- Overview of Government Services 1997-2002
- Programs and Outcomes Relating to Aboriginal People in NSW

Strategic Projects

- Drug Action Spring 2004: NSW Community Drug Strategies Newsletter September 2004).
- Drug Action Winter 2004: NSW Community Drug Strategies Newsletter June 2004).
- Dharawal Family Matters May 2004
- Anti-Graffiti Retailers Resource Kit
- NSW Not for Profit Organisations Taxes, Fees and Charges Concessions Guide poster
- Review of Volunteer Resource Centres/Volunteer Referral Agencies in NSW September 2003
- NSW Youth Partnership with Pacific Island Communities newsletter 1 October/November 2003)
- Cabramatta Update: Cabramatta Project newsletter, one publication in three languages: English Vietnamese, Chinese September 2003
- Cabramatta Anti-Drug Strategy Information Sheet. Eight publications produced: English, Vietnamese, Chinese, Lao, Khmer, Spanish, Serbian, Croatian, September 2003
- Al-Ostrali: Arab Australians in NSW
- Arabic Youth Australia Flier
- NSW Youth Partnership with Pacific Island Communities newsletter October/November 2003)

Annual Report 2003-04

The external cost associated with the production of the annual report is \$7,472.00. The annual report is available at www.premiers.nsw.gov.au.





Management and resources

Senior Executive Service positions

Total CES/SES officers on 30 June	2001	2002	2003	2004
Level 8	1	1	1	1
Level 7	1	1	1	1
Level 6	1	1	4	4
Level 5	1	1	0	0
Level 4	4	3	4	3
Level 3	9	8	9	7
Level 2	5	6	6	6
Level 1	3	2	2	5
Total	25	23	27	27

Number of CES/SES positions filled by women on 30 June	
2001	7
2002	8
2003	7
2004	8

Executive remuneration and senior executive performance statement

Dr Colin Gellatly Director General Premier's Department

Appointed on 30 September 1996, SES Level 8
Remuneration at 30 June 2004: \$358,050

The Premier has expressed satisfaction with Dr Gellatly's performance throughout the period of his employment in the Premier's Department. Dr Gellatly has successfully met the performance criteria contained in his performance agreement including overseeing Government's role in supporting the highlight events in the 2003 Rugby World Cup. Significant achievements in 2003-04 included:

- continued leadership and direction to Premier's Department and the NSW public sector in State counter terrorism arrangements and critical infrastructure protection;
- direction and leadership to the public sector in undertaking its role of supporting the legislative, policy and operational priorities of the government;
- providing leadership to the public sector, including chairing committees such as the Chief Executives Committee, the Government Asset Management Committee, and the Arabic Youth Partnership and Implementation Committee;
- leadership of the NSW Government's coordination and support to the successful Rugby World Cup 2003;
- coordination of State-wide policy and service delivery aimed at responding to economic, social, welfare and water supply issues arising as a result of the drought;

- participation as the NSW representative on the NSW/ACT Regional Management framework;
- leading a range of responses to State strategic development issues in his role as Coordinator General.

Mr Robert Adby

Appointed on 1 July 2002, SES Level 6
Remuneration at 30 June 2004: \$273,100

The Director General has expressed satisfaction with Mr Adby's performance throughout the period of his employment in the department. Mr Adby has successfully met the performance criteria contained in his performance agreement including overseeing Government's role in supporting the highlight events in the 2003 Rugby World Cup. Significant achievements in 2003-04 included:

- Developing coordination plans for Government support services for the 2003 Rugby World Cup taskforce.
- Developing the highly successful City Festivities Program for the involvement and enjoyment of the wider community to coincide with the Rugby World Cup 2003. Providing support services for the Major Events Board and recommending a Major Events Strategy for NSW for the board's consideration and approval.
- Establishing funding for the Major Events Board for the next three years to meet costs of bidding for events identified by the board and targeted to 2020.
- Assisted and advised the World Masters Games Bid Sub-Committee of the Major Events Board in its successful bid for the 2009 World Masters Games. The International Masters Games Association advised of Sydney's successful candidate bid on 13 June 2004.
- Chairing Sydney-Beijing 2008 Secretariat with the objective of supporting Australian industry in seeking opportunities from China's successful bid for the 2008 Games. This initiative has been marked by a number of successful bids, in particular by leading Australian architectural firms, for the construction of venues for the Beijing 2008 Olympic and Paralympic Games.
- Formulating recommendations to Government about integrating and consolidating Government's involvement in the events and venues industry under the Minister for Tourism Sport and Recreation.

Dr Elizabeth Coombs

Appointed on 1 October 2000, SES Level 6
Remuneration at 30 June 2004: \$224,720

The Director General has expressed satisfaction with Dr Coomb's performance throughout the period of her employment with Premier's Department. Dr Coombs successfully met the performance criteria contained in her performance agreement including the satisfactory provision of high quality policy, operational and strategic priorities. Significant achievements in 2003-04 included:

- Secondment to the Office of the Coordinator General of Rail to provide strategic direction and assistance with the integration of the SRA and the Rail Infrastructure Corporation into the new RailCorp.
- Continued strategic and policy advice to the Director General of Premier's Department on performance management review generally in the NSW public sector.

- Providing strategic leadership in supporting the Council on the Cost and Quality of Government.
- Secondment to the Department for Women as Director General.
- Integrating the former Department for Women into the Premier's Department.
- Establishing the new Premier's Council for Women; and
- Establishing the 'Lucy' Mentoring Program, a government policy initiative.

Peter Loxton

Appointed on 29 September 2002, SES Level 6
Remuneration at 30 June 2004: \$247,092

The Director General has expressed satisfaction with Mr Loxton's performance throughout the period of his employment with Premier's Department. Mr Loxton successfully met the performance criteria contained in his performance agreement including the satisfactory provision of high quality policy, operational and strategic priorities. Significant achievements in 2003-04 included:

- Established the Service Delivery Improvement Directorate from 1 July 2003 to support the development and implementation of strategies across the NSW public sector to reflect the Government's high priority of providing tangible improvements in services to citizens throughout NSW.
- Supported improving the alignment of e-Government/ICT priorities with the service delivery improvement agenda through several key initiatives, including facilitating an e-Government Strategy and Action Plan and actively participating in the Broadband Services Request for Proposal (RFP).
- Supported the engagement of Government agencies, the non-government sector and the community to improve outcomes for citizens in different regions across the State, and for specific population groups, with an emphasis on improving the effectiveness of Government services to Aboriginal people.
- Led the Grants Administration Review to improve grants management systems to provide better access to more detailed information on grants and to deliver a foundation to more effectively match government service delivery priorities in allocating grants.
- Oversaw a review of the Strategic Management Framework; the completion of the Service Delivery and Intellectual Property Frameworks; and improved communications arrangements to ensure greater agency use of the Strategic Management Calendar.
- Supported initiatives aimed at improving the content, look and performance of communitybuilders.nsw.gov.au, resulting in significant audience growth and increased recognition from the community, NGOs and Government.

Alan Marsh

Appointed on 10 June 2003, SES Level 6
Remuneration at 30 June 2004: \$247,092

The Director General has expressed satisfaction with Mr Marsh's performance throughout the period of his employment with Premier's Department. Mr Marsh successfully met the performance criteria contained in his performance agreement including the satisfactory provision of high quality policy, operational and strategic priorities. Significant achievements in 2003-04 included:

- providing leadership, support and direction to stage the Rugby World Cup 2003 (RWC 2003).
- ensuring the coordination of government support for RWC 2003 to maximise leverage opportunities.
- finalising the Communications Protocol for RWC 2003.
- assisting in the wind-up arrangements after RWC 2003.

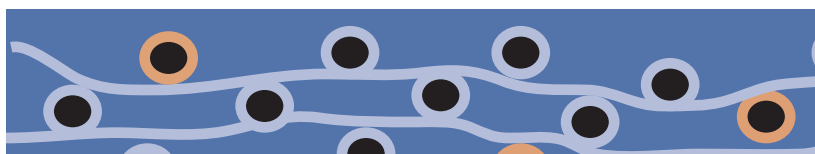
On 1 July 2004 Mr Marsh transferred to the Department of Commerce.

Chris Raper

Appointed on 9 August 1999, SES Level 6
Remuneration at 30 June 2004: \$219,870

The Director General has expressed satisfaction with Mr Raper's performance throughout the period of his employment with Premier's Department. Mr Raper successfully met the performance criteria contained in his performance agreement including the satisfactory provision of high quality policy, operational and strategic priorities. Significant achievements in 2003-04 included:

- Provided high level strategic advice to Government and agencies on a range of industrial issues including major arbitration and test case argued before the Industrial Relations Commission of NSW.
- Led the successful integration of a range of units within the department and providing employment related services to form the Public Employment Office.
- Supported the Government's agency restructure program following the 2003 election and the 2004 mini budget with expert advice on governance, human resource and industrial issues.
- Established the Workforce Planning Unit within PEO and gained Chief Executive Committee endorsement for the Workforce Planning Strategic Framework and Action Plan. The first tranche of initiatives contained in the plan will be rolled out across the sector in 2004-05.
- Provided sector-wide leadership on employment equity issues including promoting successful Aboriginal Cadetship Program and the Traineeship Program for People with a Disability.
- Launched new online services for agencies and staff through the HR Expert system and the Merit Selection Refresher Training Package.





Kosciuszko and Region Fire Recovery Taskforce

Human resources and organisation development

The department's Learning and Development (L&D) Strategy aims to ensure that investments in learning and development are used to build organisation and individual capability. Partnerships continued with the Central Corporate Services Unit (CCSU), Institute of Public Administration Australia (IPAA) NSW, and other recognised training organisations to develop and deliver programs in career planning, project management, and leadership development.

The L&D budget allocation formula is premised on a commitment to invest in the equivalent of 2.5 per cent of the salaries budget which equated to \$756,233. Development continues to occur at all levels including the individual level (through learning agreements as part of the performance management system); business unit level in line with Business Plan intended outcomes; and corporate level to support the Corporate Plan key result areas.

Corporate development priorities included the career mobility scheme, study assistance scheme and the performance development and feedback system.

The induction program was run quarterly to provide the information required to enable staff to work and be part of the workplace and ensure they understand the aims, roles and priorities of the department.

In recognition of the additional work of employees undertaking tertiary studies and its value to the department, a separate budget is designated for a Study Assistance Scheme. The scheme was used by 31 staff at a total cost of \$69,653.

In 2003-2004, scholarships were awarded to employees to participate in management development programs: two Executive Development Program (EDP); four Public Sector Management Program (PSMP); two Australia and New Zealand School of Government (ANZSOG).

The Career Mobility Program continued to be offered to provide staff with an opportunity to broaden their experience and perspective in the public sector, through a short term placement in one of the partner agencies (Department of State and Regional Development and the Treasury).

Spokeswomen information seminars were conducted on women's individual achievements and on entitlements that assist flexible work practices.

McMillan Shakespeare was contracted to administer the salary packaging program for non-SES staff in December 2003. This has given staff the option of paying expenses (such as a motor vehicle lease, superannuation contributions, laptop computers or employer sponsored child care) out of pre-tax income to achieve tax savings.

HR Expert proved useful in the process of restructuring, allowing employees to calculate their entitlements.

A number of pertinent policies were revised throughout 2003-04 including the Filling of Short-term Vacancies Policy, Grievance Handling Procedures and the Performance Feedback and

Development System. After an extensive consultation process, the Combating Harassment and Bullying Policy will be finalised later in 2004.

Future priorities

- The development of an online induction program to have a timely solution, fulfil our duty of care and improve the entry on duty process.
- Undertake the climate survey.
- Finalise the Combating Harassment and Bullying Policy.
- Workforce Planning.
- Make better use of technology such as electronic payslips, improving electronic flex sheets, and electronic reporting tools.

Industrial relations policies and practices

The department, its staff and the Public Service Association maintain a strong workforce Joint Consultative Committee (JCC) to further develop and implement requirements under the framework award.

Exceptional movements in employee wages, salaries or allowances

A salary increase of five per cent effective 1 July 2003 was paid to clerical officers and senior officers in accordance with the Crown Employees (Public Service Conditions of Employment) Award 1997.

The Statutory and Other Offices Remuneration Tribunal determined a performance-based increase of 4.7 per cent for SES officers, effective September 2003.

Value of recreation and long service leave

As at June 30 2004, the value of accrued recreation leave was \$5.441 million and long service leave \$10.722 million.

Occupational Health and Safety (OH&S)

The Occupational Health and Safety Working Party continued to meet throughout 2003-04 to work on issues such as ergonomic environment, motor vehicle safety, manual handling and the safety and security of our workplaces.

There were 21 workers compensation cases open in 2003-04. As the workplace is often the best environment to assist injured employees in their recovery and rehabilitation, suitable duties were provided to injured employees, to enable a safe return to work as soon as is practicable after their injury.

Various OH&S initiatives were undertaken, including the following:

- The Voluntary Influenza Vaccination Program.
- New staff were alerted to OH&S issues during induction programs.
- A database was developed to track workers compensation cases and manage the occupational rehabilitation process effectively.
- First Aid training was undertaken by five staff.

Management and resources

- Sixteen preventative assessments were conducted optimising workstation comfort and reducing the possibility of injury.
- A defensive driving course was offered to staff travelling regularly or over long distances.

The Employee Assistance Program continues to be provided to employees through a contract through CCSU. It provided professional, confidential counselling and advice for work or personal problems experienced by employees or their immediate family members.

Equal Employment Opportunity

The statutory role of the Director of Equal Opportunity in Public Employment includes receiving NSW public sector agencies' EEO management plans and reporting to the Premier on the sector's EEO progress.

During the past year, the distribution of EEO groups across salary levels compared favourably with those in the public sector in general.

The department's initiatives encompass a range of actions, including devising new plans for and approaches to EEO, as well as introducing procedures and funding programs. Key achievements in these areas are listed below.

Extensive efforts have been directed towards the planning and development of the following projects:

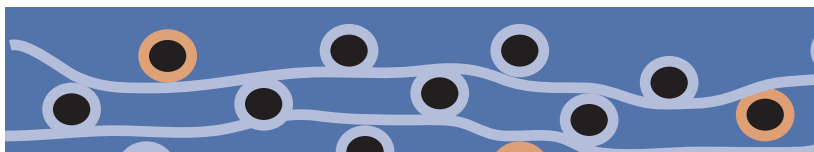
- The department's EEO Management Plan was reviewed early in the financial year. Priorities were revised and the plan was extended to encompass 2004-07 and allow for long term planning initiatives.
- EEO statistical data from the workforce profile were analysed and two EEO groups—people whose first language was other than English and people with a disability—are identified as the groups whose representation in the department's workforce need to be increased.
- The biannual climate survey was used as a major source of employee opinion. The climate survey instrument was revised to ensure the relevance and utility of the survey results. The third climate survey was delayed due to restructuring within the department. It was decided to conduct the survey when there was greater stability. It will be conducted before the end of 2004.
- EEO issues continued to be discussed with the Joint Consultative Committee (JCC) and the Equity and Diversity Consultative Committee (EDCC) and relevant issues were referred to the Board of Management for appropriate action.
- Equity and Diversity Consultative Committee met regularly and continued to involve staff across the department in developing equity initiatives such as the new grievance procedures, disability action plan, harassment free workplace policy and the department's spokewomen program.
- New anti-harassment and bullying policy is in the final stages of the consultation process. It will be introduced in October 2004.

Several new procedures and practices have also been enacted during the course of the year:

- The Office of Employment Equity and Diversity (OEED) published a number of documents including a newsletter on training for merit selection, a brochure on maternity leave and Internet publication of EEO Good Practice Online.
- The new grievance procedures for the department, which encompasses contemporary theories and practices, were introduced in late 2003. A department wide consultation process was undertaken before the policy being accepted by the Board of Management and the JCC.
- A range of flexible work practices have been made available to staff including job sharing and working from home on a regular or occasional basis.
- A three-year disability action plan was developed and strategies continued to be implemented. A range of appropriate adjustments were made to accommodate the needs of people with disabilities employed by the department.
- An Auslan sign language program was introduced and conducted in late 2003. Eight people completed the program.
- The department continued to offer internships and student placements
- The EEO and other equity plans are available on the department's intranet. EEO principles and the EEO plan were promoted through the induction program.
- Four corporate scholarships were awarded for the Public Sector Management Program (PSMP) through the departments scholarship program.
- Funding was provided to undertake National Aboriginal Islander Day Observance Committee (NAIDOC) week activities.

The Premier's Department aims to follow on with the achievements made in EEO this year by addressing the following priorities in 2004-05:

- Undertake the department's third Climate Survey, analyse its result and develop appropriate strategies to address issues of concern.
- Finalise, distribute and provide information sessions on the department's new Harassment Free Workplace Policy.
- Continue to promote good EEO workplace practices through induction and other appropriate training programs.



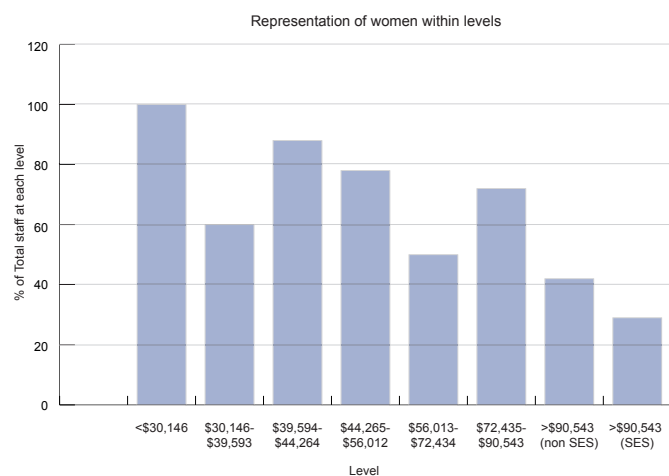


Fay Luatutu from Airds is a Corporate Partners for Change (CPC) Graduate now working for Hammond Care Nursing Homes

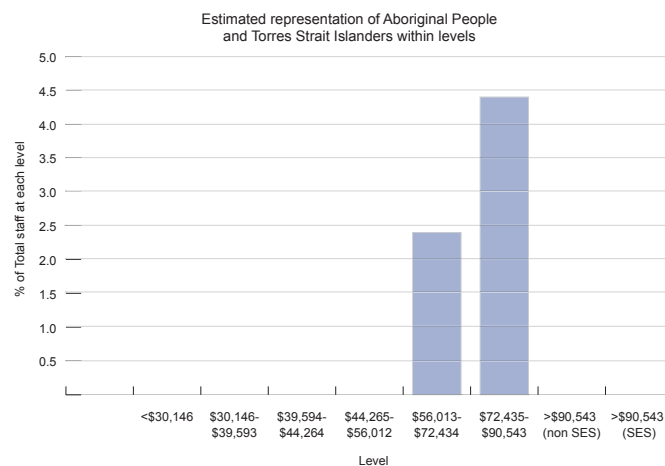
Percentage of total staff by level

LEVEL	TOTAL STAFF (Number)	Respondents	Men	Women	Aboriginal People & Torres Strait Islanders	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
< \$30,146	2	50		100				100	100.0
\$30,146 - \$39,593	5	80	40	60				75	25.0
\$39,594 - \$44,264	17	88	12	88		20	7	7	6.7
\$44,265 - \$56,012	77	75	22	78		17	9	2	
\$56,013 - \$72,434	129	64	50	50	2.4	23	12	2	
\$72,435 - \$90,543	120	75	28	72	4.4	20	12	16	10.0
> \$90,543 (non SES)	36	53	58	42		16	16	16	5.3
> \$90,543 (SES)	28	39	71	29					
TOTAL	414	68	39	61	2.0	18	11	9	4.4

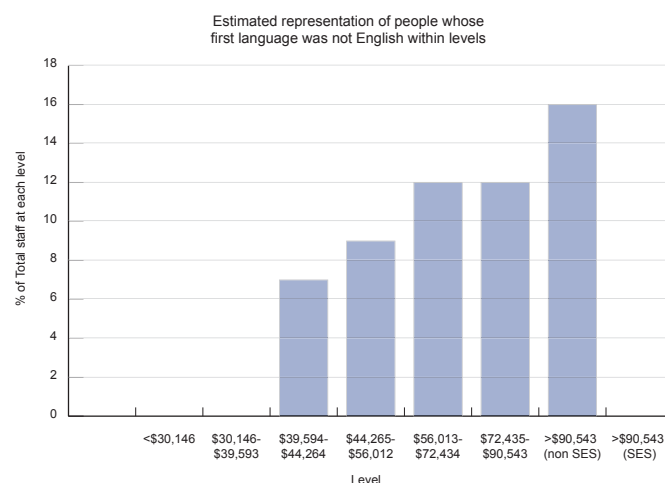
Women



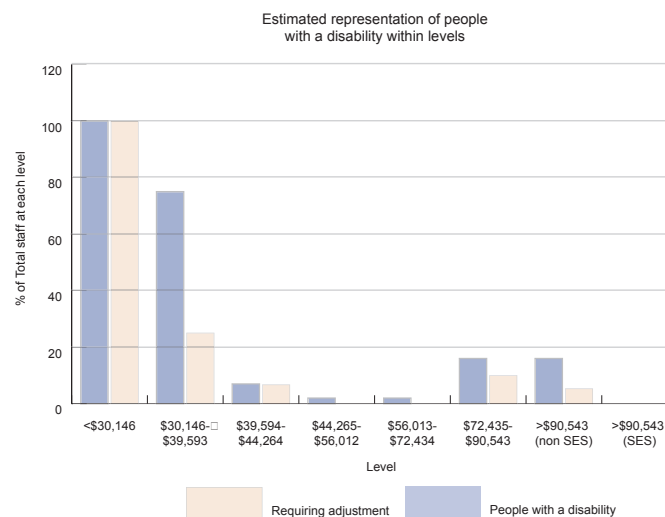
Aboriginal and Torres Strait Islanders



First language other than English



People with a disability



Parliamentary Annual Report Tables

A Trends in the representation of EEO groups

EEO Group	Percentage of total staff				
	Benchmark or Target	2001	2002	2003	2004
Women	50	57	59	58	61
Aboriginal people and Torres Strait Islanders	2	1.7	3.9	3	2.0
People whose first language was not English	20	9	11	12	11
People with a disability	12	7	8	8	9
People with a disability requiring work-related adjustment	7	2.1	3.6	4	4.4

B Trends in the distribution of EEO groups

EEO Group	Distribution index				
	Benchmark or Target	2001	2002	2003	2004
Women	100	102	103	92	92
Aboriginal people and Torres Strait Islanders	100	n/a	n/a	n/a	n/a
People whose first language was not English	100	105	110	101	102
People with a disability	100	111	103	102	98
People with a disability requiring work-related adjustment	100	n/a	n/a	n/a	n/a

Notes:

1 Staff numbers are as at 30 June. 2 Excludes casual staff. 3 A Distribution Index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than. 4 The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.

Representative on significant committees

Board of Management

Executive Forum to address corporate and general departmental issues

Management representatives

Col Gellatly (Chair)
Alex Smith
David Roden
Paul Clark
Chris Raper
John Trevillian
Peter Loxton
Peter Connelly
Kim Cull

Staff observers

Sharon McCarthy
Simon Carroll
Michael Montuori
Maria Duarte
Frances Parker
Maria Mermelas
Matt Morcom

Members replaced

Brendan O'Reilly
Brad Fitzmaurice
Bob Adby
Christopher Sullivan

Joint Consultative Committee

Facilitates communication between management, staff and unions in matters affecting the workplace

Management

Col Gellatly
Alex Smith
David Roden
Kim Cull
Di Fruin
Peter Loxton
Paul Clark
Chris Raper

Staff

Kerrie Butson
Roslyn McDonald
Paul Petersen
Judith Withers
Kathy Tribe
Vivienne Porzsolt
Graham Gandy
Cris Mauros
Merilyn Grey
Pam Campbell

Equity and Diversity Consultative Committee

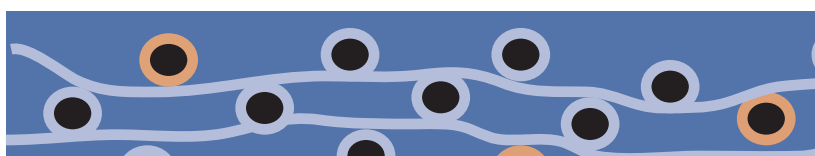
Promotes and ensures that equity and diversity initiatives are integrated into the department's core business planning and business unit operations.

Paula Castile (Chair)
Trevor Barnes
Debbie Nelson
Megan Irwin-Moyle
Maria Mermelas
Frances Parker
Vivienne Porzsolt
Maria Duca

Simon Spence
Angela Megale
Jo Hatton

Members replaced

Alexander Weilsman
Susan Hayes
Rosalind Eather
Georgina Roussac





Kenaf plants after three weeks planting

Ethnic Affairs Action Plan

Social justice 2003-04

Outcomes

The Premier's Department is responsive to the linguistic, cultural, racial and religious diversity of communities in NSW.

Partnerships with emergency services agencies were established to improve recruitment and retention of culturally diverse employees.

Agency participation in employment programs continued to improve equity and diversity of the public service workforce. During 2003-04, 12 skilled migrants were placed in nine agencies, of which 83 per cent were extended or permanently employed following their placements.

The Premier's Department actively engages with diverse ethnic communities on a number of projects, with representation of people from varied ethnic backgrounds present on key forums including:

- the Regional Communities Consultative Council
- the Canterbury-Bankstown Project Reference Group
- the NSW Council for Pacific Island Communities
- local community drug action teams
- the Community Solutions and Crime Prevention Strategy

Similarly, the needs of people from culturally and linguistically diverse backgrounds are addressed in programs such as the:

- Regional Coordination Program
- Canterbury-Bankstown Place Project
- Pacific Islander Communities Partnership
- Cabramatta Place Project
- Youth Partnership with Arabic Speaking Communities Project
- Community Solutions and Crime Prevention Strategy.

The Community Solutions and Crime Prevention Strategy aims to develop innovative, multi-agency responses to issues affecting communities such as crime, family violence and the needs of children and young people at risk. Coordinated strategies are developed at local levels through partnerships between residents, community organisations, police, local councils and state government agencies. Since 2001, the strategy has been implemented in 27 locations and in 2003-04, resourced seven crime prevention projects and committed funding of \$40.65 million to over 250 projects across the state to June 2004. During the year Dubbo, La Perouse/Maroubra and Miller were focal locations.

Future plans

The Strategic Projects Division of Premier's Department will continue to promote social justice in NSW by:

- Advising on best practice in engaging communities
- Managing projects, including the Government's Place Projects in a whole-of-government context
- Providing advice and funding for small grants to build the non-government sector's capacity for sustainability
- Further implementing the Community Solutions and Crime Prevention Strategy and Community Solutions Fund.

Community harmony 2003-04

Outcomes

Announced in 2001, the Youth Partnerships with Arabic Speaking Communities Project is a partnership between government and the community to promote the well-being of young people of Arabic speaking backgrounds at risk of disengaging from education, family and community life.

The project has an active communication and consultation strategy with regular community forums, bi-lingual information sheets, newsletters and website. Arabic speaking staff are employed to engage with the community and assist with making the project meet the needs of its participants.

Increased community involvement: 133 young people have attended youth leadership camps and participated in follow-up community projects. 14 young people were trained as program leaders. A further 19 have participated in the mentoring project and formed an active Youth Reference Group. The Shifa Leadership Program is an innovative mentoring program that delivers leadership training to young people.

Increased school engagement: programs such as Homework Plus Primary, School to Work Program and School-Parent Alliance have been successful in engaging students at risk of leaving school and in maintaining their commitment to school work.

The Cabramatta Place Project continues to implement the Cabramatta Anti Drug Strategy, including the following initiatives:

Citywatch: led by the Community Relations Commission and Police to improve police/community relations and develop joint solutions to local crime.

Drug education, information and support: the Multicultural Drug Education Program has engaged with the Vietnamese, Chinese, Lao and Khmer communities to provide meaningful drug education and support. The Moving Forward Program provides intensive family support and drug counselling to migrants and their families.

Co-operation between the public and private sectors: Memorandums of understanding have been developed between Premier's Department and five partner agencies. Programs such as the Intensive Family Support Program between Premier's Department, Department of Community Services and the Australian Arabic Communities Council have been established.

The Canterbury-Bankstown Place project aims to strengthen families, support young people into better futures and build and strengthen community harmony. The project implements the Community Solutions strategy combining whole-of-government and whole-of-community initiatives including improving management and service delivery by assisting the following groups:

- Canterbury-Bankstown Reference Group
- Canterbury-Bankstown Community Harmony Roundtable
- Canterbury-Bankstown Employment, Education and Training Working Group
- Canterbury-Bankstown Pacific Islander Action Group
- Canterbury-Bankstown Family and Community Violence Network

Management and resources

The project manages the implementation of 15 Community Solutions initiatives for the Canterbury Bankstown area and 11 in the Miller area. It also works to improve service systems in the Green Valley/Miller areas through representation on several cross-sector committees.

Youth Partnership with Pacific Island Communities: Established in June 2003, the partnership promotes the well being of children and young people of Pacific Island backgrounds by developing and delivering strategies to address priority issues, in a partnership between the government, non-government and community sectors. Partnership achievements have included:

- Establishment of a cross-sector implementation committee representing government, community and youth to oversee the project's planning, information and co-ordination functions.
- Directed a successful budget submission for urgent strategies to address youth trends of crime and social disengagement.
- Produced and distributed an information bulletin to communities and agencies.
- Informed and influenced cross-sector planning by participation on relevant committees.

The Strengthening Local Communities Strategy: contributes to and supports capacity building projects in local communities that tackle social, economic and environmental issues. Achievements of this Strategy have included:

- Assisting with the establishment of the Sydney Community Foundation. Interest earned on donations will benefit community related projects in the greater Sydney area.
- Sponsored places for two community leaders in the Benevolent Society's Leadership Program.

Future plans 2004-05

Youth Partnership for Pacific Island Communities

- Manage the design and implementation of new funded initiatives with agencies and communities to prevent an escalation of youth crime as the population of Pacific Island youth doubles over three to five years.
- Continue to work with the Community Relations Commission to enable the Council to achieve its objectives and sustain community confidence and participation in the partnership at all levels.
- Continue to research and consult with communities and agencies to inform strategic directions for the partnership.
- Resource and facilitate the Implementation Committee's work

Aboriginal employment

During the year, eight Aboriginal people employed by the department participated in the Aboriginal employee network. Aboriginal employees are broadly represented in the department in positions ranging from the Senior Executive Service through to traineeships. Eight Aboriginal people were employed in 2003-04, which represented 2 per cent of total staff. While this is lower than in 2003, it continues to meet the department's target of two per cent.

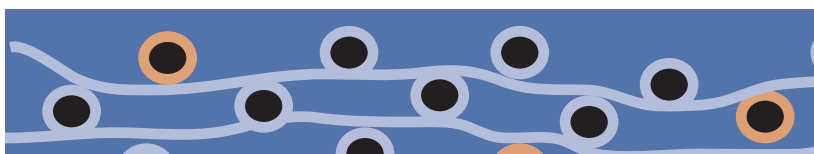
Career development was a key focus for Aboriginal staff during the year. Aboriginal people continued to participate in formal learning and development activities, act in higher graded positions and undertake secondment opportunities. Mentoring continues to be a key feature in retaining Aboriginal staff.

Action Plan for Women

The Action Plan for Women aims for a whole-of-government approach for dealing with the concerns and interests of women. The department has contributed ongoing collaboration with other public sector agencies to develop policies and services that ensure positive outcomes for women.

This year, the department's work has included a range of initiatives directed towards gender equity and service provision. In its approach to gender equity, the department identified the objective of increasing the representation of women to 50 per cent of all senior level appointments. Several programs have been undertaken including:

- **The Getting More Womens on Board Forum**
The forum was held to devise strategies for increasing the number of women appointed to boards and committees within the public sector.
- **The Premier's Department Boards and Committees Register**
The Register has continued to be updated to provide information about women's representation on government boards and committees, and to increase the number of women appointed to these positions.
- **The Senior Women's Network**
The Network meets quarterly to develop the management capacity of women in the Senior Executive Service and senior officers by strengthening inter-agency communication and networking between women across the sector.
- **The Recruitment and Retention Program for Women in non-traditional jobs** attracted the attendance of a total of 22 agencies to pursue improved equity and diversity in the public sector workforce.
- Improving the service provision of the NSW Government is also an aim of the department's Action Plan for women. Its aim is to achieve greater availability of information and facilities for women to assist them with their careers.
- **NSW Spokeswomen's Program**
Twenty-two activities were held as a part of the program throughout the year, with five located at regional centres. These activities provided an opportunity to present information to women, and also for them to raise matters of concern.
- Other major undertakings during the year included implementing the Spokeswomen's Program New Directions Strategic Plan 2002-04, and its integration into on-going program operations. A website for the program was also launched to provide detailed on-line information for women in the public sector.
- **Resource Kit for Re-skilling Women in careers in IT**
The Kit was posted on the Office of Equal Employment Opportunity's Website as part of a new range of tools and products for women released on International Women's Day.





Kosciuszko and Region Fire Recovery Taskforce

Disability Action Plan

The Premier's Department Disability Action Plan 2003-06 was developed in accordance with Section 9 of the *NSW Disability Services Act 1993 No.3*. The plan outlines the department's commitment to:

- ensuring people with disabilities have full access to services
- ensuring people with disabilities have maximum opportunities to use their skills and abilities within the department
- providing appropriate adjustments for employees with disabilities.

The department's Equity and Diversity Consultative Committee continues to assist with developing and implementing the Disability Action Plan in accordance with the NSW Government Disability Policy Framework.

Key result areas of the plan are access, employment and services. Achievements are outlined below.

Access

It is standard practice to provide physical access to Premier's Department work locations and to public events organised by the department.

Access to people with disabilities is addressed in the following ways:

- Ongoing assessment of the accessibility concerns associated with the numerous departmental premises.
- Use of Electronic-Mail broadcasts as the primary mode of distributing information to staff. This mode of communication is preferable from an access perspective, as it is readily available to staff who are deaf or hearing impaired.
- Availability of equipment such as portable ramps, hearing loops, etc. for the department and other NSW government agencies through its Office of Employment Equity and Diversity (OEED)
- Provision of a disability parking space outside Bligh House to ensure ease of access for people with mobility parking permits.

Employment

The department attempts to address employment issues for people with disabilities with programs enacted both inside and beyond the department itself.

Internally, several undertakings represent the department's ongoing commitment to equality of employment opportunities. These include:

- Two trainees with disabilities were appointed as permanent employees after they successfully completed their traineeships. Their progress, training and development continue to be monitored.
- The Redeployment and Relocation Services Unit (RRSU) includes special procedures for displaced employees with a disability.
- Occasion to participate in an introductory course to Auslan (Australian Sign Language) has been provided to all department members. The course represents an opportunity to improve communication for the department's deaf and hearing impaired employees. Eight people successfully completed the course in August 2003 and another is planned for the new financial year.
- An Adjustment Policy for employees with disabilities is included in the department's manual and on the intranet.

- Appropriate workplace adjustments are made for individual employees with a disability, including special equipment, job design, access, training and development.
- Flexible work arrangements for people with disabilities are available through the department's Flexible Work Hours Agreement.
- The department's grievance procedures were reviewed and rewritten to ensure they reflected current dispute resolution theory and practice. The document was distributed throughout the department to ensure broad consultation.

Outside of the department itself, programs have also been enacted to increase the number of vocationally qualified people with a disability in the NSW public sector, and also find employment and traineeships in business and administration placements for people with disabilities.

As at June 30, 2004, 31 public sector agencies were recorded participants in the Disability Traineeships Program. While 40 trainees have graduated and obtained permanent employment in the past year, 30 new traineeships are still underway at present.

Another program that has recently been extended is Corporate Partners for Change (CPC). Co-ordinated by the department's office in Western Sydney, the program aims to provide training and employment opportunities to people with disabilities in South Western and Western Sydney. Pilot versions of the program resulted in 12 people with disabilities being placed in open employment traineeships.

This program had two main aspects:

- Initiation of a nationally recognised training program for people with disabilities, in association with TAFE.
- Development of several organisational partnerships with NSW Department of Housing, Premier's Department, Office of State Revenue, the Department of Public Works and Services, the National Bank, Campbelltown City Council, Westpac Banking and Fairfax Limited to provide trainee placements

Services

The department intends that by improving service provision within the NSW public sector, more information will be made available to employees with disabilities to assist them in their careers.

- The Premier's Department websites (www.premiers.nsw.gov.au, www.eeo.nsw.gov.au and www.communitybuilders.nsw.gov.au) continue to be monitored to improve access to people who are blind, vision impaired or print disabled. This includes information and resources about adaptive technology and hyperlinks to related sites for people with disabilities.
- Employment equity information is provided by the Office of Employment Equity and Diversity (OEED) to other government agencies in appropriate formats and media for employees with disabilities.
- The department's intranet is undergoing development to improve usability and accessibility.

Management and resources

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 Premier's Department has a Privacy Management Plan and has appointed a designated privacy officer. Mechanisms have been established to make Premier's Department staff aware of the PPIPA and their privacy obligations. Staff are briefed on the Privacy Management Plan at induction when joining the Premier's Department, and the Premier's Department Privacy Policy is clearly set out in Point 10 of the Premier's Department Code of Conduct.

The Manager FOI and Privacy can be contacted at:

Level 32
Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000
Ph 02 9228 4441
Fax 02 9228 4421

The Privacy Management Plan is available at www.premiers.nsw.gov.au and on the departmental intranet.

Internal Reviews

During 2003-04 there was one internal review conducted by or on behalf of the Premier's Department under Part 5 of the *Privacy and Personal Information Protection Act 1998*, and this internal review was completed, with the complainant advised of its outcome within 60 days. Section 53(6) of the PPIPA states that such an Internal Review must be completed as soon as is reasonably practicable within the circumstances and within 60 days. The Acting Privacy Commissioner was advised of the outcome of this internal review, as required under the PPIPA.

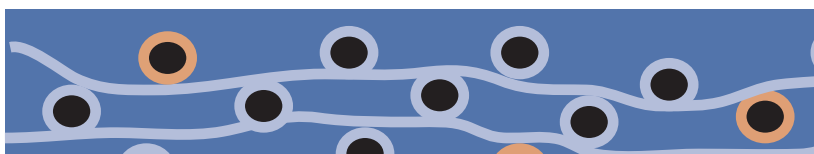
Code of Conduct

The Code of Conduct is available at www.premiers.nsw.gov.au.

Human resource statistics

Staff profile

	TOTAL STAFF	2003-2004		2002-2003		2001-2002	
		Men	Women	Men	Women	Men	Women
Salary range							
<\$30,146	2	0	2	0	1	2	10
\$30,146-\$39,593	5	2	3	2	2	38	5
\$39,594-\$44,264	17	2	15	5	11	2	11
\$44,265-\$56,012	77	17	60	16	56	13	47
\$56,013-\$72,434	129	65	64	60	66	26	58
\$72,435-\$90,543	120	34	86	24	57	42	75
>\$90,543 (non SES)	36	21	15	39	32	21	11
>\$90,543 (SES)	28	20	8	21	7	15	8
TOTAL	414	161	253	167	232	159	225





Financial review

Funds granted to non-government organisations

Management Services co-ordinates two discretionary funds which are allocated to the Premier each year.

- The Premier's Miscellaneous Grants Fund which gives the Premier flexibility when the need arises for an immediate response to emergent appeals for funds from various sources as well as urgent calls for assistance in the event of natural disasters in Australia or overseas.

The fund also provides financial assistance for a number of community organisations and charitable appeals.

During the year, a total of \$2,000,299 was approved and allocated to a total of 65 projects and appeals.

- The Rural and Regional Miscellaneous Grants Fund allows the Premier genuine flexibility to provide contributions to worthwhile community projects in Rural and Regional NSW. Initiatives supported are usually small capital projects ineligible for funding through more established program funding sources.

In the majority of cases projects are nominated for funding by local members of Parliament from across rural and regional NSW.

During the year, a total of \$1,036,000 was approved and allocated to 83 community projects from across NSW.

Miscellaneous grants approved by Premier

Organisation	Nature of grant	Amount \$
ANZAC Memorial Trust	Year 2003 Annual Grant (administrative assistance)	350,000
ANZAC Memorial Trust	Capital Works	409,000
Aus Indigenous Leadership Centre	Diploma-Level Course	19,090
Australian Davos Connection	Tanzania Initiative for Sustainable Development-JITUME APPEAL	1,000
Australian Red Cross Calling Appeal	Annual appeal	100,000
Australian Violence Prevention	NSW contribution to Award Scheme	29,520
Australian War Memorial: "The Bomber Command Memorial"	NSW Contribution to RAAF Assoc National War Memorial appeal	20,000
Benevolent Society of NSW	Gunnedah International Cup	15,000
Brewarrina Shire Council	Construction of toilet facilities	9,900
Byron Shire Council	2003 New Years Eve celebrations	13,000
Camden Haven Adult and Community Education	Sponsorship 2003 Nature Writer's Muster-Watermark	10,000
Canley Heights RSL Sub-Branch	Canley Heights RSL Cenotaph: engraving costs	2,000
Chamber of Commerce for Greater Concord	Flag poles and flags	10,000
Chatswood High School	Support for attendance of school concert band at I/N Youth Music Festival	10,000
Clovelly Child Care Centre	Provision of shade cloth in the outside play area	5,600

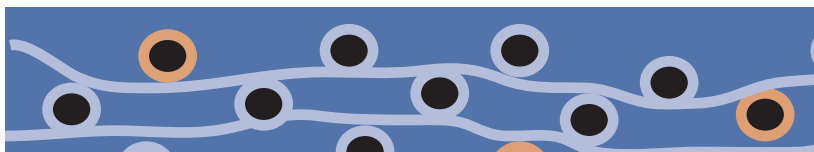
Organisation	Nature of grant	Amount \$
Clovelly Surf Life Saving Club	Boat/defibrillator/renovations ladies and mens showers	42,727
Community Aid Abroad Oxfam Australia	Annual assistance grant	48,400
Department of Aboriginal Affairs	2004 Survival Day Concert	5,000
Department of Aboriginal Affairs	NSW Sorry Day Commemoration	6,000
Department of State and Regional Development	Contribution to SPAA Fringe Conference Byron Bay	20,000
Drift Youth Centre, Lithgow Community Projects	Audio visual equipment-The Drift Youth Centre	11,025
Enough is Enough	Peacemaker program	50,000
Far North Coast Softball Association	Registration fees-Koori Works under 15 softball	760
Free Broadcasting Incorporated	Construction of a small production booth	20,182
Greek Festival of Sydney 2004 Committee	Greek Festival of Sydney 2004	10,000
History Teacher Scholarships	Two x \$10,000 scholarships plus administration	21,150
Hurstville Boys' High School	Installation of synethetic cricket pitches	1,750
Hye Hoki Australia	2004 Armenian Cultural Festival	10,000
Juvenile Diabetes Research Foundation	Sponsorship donation to "Walk for the Cure"	1,818
Kaila Murnain	To attend GYLC in USA, July 2004	8,000
Leeton Shire Council	Letona Memorial Statue	6,200
Major Events Board	Museums Light Up Sydney	100,000
Mascot Juniors Rugby League Club (Inc)	Build a gymnasium	34,091
Megan Babucci-Sydney Youth Orchestra	Assistance to attend Sydney Youth Orchestra overseas	1,000
Mission Australia-Sydney City Mission	Christmas appeal	10,000
Mr A W Jordan	Purchase of a photocopier for the Woodturning Guild, Canley Vale	809
Mr Casey Dorrington	Financial support to attend the World Junior Rodeo	2,500
Ms Lizzie Ingleson	National History Challenge-2003	200
MusicNSW	Funding towards coordinator's salary (three year grant commencing 2001-02)	30,000
Opera in the Paddock	Opera in the Paddock	5,000
Oxfam Community Aid Abroad	International Youth Parliament	18,182
Parramatta Youth Matters Youth Jury Project	Funding support for two representatives to attend the IAP2 Conference in Wisconsin, USA.	5,927
Police and Community Youth Clubs Fairfield/Cabramatta	Upgrade activity room	10,000
Prostate Cancer Foundation of Australia	Donation from the NSW Government	2,000
Queanbeyan Public School	Sponsorship support for "Tournament of the Minds"	6,000

Organisation	Nature of grant	Amount \$
Randwick City Council	Sculptural Memorial for Bali bombing victims	50,000
Returned and Services League of Australia (NSW Branch)	Annual support for ANZAC Day commemoration	27,500
Royal Blind Society	Contribution to annual appeal	55,000
Royal Botanic Gardens and Domain Trust	Stolen Generations Memorial project	4,747
Royal Humane Society	Annual grant	5,000
Russian Resurrection Incorporated	Sponsorship for 2004 Russian Film Festival	8,155
Salvation Army Red Shield Appeal	Annual appeal	190,000
Special Children's Christmas Party	Platinum Advertising sponsorship	10,227
St. Vincent de Paul	Christmas appeal	20,000
Sutherland District Hockey Club	Hockey pitch upgrade	35,000
Sutherland Police Citizens Youth Club	Police-Youth Sailing program -restoration of four yachts	10,000
Sydney Harbour Foreshore Authority	Unveiling of the Chinese War Memorial	4,545
Sydney's Radio Reading Service	Publicise Sydney's Radio Reading Service	500
The Radiomathon Trust Fund	Radiomathon 2003	10,000
Treasures of Palestine Exhibition	Exhibition	30,000
United Nations Assn of Aust (NSW)	Annual grant	7,167
Variety, The Children's Charity	Contribution to children's Christmas party	10,288
Waverley Council	Restoration of Henry Lawson's grave	10,000
Web Youth Services	Youth Worker	18,500
2nd 17 Battalion	ANZAC Memorial Service	900
Total		2,000,299

Strengthening Communities and place projects

Auburn Council	Harness Employment Links Project	15,000
Bankstown City Council	Community Grants Sponsorship	7,000
Benevolent Society	Sponsorship of two scholarships in Sydney Leadership Program	16,400
Benevolent Society	Sponsorship of one place in Rural Leadership Program	10,000
Benevolent Society	Shifa Leadership Program stage two	15,000
Cambodian Australian Welfare Council	Extension of Multicultural Drug Education Project	7,555
Cambodian Australian Welfare Council	Multicultural Drug Education Project: additional radio campaign and parent workshops	5,030
Campbelltown Council	Minto Community Bank Feasibility Study	4,000
Council of Social Service NSW	Contribution towards Forging the Future Conference 2003	3,000

Organisation	Nature of grant	Amount \$
Council of Social Service NSW	Contribution towards Managing Risk-The Challenge for Non-Government Organisations Conference 2004	3,000
Crookwell Neighbourhood Centre	Crookwell Human Services Project	10,000
DrugARM NSW	Multicultural Drug Education Project	8,100
Fairfield City Council	Youth Theatre production	2,000
Goodcompany	Goodcompany initiative	43,000
Grow Employment Council	Canterbury Bankstown Employment Expo	2,000
Hastings Council	Local Government Community Services Association annual conference	2,000
Hunter Councils	Place Project: Booragul/Bolton Point	92,500
Hunter Councils Inc.	Windale Place Management Project	25,000
Indigenous Community Volunteers	Volunteers for indigenous communities	20,000
Lao Community Advancement Co-operative Ltd	Multicultural Drug Education Project	6,255
Lao Community Advancement Co-operative Ltd	Multicultural Drug Education Project: additional radio campaign, video, community open day	4,650
Lebanese Moslem Association	Festival of Eid ul Fitr Campsie	6,287
Newcastle Family Support	Map Your Future project	10,000
Northern Star Aboriginal Corporation	River Towns project	20,000
Pedestrian Council of Australia	Walk to Work Day 2003	10,000
Samaritans	Business Development and Employment Officer	4,000
South West Alternative Program	National Drugs/Corrective Services Conference	1,000
Sydney Community Foundation	Assist with establishment of Sydney Community Foundation	20,000
University of Technology Sydney	Contribution to Strengthening Community Finance in the Hunter research project	30,000
University of Western Sydney	School Parent Alliance Project	25,000
Vietnamese Women's Association	'There is still hope' drug education video	3,000
Volunteering NSW	Major Events Volunteer Pool	23,000
Youth Action Policy Association	YAPA Annual State Conference 2003	2,000
Zanshin Productions	'The Street Stall Returns' video	1,818
Total		457,595.00





Workers weeding the rows.
Kenaf plants about seven weeks

Community Drug Strategies

Organisation	Nature of Grant	Amount \$
Liverpool City Council	Liverpool Industry Network – Building Innovation Centre Feasibility Study	5,000
Aroonba Aboriginal Corporation for Armidale CDAT	Administrative cost-Armidale	500
AIDS Council of NSW (ACON) for Surry Hills CDAT	Surry Hills Banner	1,055
AIDS Council of NSW (ACON) for Surry Hills CDAT	Surry Hills CDAT Agency Forums	2,173
AIDS Council of NSW (ACON) for Surry Hills CDAT	Administrative cost–Surry Hills	500
AIDS Council of NSW (ACON) for Surry Hills CDAT	Surry Hills–Save-a-mate project	2,955
Ballina District Community Services Association for Ballina CDAT	Lennox Head New Year's Eve Chillout Space	1,500
Bathurst City Council for Bathurst CDAT	Dual Diagnosis Forum	5,000
Bourke Shire Council for Bourke CDAT	Launch of video and CD	500
Bourke Shire Council for Bourke CDAT	Point of Sale Project	2,000
Cabramatta Community Centre for Fairfield CDAT	The 'Stay Clean' project	2,727
CAFS (South West Child Adolescent and Family Services) for Liverpool CDAT	Family Support Group	2,000
Canterbury City Council for Canterbury CDAT	Conversations in the Park	1,818
Casino Neighbourhood Centre for Casino CDAT	Choice is Yours–Boardgame Prototypes	400
Casino Neighbourhood Centre for Casino CDAT	Casino Beef-Week Youth Café	500
Casino Neighbourhood Centre for Casino CDAT	Casino Yarn Up 2004	800
Casino Neighbourhood Centre for Casino CDAT	Administrative cost–Casino	500
Community Connections North Coast for all CDATs in the North Coast Region	Northern Rivers Out-of-School Youth Drug Education	7,000
Coonamble Neighbourhood Centre for Coonamble CDAT	Drive to Survive–Getting Started Program	2,064
Culcairn Shire Council for Culcairn/Holbrook Youth Action Team	Drug and Alcohol Information Calendars for 2005	3,000
Eden Drop In Centre for Bega Valley CDAT	Drug Action Week 2004–Bega Valley	1,363
Friends of STARTTS Inc for Auburn CDAT	Ambassadors Program	2,000
Glebe Youth Service for Glebe CDAT	Drug Action Week 2004–Poster Competition	318

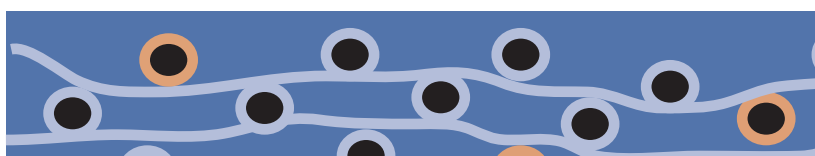
Organisation	Nature of Grant	Amount \$
Granville Multicultural and Community Centre for Parramatta CDAT	Development of Youth Worker Resource Kit and Training	2,740
Greater Argyle Council (formerly Goulburn City Council) for Goulburn CDAT	Drug Action Week 2004–Goulburn	1,363
Greater Lakes Council for Forster/Tuncurry CDAT	Administrative cost–Foster/Tuncurry	1,000
Gwydir Shire Council for Wyallda CDAT	Wyallda CDAT Video	3,000
Gwydir Shire Council for Wyallda CDAT	Administrative cost–Wyallda	1,000
Hastings Shire Council for Hastings/Port Macquarie Drug Action Team	CDAT Presentation Folders	1,500
Hay Shire Council for Hay CDAT	Capacity Building in Youth and the Community	5,000
Hornsby Shire Council for Hornsby CDAT	Hornsby CDAT Community Forum June 2004	1,829
Hornsby Shire Council for Hornsby CDAT	Hornsby Young Women and Alcohol project	2,727
Hunter Volunteer Centre for Lake Macquarie CDAT	Safe Celebrating	5,000
Hunter Volunteer Centre for Mums Against Drugs (MAD) CDAT	Administrative cost–MAD	1,000
Hunter Volunteer Centre for all CDATs in Hunter/Central Coast Region	Regional CDAT Training	4,500
Hunter Volunteer Centre for Mums Against Drugs CDAT	Services Directory project–MAD	5,000
Kempsey Shire Council for Kempsey CDAT	"Talkin' 'bout Drugs–Name your Poison"–Community Forum and Drug Action Week Promotion	1,500
Kyogle Youth Action Inc for Kyogle CDAT	Girls Safe Partying	466
Kyogle Youth Action Inc for Kyogle CDAT	Drug Action Week Lucky Envelopes	200
Lyndon Community for Orange CDAT	Young Adults Trivia Night	2,600
Mission Australia for Border Towns Crime Prevention Committee	Administrative cost–Border Towns	500
Mission Australia - Drug and Alcohol Awareness Program for Airds/Bradbury CDAT	Youth Contact Cards	2,500
Moree Family Support for Moree CDAT	Administrative cost–Moree	500
Narrabri & District Community Aid Services Inc for Narrabri CDAT	Narrabri CDAT Speedway Team project	6,690
Narrabri & District Community Aid Services Inc for Narrabri CDAT	Administrative cost–Narrabri	500
Narrama Multi Services Aboriginal Corporation for Aboriginal Drug and Alcohol Committee (ADAAC)	Koori Youth Art Workshop	1,363
Northern Sydney Area Health Service for Pittwater CDAT	Pittwater CDAT Community Forum	1,454

Financial review

Organisation	Nature of Grant	Amount \$	Organisation	Nature of Grant	Amount \$
Pittwater Municipal Council for Pittwater CDAT	Pittwater–Save A Mate training for young people at risk	727	Central Coast Community Council	Manage and implement Vehicle Share Scheme	70,000
Pittwater Municipal Council for Pittwater CDAT	Administrative cost–Pittwater	500	Central Coast Domestic Violence Court Assistance Scheme	Domestic Violence Victims Support Program	48,732
Randwick City Council for Randwick CDAT	Administrative cost–Randwick	500	Central Coast Emergency Accommodation Service	Additional outreach worker	44,300
Regional Extended Families for all CDATs in New England/ North West Region	Local Youth Celebrating Forums and Events	2,218	Coolaburoo Neighbourhood	Community harmony resource kit	25,000
Ryde City Council for Ryde CDAT	Administrative cost–Ryde	500	Coomaditchie	Coomaditchie Aboriginal Community garden on land	42,150
Salvation Army Wollongong for Wollongong CDAT	Register of Community Services	2,409	Cringila Community Coop	Crime prevention through arts and drama	24,200
Shellharbour City Council for Shellharbour CDAT	Drug Action Week 2004–Shellharbour	1,227	Dubbo Community Centre	Provision of additional youth services	82,000
Shellharbour City Council for Shellharbour CDAT	Creating Synergy Conference June 2004	1,500	Dubbo Community Centre	Enhancement of existing service to provide extended hours	40,000
Tamworth Youth Care Inc for Tamworth CDAT	Administrative cost–Tamworth	500	Family Action Centre	Training of community leaders and volunteers	10,000
Tenterfield Shire Council for Tenterfield Shire Community Safety and Crime Prevention	Administrative cost–Tenterfield	1,000	Ghinni Ghinni Aboriginal Corporation	Cultural Workshops and camps for Aboriginal young people	40,000
Tweed Shire Council for Tweed Heads CDAT	CDAT Launch and Forum	1,500	Gosford City Council	Mentoring Program	7,500
Ulladulla and Districts Community Resources Centre for Shoalhaven CDAT	Drug Action Week Trivia Night	1,636	Greater Taree City Council	Development of Youth Network Strategy	100,000
Wingecarribee Shire Council for Southern Highlands CDAT	Administrative cost–Southern Highlands CDAT	1,000	Greater Taree City Council	Community transport service for 'at-risk' young people	15,000
Yass Shire Council for Yass CDAT	Community Awareness Program and Drug Information Forum	2,116	Hillsong Emerge	Enterprising learning centre	43,605
Young Community Health Centre for Young CDAT	Administrative cost–Young	1,000	Hunter Star Foundation	Local training and employment initiatives	25,000
Youth Resource Centre Inverell Inc for Inverell CDAT	Administrative cost–Inverell	1,000	Illawarra Aboriginal Corporation	Aboriginal Family Service multi agency	92,000
Total		113,938	Illawarra Aboriginal Corporation	Aboriginal Youth Mentoring Program	6,000
			Illawarra Forum Inc	Establish NESB Community Safety Coordination Project	107,900
			Illawarra Muslim Women's Association	Improve community safety for Muslim women	79,000
			Ja-Biah Aboriginal Corporation Inc	Delivery of intensive support medium and long term accommodation to Aboriginal young people released on bail	127,304
			Jungle Patrol Community	Expansion of the Nimbin Jungle Patrol Street Beat Team	117,000
			Kempsey Police and Community Youth Club	Establish internet café' PCYC	30,000
			Kempsey Shire Council	Improve lighting and pavements	70,000
			Kempsey Shire Council	Implementation of Crime Prevention Plan	40,000
			Kempsey Shire Council	Enhancing the Kempsey Community Assistance Patrol Service	40,000
			Kempsey Shire Council	Relocation of the Kempsey Community Assistance Patrol Service	50,000
			Kempsey Shire Council	Upgrade of the Greenhills Neighbourhood Centre	20,000

Community Solutions and Crime Prevention Strategy

Aboriginal Housing Corporation	Property and Community Management Program for the Purfleet community	20,000			
Bankstown Multicultural Youth Service	Cross Sub-Cultural Youth Peer Mentoring	30,000			
Barnardos South Coast	Establish community sports and leisure activities	20,000			
Bellambi Neighbourhood Centre	Outreach services to high need families	110,000			
Berkeley Development Association	Sessional programs for disadvantaged young people	41,850			
Blacktown City Council	Community Leadership Program	59,500			
Bourke Shire Council	Employment of a Youth Worker	80,000			
Canterbury City Council	Training program for young people	20,000			
Central Coast Community Council	Vehicle Share Scheme	25,000			





Bucket of Kenaf seed pods and seeds after splitting pods

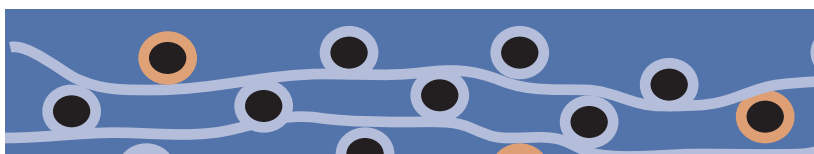
Organisation	Nature of Grant	Amount \$	Organisation	Nature of Grant	Amount \$
Kempsey Shire Council	Development of a Cultural and Recreation Plan	20,000	Warilla Pride Inc	Resource Initiatives for community safety	38,000
Kempsey Shire Council	Improving the coordination of existing youth services	35,000	Warrawong Residents Forum	Community Kitchen providing dinners to disadvantaged families	61,500
Kempsey Shire Council	Youth Mentoring Program	10,000	Warrawong Residents Forum	Youth Breakfast Program	15,300
Kempsey Shire Council	Crocfest festival–youth festival	5,000	Women's Activities and Self-Help House	To create connection between existing services & lone parent community	24,608
Kempsey Shire Council	Youth apprenticeship program	10,000	Work Ventures	Enterprising program focusing on three to five community organisations	12,500
Kurri Community Centre	Diversionsary Program that focuses on young people 'at-risk' and their families	50,000	Wyong City Council	Employment of a youth worker	75,000
Maarima Health Service	Community Safety Patrol	95,580	YWCA	Big sister/Big brother	39,000
Mallee Family Centre Inc	Enhance youth services	75,000	YWCA	Extending current family support service to provide weeknight and weekend domestic violence counselling	45,000
Manning District Emergency Accommodation Committee	Manning District Emergency Accommodation Women's Refugee program	200,000			
Mt Druitt Police and Community Youth Club	Expand the Reconnect Program that targets young people at-risk	119,325	Total		3,735,112
Nimbin Community Development	Employment of a Tourism Development Officer	12,000	Regional Coordination		
Nimbin Neighbourhood Information Centre Inc	Crisis counselling and referral	46,000	Barwon Darling Alliance	River Towns Wilcannia	71,058
Northern Illawarra Family Support Service	Family sessional support groups	38,000	Barwon Darling Alliance	Community Planning Forum	10,000
Northern Illawarra Family Support Service	Preventive educational anti-violence program	13,000	Business Central Coast	Peninsula Project Management	46,818
Oasis	Funding for Salvation Army's OASIS youth centre	37,000	Business Central Coast	ATSI Partnership Agreement	30,000
Ostara Australia	To create a clear pathway for 30 people with mental health problems in Mt Druitt from health and rehabilitation services to employment support services.	25,000	Business Central Coast	Central Coast Moving Forward	40,000
Red Cross	Breakfast Program Red Cross	17,000	Coonamble Shire Council	Aboriginal Arts Project Coonamble	455
Regional Youth Support Service	Youth Hotline + Youth Worker	50,258	Dunn and Lewis Foundation	Contribution towards Business Plan Evaluation for Ulladulla Youth Project	2,500
Shellharbour City Council	Capital grant for Warilla Neighbourhood Centre	335,000	Festival Development Corporation	Employment Development Initiatives	98,000
Shellharbour City Council	Community and public transport initiatives	35,000	Futureworld: Eco-Technology Education Centre	Contribution towards events and education officer positions	70,000
Shellharbour City Council	After hours youth service provision	70,000	Harris Research P/L	Fish recovery project (Snowy River Recovery)	1,232
Shoalhaven Community Development Aboriginal Corporation	Habitat Youth Night Patrol Project that focuses on transport services to young people	30,000	Illawarra Forum Inc.	Contribution to Operating Costs of Community Management Support Unit	10,000
Shoalhaven Community Housing	Employment of a Coordinator to facilitate improving access to services	40,000	Kiama Municipal Council (on behalf of Southern Councils Group)	Extension of Transport Development Officer Position and Project Initiatives	40,000
Smith Family	Funds to Smith Family to support disadvantaged children participate in sporting activities	10,000	Snowy River Shire Council	Bush Fire Recovery	250,000
South West Sydney Industry Education Partnership	Community education strategies aimed at parents	80,000	University of Western Sydney	Community Development Projects (New England – North West)	2,500
The Shack Youth Service	Youth Outreach Program	82,000	Wollongong City Council	Extension of Port Kembla Project Officer Position	32,000
Warilla Neighbourhood Centre	Advocate to secure appropriate service system responses	81,000	Total		704,563

Financial review

Rural and regional miscellaneous grants

Organisation	Nature of Grant	Amount \$
3rd Parkes Group	Upgrade Scout hall	13,687
Anglican Parish of Lismore	Repairs to hall	5,500
Armidale Little Athletics Association	Upgrade of facilities	6,000
Australian Paralympic Committee	Paralympic Fund	50,000
Batlow CWA	CWA hall in Batlow	8,019
Batlow Development League	Upgrade the kitchen facilities in the Football Pavilion	18,342
Birubi Point Pre School	Purchase of refrigerator and photocopier	2,735
Bookham War Memorial Hall Committee	Bookham War Memorial Hall repairs	8,000
Bowral Vietnam Memorial Trust	Repairs to the Memorial	4,382
Brewarrina Shire Council	Construct toilet facilities	20,100
Broken Hill Rotary Club	Portable (Agfair) toilets upgrade	10,000
Bulli PCYC	Upgrade audio visual equipment	5,000
Burcher 75th Celebrations Committee	Contribution Towards Community Organising their 75th Anniversary Celebrations	1,500
Burrumbuttock Public School	Youth Forum	4,545
Canobolas District Scout Association	Upgrade of Scout hall	22,454
Clarencetown Pool Committee	Shade cloth	4,000
Carlton School of Arts	Restrooms upgrade	5,000
Clovass Community Centre	Access ramp and shade areas	5,390
Combined Probus Clubs of Tomaree Peninsula	Sponsorship- Probus Rendevous 2004	4,500
Coorabell Community Hall Management	Repairs to Community Hall	12,500
Corrimal Rugby League Club	Ground lighting	12,000
Crystal Theatre Community Cinema Committee	35mm cinema projector	9,000
Curra Curra Creek Hall	Construction of a toilet block	4,000
Deniliquin Netball Association	Lighting for netball courts	20,000
Dungog Community Centre Management Committee	Repairs to Community Centre	9,500
Dungog High School	Renovation of sporting field	6,000
Far West Area Health Service	Reinstallation of Hospital Foundation Stone	6,000
Goonellabah Senior Citizens Social Club	Repairs to Hall	4,000
Goulburn District Art and Crafts Inc	Disabled toilets and heating	9,000
Gresford Congregational Church	Installation of disabled access ramp at Church	500
Gundagai Rugby League Football Club	Covered spectator area - Anzac Park	50,000
Gwydir Shire Council	Upgrade facilities at Gwydir Oval	18,925

Hanwood School	Open drain- repairs	30,000
Organisation	Nature of Grant	Amount \$
Illawarra Ethnic Communities Council	Premises for the IECC	25,000
Jerilderie Shire Council	Jerilderie Letter Event	10,000
Kempsey Shire Council	Install lights at the Upper Macleay sports fields	6,000
Kentucky Memorial Hall Committee	Upgrade toilets in hall	6,000
Lake Macquarie City Council	Construction of a skate park-Hunter Renewal Scheme	20,000
Les Darcy Committee	Sporting Museum at East Maitland Bowling Club	5,000
Lions Club of Harrington	Harrington Hill Pilot Project	5,000
Lithgow Community Projects	Audio visual equipment- Drift Youth Centre	11,455
Lithgow Swimming Club	Renovations and improvements to amenities in the clubhouse	30,000
Lowe Square Sporting Bodies Association	Fit out-Lowe Square Pavillion Project	31,600
Maitland & Coalfields District Orchid Society	Administration costs	3,000
Maitland Guides District Support Group	Replace asbestos roof on Guides Chalet	8,590
Mr Zac Zarab	Global Youth Conference attendance	2,100
Mumbil Community Hall	Hall upgrade and repairs	10,000
Myall Creek Memorial Committee	Improvements to facilities	10,000
Nambucca Shire Council	Provide access facilities and water tank at Talarm Hall	10,000
Nambucca Shire Council	Provide access facilities and water tank at Utungun Community Centre	20,500
Native Animal Trust Fund	Native Animal Trust Fund	3,500
Nelson Bay Rotary Club	Purchase of seven seater vehicle	4,400
North Tamworth Bowling Club	Covering BBQ area	19,631
Northern Illawarra Family Support Services Inc	Equipment for safety and efficiency	3,670
Norths United Soccer Club	Financial assistance for amenities building	12,000
Numulgi Hall Committee	Re-stumping and repairs to Numulgi Hall	5,697
Parkes Early Childhood Centre	New playground	9,000
Parkes Shire Council	Replacement or temporary toilet and change room facilities	15,910
Peak Hill Swimming Club	Upgrade clubhouse	5,000
Port Macquarie Rugby Union Club	Clubhouse improvements	30,000
Port Macquarie Surf Life Saving Club	Clubhouse improvement	30,000
Port Macquarie Triathlon Festival Committee	Support for the Australian Long Course Triathlon Championships	50,000
Port Stephens Historical Society	2004 Hunter Region Convention	1,000





The first environmental flows spill from Mowamba Weir and flows to the Snowy River

Organisation	Nature of Grant	Amount \$
Portland District Olympic Pool Association	Purchase a pool blanket winch	6,830
Raymond Terrace RSL Sub Branch	War Memorial refurbishment	1,000
Royal Botanic Gardens Trust	Stolen Generations Project	1,253
Royal Volunteer Coastal Patrol Port Stephens	New premises	20,000
Russian Resurrection Film Festival	Russian Film Festival 2004	16,030
Shannon J Price	Attendance at the Global Youth Leaders Conference	3,600
Shellharbour Surf Life Saving Club	Extensions to clubhouse	25,000
St Mary & Joseph's Cathedral Parish Armidale	Upgrade work to Cathedral hall	8,000
St Thomas Anglican Church Bevendale	Repairs to the Church	5,500
SURFEST 2004	Sponsorship-Surfest 2004	50,000
Tamworth Gymnastics Club Inc	Safety matting	8,350
Tamworth Meals on Wheels	Tamworth Kitchen Redevelopment Project	20,105
Tamworth Waler Memorial Committee	Contribution to War Memorial	9,000
Towrang Community Hall Committee	Hall re-furbishment	25,000
Uniting Church	Open Air Cathedral Infrastructure	4,500
Vacy School of Arts Hall Committee	Hall re-furbishment	15,000
Vermont Hill Community Hall Committee	Purchase Items for the hall	3,700
Weaving Committee	Re-working Bicentennial Tapestry	5,000
Wendy Brown, Robin Furner	Beyond the Frame Project	4,000
Wollomombi Local Area Group	Renovations to Community Hall	6,000
Zonta-Judith Wright Memorial Grove Project	Establishment of a Memorial to Judith Wright	2,000
Total		1,036,000

Redfern-Waterloo Partnership Project

Redfern-Waterloo Partnership Project	Contribution from the Aboriginal Employment in Practice Support Strategy towards the cost of the Senior Project Manager (Community Engagement) position.	60,000
Total		60,000

Consultants

Category	Project	Cost \$
MI Associates	Assist with preparation of Major Venue Strategy Report	62,486.45
CPT Global Ltd	Preparation of a Grants Administration Review Business Case	30,688.38
Total number of consultancies equal to or more than \$30,000 is 2		93,174.83

Consultancies less than \$30,000

Category	Cost \$
Finance & Accounting	27,849.20
Legal	1,698.90
Environmental	0
Organisational review	6,424.56
Information Technology	0
Management services	79,056.95
Engineering	0
Training	0
Total number of consultancies less than \$30,000 is 26	115,029.61
Total of all consultancies	208,204.44

Risk management and insurance

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

Fundamental changes to Treasury Managed Fund policy, introduced by Treasury during 1994-95 led to the introduction of a hindsight adjustment arrangement under which premium contributions made in past years are retrospectively adjusted to reflect actual claims performance.

The reorganisation of the Premier's Department over time and the retrospective impact of hindsight adjustment effectively prevent valid comparison of premium contributions between years.

In the case of the NSW WorkCover scheme, the industry benchmark represents the predicted claims in an industry expressed as a percentage of wages.

The Premier's Department 2003-04 WorkCover premium was \$176,090, which was \$33,940 less than for the previous year. This 4.5 per cent decrease in actual premium was primarily attributable to the improved claims experience of the department together with a reduction in the industry benchmark premium.

The department's relatively good performance with workers compensation matters is attributable to the fact that claims continue to be relatively minor and are managed quickly.

Financial review

The department puts considerable effort into preventing accidents, early notification of any injuries and close, supportive management of any claims to facilitate a speedy return to work.

As at 30 June 2004, the Premier's Department had 21 open workers compensation claims, 13 of which are deemed significant.

Benchmarking in the case of motor vehicles reflects the experience of similar vehicles in the private sector.

The premium for the Premier's Department motor vehicle cover for 2003-04 was \$121,610 which was \$35,130 more than the previous year. This increase was attributable mainly to a 29 per cent increase in the size of the fleet; a 26 per cent increase in the benchmark premium; and a 15 per cent increase in claims experience.

Controlled entities

The Premier's Department is a separate reporting entity with no other entities under its control.

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.

Account payment performance

Aged analysis at the end of each quarter

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 Quarter	998,411	0	0	0	0
December Quarter	50,245	0	0	0	0
March Quarter	512,301	0	0	0	0
June Quarter	3,960,847	0	0	0	0

Accounts paid on time within each quarter

Quarter	Total accounts paid on time			Total amount paid (\$)
	Target %	Actual %	\$	
September Quarter	88	92	15,043,463	16,286,210
December Quarter	88	89	17,297,070	19,444,949
March Quarter	88	89	17,790,215	26,176,014
June Quarter	88	91	39,011,266	43,977,046

During 2003-04, there were no instances where penalty interest was paid in accordance with section 18 of the Public Finance and Audit (General) Regulation 1995.

There were no significant events that affected payment performance during the reporting period.

To improve future performance greater emphasis will be placed on enhancing electronic processing of accounts together with increased use of purchase orders for recurring purchases.

Investment management performance

The Premier's Department 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 4.06 per cent (3.75 per cent in 2003) and the rate at year end was 4.25 per cent (3.75 per cent in 2003).

Major assets and land disposal

The Premier's Department had no acquisitions or disposals of land or major assets.

Major assets other than land holding

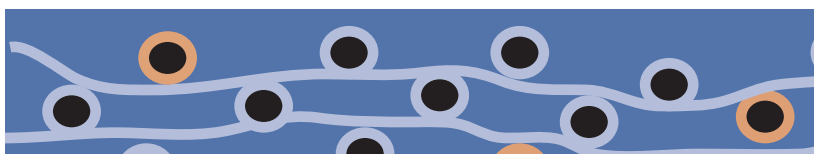
	Major additions 2003-04 \$'000	Total assets as at 30 June 2004 \$'000
Computer equipment	764	2,065
Leasehold improvements	1,183	6,649
General plant and equipment	518	1,074
Total	2,465	9,788

Events with a significant effect on the succeeding year after the balance date

No event had a significant effect on the balance date.

Response to significant matters raised in the ongoing audit reports

No significant matters were raised in the ongoing audit reports.





Financial statements

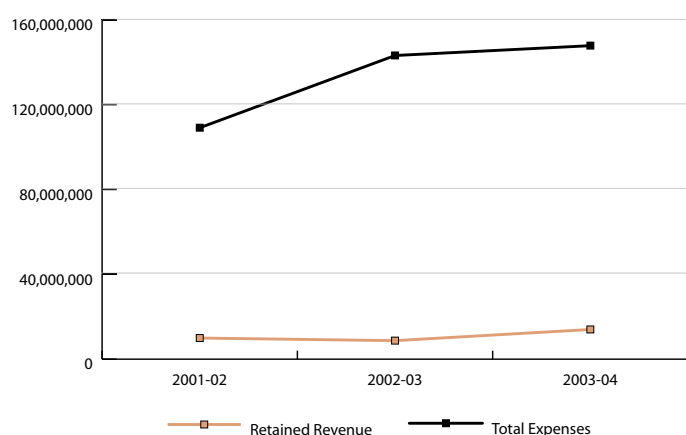
Financial performance for the year ended 30 June 2002-2004

Expenses

There was an upward trend in the department's Expenditure with an increase of \$34 million from 2001-02 to 2002-03. This trend while increasing slightly by \$1.5 million in 2003-04 has plateaued and is expected to remain static or in fact decrease in subsequent financial years.

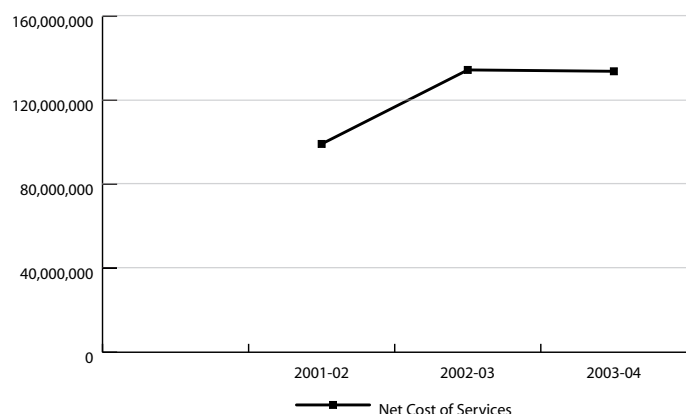
Revenues

The department's Revenues have remained largely static over 2001-02 to 2003-04. The increase can be attributed to higher cost of living and special purpose Commonwealth grants.



Net Cost of Services

Has also displayed an upward trend from 2001-02 to 2002-03 due to the sharp increase in expenditure. However, in 2003-04 Net Cost of Services has plateaued and exhibits a slight trend downward. This trend should continue in subsequent financial years.



Financial Position as at 30 June 2002 to 2004

Assets

There was a decline in the Assets of the department by \$6.5 million from 2001-02 to 2002-03. This was entirely attributable to a sharp decrease in the department's Cash at Bank. This position has recovered slightly in 2003-04 and assets are trending slightly upwards.

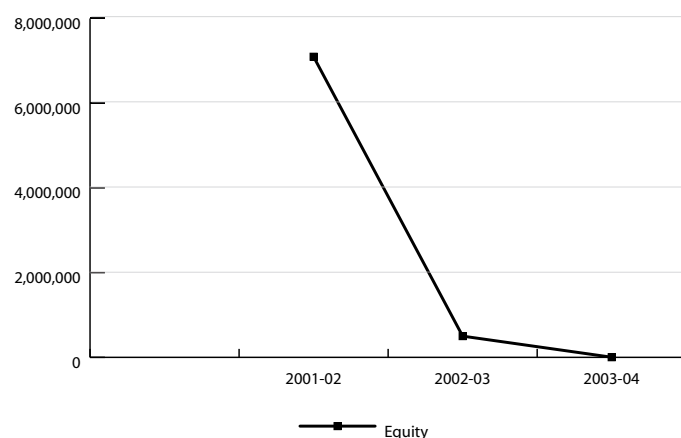
Liabilities

The department's Liabilities have remained largely static over 2001-02 to 2003-04. The Trend however, is slightly upwards.

Equity



Due to the sharp decrease in the asset Cash at Bank in 2002-03, assets and liabilities converged and have remained so in 2003-04. The department's Equity has in fact bottomed and will improve gradually over the subsequent financial years.





GPO BOX 12
SYDNEY NSW 2001

INDEPENDENT AUDIT REPORT

Premier's Department

To Members of the New South Wales Parliament

Audit Opinion

In my opinion, the financial report of the Premier's Department:

- (a) presents fairly the Premier's Department's financial position as at 30 June 2004 and its financial performance and cash flows for the year ended on that date, in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia, and
- (b) complies with section 45E of the *Public Finance and Audit Act 1983* (the Act).

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

The Director-General's Role

The financial report is the responsibility of the Director-General of the Premier's Department. It consists of the statement of financial position, the statement of financial performance, the statement of cash flows, the program statement - expenses and revenues, the summary of compliance with financial directives and the accompanying notes.

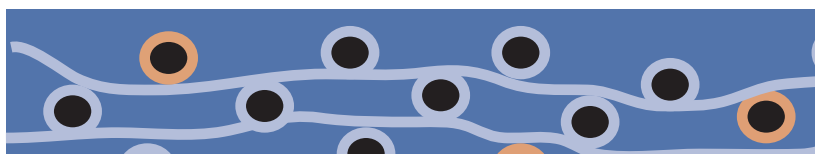
The Auditor's Role and the Audit Scope

As required by the Act, I carried out an independent audit to enable me to express an opinion on the financial report. My audit provides *reasonable assurance* to members of the New South Wales Parliament that the financial report is free of *material* misstatement.

My audit accorded with Australian Auditing and Assurance Standards and statutory requirements, and I:

- evaluated the accounting policies and significant accounting estimates used by the Director-General in preparing the financial report, and
- examined a sample of the evidence that supports the amounts and other disclosures in the financial report.

An audit does *not* guarantee that every amount and disclosure in the financial report is error free. The terms 'reasonable assurance' and 'material' recognise that an audit does not examine all evidence and transactions. However, the audit procedures used should identify errors or omissions significant enough to adversely affect decisions made by users of the financial report or indicate that the Director-General had not fulfilled his reporting obligations.



My opinion does *not* provide assurance:

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

My audit opinion was formed on the above basis.

Audit Independence

The Audit Office complies with all applicable independence requirements of Australian professional ethical pronouncements. The 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 are not compromised in their role by the possibility of losing clients or income.



A T Whitfield, FCA
Deputy Auditor-General

SYDNEY
20 October 2004



PREMIER'S DEPARTMENT
NEW SOUTH WALES

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G.P.O. BOX 5341, SYDNEY NSW 2001

GOVERNOR MACQUARIE TOWER
1 FARRER PLACE
SYDNEY NSW 2000

Statement by the Director General of the Premier's Department

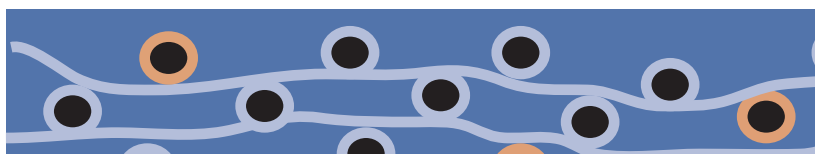
Pursuant to section 45F of the *Public Finance and Audit Act 1983*, I state to the best of my knowledge and belief that:

- 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 2000 and the Treasurer's Directions;
- b) The statements exhibit a true and fair view of the financial position of the Premier's Department as at 30 June 2004, 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 black ink, reading 'Col Gellatly'.

C Gellatly
Director General

19 OCT 2004



Statement of Financial Performance for the Year Ended 30 June 2004

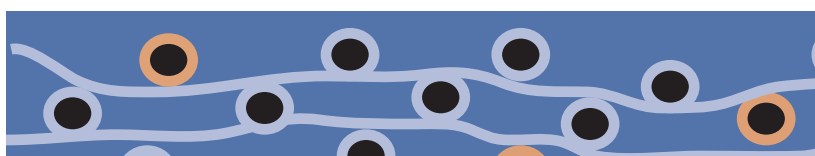
	Notes	Actual 2004 \$'000	Budget 2004 \$'000	Actual 2003 \$'000
Expenses				
Operating expenses				
Employee related	2(a)	55,271	53,973	50,635
Other operating expenses	2(b)	52,255	30,392	41,868
Maintenance		465	435	411
Depreciation and amortisation	2(c)	1,964	1,614	1,630
Grants and subsidies	2(d)	35,607	28,544	46,604
Other expenses	2(e)	2,073	1,965	2,016
Total Expenses		147,635	116,923	143,164
Less:				
Retained Revenue				
Sale of goods and services	3(a)	2,033	1,956	1,875
Investment income	3(b)	333	264	258
Grants and contributions	3(c)	7,893	217	4,952
Other revenue	3(d)	3,733	1,769	1,639
Total Retained Revenue		13,992	4,206	8,724
Loss on disposal of non-current assets	4	(3)	-	(18)
Net Cost of Services	20	133,646	112,717	134,458
Government Contributions				
Recurrent appropriation	5	126,036	105,655	119,355
Capital appropriation	5	1,368	645	2,234
Acceptance by the Crown Entity of employee benefits and other liabilities	6	5,999	4,903	7,282
Total Government Contributions		133,403	111,203	128,871
DEFICIT FOR THE YEAR FROM ORDINARY ACTIVITIES		(243)	(1,514)	(5,587)
DEFICIT FOR THE YEAR		(243)	(1,514)	(5,587)
TOTAL REVENUES, EXPENSES AND VALUATION ADJUSTMENTS RECOGNISED DIRECTLY IN EQUITY		-	-	-
TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTION WITH OWNERS AS OWNERS	15	(243)	(1,514)	(5,587)

[The accompanying notes form part of these statements]

Statement of Financial Position as at 30 June 2004

	Notes	Actual 2004 \$'000	Budget 2004 \$'000	Actual 2003 \$'000
ASSETS				
Current Assets				
Cash	8	624	100	166
Receivables	9	5,708	3,702	4,881
Other	10	325	29	29
Total Current Assets		6,657	3,831	5,076
Non-Current Assets				
Plant and Equipment	11	9,788	8,563	9,532
Total Non-Current Assets		9,788	8,563	9,532
Total Assets		16,445	12,394	14,608
LIABILITIES				
Current Liabilities				
Payables	12	9,064	5,892	6,592
Provisions	13	5,510	5,616	5,616
Other	14	757	823	921
Total Current Liabilities		15,331	12,331	13,129
Non-Current Liabilities				
Provisions	13	947	-	978
Total Non-Current Liabilities		947	-	978
Total Liabilities		16,278	12,331	14,107
Net Assets		167	63	501
EQUITY				
Accumulated Funds	15	167	63	501
Total Equity		167	63	501

[The accompanying notes form part of these statements]



Statement of Cash Flows for the Year ended 30 June 2004

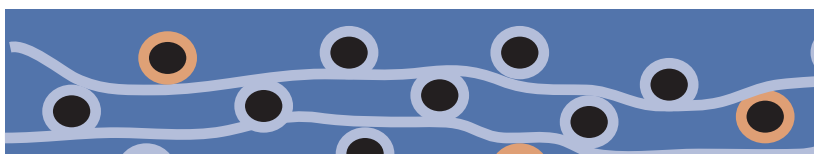
	Notes	Actual 2004 \$'000	Budget 2004 \$'000	Actual 2003 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(51,799)	(51,052)	(42,638)
Grants and subsidies		(35,607)	(28,544)	(46,604)
Other		(62,101)	(36,208)	(51,752)
Total Payments		(149,507)	(115,804)	(140,994)
Receipts				
Sale of goods and services		11,306	2,982	2,313
Interest received		278	264	258
Other		11,626	4,855	15,379
Total Receipts		23,210	8,101	17,950
Cash Flows from Government				
Recurrent appropriation		126,036	105,655	119,355
Capital appropriation		1,875	645	3,007
Cash reimbursements from the Crown Entity		2,051	1,982	1,497
Cash transfers to the Consolidated Fund		(773)	-	(6,000)
Net Cash Flows From Government		129,189	108,282	117,859
NET CASH FLOWS FROM OPERATING ACTIVITIES	20	2,892	579	(5,185)
CASH FLOW FROM INVESTING ACTIVITIES				
Proceeds from sale of Plant and Equipment		1	-	3
Purchases of Plant and Equipment		(2,435)	(645)	(2,234)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(2,434)	(645)	(2,231)
CASH FLOW FROM FINANCING ACTIVITIES				
Proceeds from advances - Crown Finance Entity		250	-	-
Payments to Sydney Cricket and Sports Ground Trust		(250)	-	-
NET CASH FLOWS FROM FINANCING ACTIVITIES		-	-	-
NET INCREASE/(DECREASE) IN CASH		458	(66)	(7,416)
Opening cash and cash equivalents		166	166	7,582
CLOSING CASH AND CASH EQUIVALENTS	8	624	100	166

[The accompanying notes form part of these statements]

Summary of Compliance with Financial Directives

	2004				2003			
	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
ORIGINAL BUDGET APPROPRIATION/ EXPENDITURE								
- Appropriation Act	113,684	113,434	645	645	91,244	91,244	810	810
- Section 24 PFAA- transfer of functions between departments	(8,029)	(8,029)	-	-	(199)	(199)	(3)	(3)
	105,655	105,405	645	645	91,045	91,045	807	807
OTHER APPROPRIATIONS/ EXPENDITURE								
- Treasurer's Advance	18,481	11,483	723	723	21,284	20,004	2,200	1,427
- Section 22 PFAA- expenditure for certain works and services	9,129	7,963	-	-	7,210	6,583	-	-
- Transfers from another agency (s25 of the Appropriation Act)	1,185	1,185	-	-	1,723	1,723	-	-
	28,795	20,631	723	723	30,217	28,310	2,200	1,427
Total Appropriations/ Expenditure/ Net Claim on Consolidated Fund (includes transfer payments)	134,450	126,036	1,368	1,368	121,262	119,355	3,007	2,234
Amount drawn down against Appropriation		126,036		1,875		119,355		3,007
Liability to Consolidated Fund		-		507		-		773

The Summary of Compliance is based on the assumption that Consolidated Fund moneys are spent first, (except where otherwise identified or prescribed). Liability to Consolidated Fund is the difference between "Amount Drawn down against Appropriations" and "Total Expenditure / Net Claim on Consolidated Fund Appropriation". s24 relates to the transfer of Corporate Service Reform to the Department of Commerce. s25 relates to the transfer of annual appropriation of Marine Park Authority \$164k, and Office of the Minister of Western Sydney \$1.021 million.



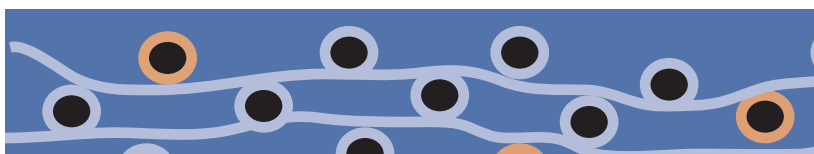
Supplementary Financial Statements Program Statements - Expenses and Revenues for the year ended 30 June 2004

	Program 4.1.1*		Program 4.1.2*		Program 4.1.3*		Program 4.1.4*			
	Services for the Governor's Office		Services for the Leaders of the Opposition		Performance Measurement and Review		Service Delivery Improvement		Equal Opportunity in Public Employment	
	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003*** \$'000
Operating Expenses:										
Employee Related	853	896	1,280	1,285	2,333	4,121	1,853	-	-	1,779
Other Operating Expenses	1,081	541	457	692	294	2,024	408	-	-	358
Maintenance	4	10	11	14	8	16	5	-	-	7
Depreciation and amortisation	13	22	23	18	109	96	3	-	-	26
Grants and Subsidies	-	-	-	-	-	5,553	-	-	-	342
Other Expenses	-	-	-	-	-	-	-	-	-	0
Total Expenses	1,951	1,469	1,771	2,009	2,744	11,810	2,269	-	-	2,512
Retained Revenue:										
Sale of Goods and Services	-	-	-	-	36	166	-	-	-	4
Investment Income	-	-	-	-	-	-	-	-	-	-
Grants and Contributions	-	-	-	-	-	1,534	4	-	-	-
Other Revenue	-	-	-	-	-	83	-	-	-	-
Total Retained Revenue	-	-	-	-	36	1,783	4	-	-	4
Gain/(Loss) on Disposal of non-current assets	-	-	-	-	-	-	-	-	-	-
NET COST OF SERVICES	1,951	1,469	1,771	2,009	2,708	10,027	2,265	-	-	2,508
Government Contributions**										
SURPLUS/(DEFICIT) FOR THE YEAR	(1,951)	(1,469)	(1,771)	(2,009)	(2,708)	(10,027)	(2,265)	-	-	(2,508)

* The purpose of each program is summarised in note 7. ** Appropriations are made on an agency basis and not to individual programs. Consequently, government contributions must be included in the "Not Attributable" column. *** In 2003-04, Program 4.1.4 has changed to Service Delivery Improvement, and the previous Equal Opportunity in Public Employment program was transferred to Public Employment Office- Program 4.1.6 **** In 2003-04, part of State Administration Services -Program 4.1.8 was transferred to Strategic Projects- Program 4.1.7.

Financial statements

	Program 4.1.5*		Program 4.1.6*		Program 4.1.7*			Program 4.1.8*			Not attributable		Total	
	Ministerial and Parliamentary Services		Public Employment Office		Strategic Projects			State Administration Services						
	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003**** \$'000	2003 \$'000	2004 \$'000	2003**** \$'000	2003 \$'000	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000
	21,539	15,363	7,618	6,609	14,888	3,335	10,815	4,907	(3,335)	9,767	-	-	55,271	50,635
	12,690	7,985	2,717	2,292	20,359	1,487	8,734	14,249	(1,487)	19,242	-	-	52,255	41,868
	133	148	12	7	186	7	44	106	(7)	165	-	-	465	411
	548	358	204	172	969	497	258	95	(497)	680	-	-	1,964	1,630
	0	1	3,222	4,214	32,306	2,206	34,134	79	(2,206)	2,360	-	-	35,607	46,604
	392	383	-	-	-	707	-	1,681	(707)	1,633	-	-	2,073	2,016
	35,302	24,238	13,773	13,294	68,708	8,239	53,985	21,117	(8,239)	33,847	-	-	147,635	143,164
	2	29	1,205	1,226	434	-	36	356	-	414	-	-	2,033	1,875
	-	-	1	-	332	-	-	-	-	258	-	-	333	258
	-	-	1,794	926	2,122	42	1,636	3,973	(42)	856	-	-	7,893	4,952
	1,537	1,424	-	96	1,516	15	5	680	(15)	31	-	-	3,733	1,639
	1,539	1,453	3,000	2,248	4,404	57	1,677	5,009	(57)	1,559	-	-	13,992	8,724
	-	6	(2)	(4)	(1)	(10)	(8)	-	10	(12)	-	-	(3)	(18)
	33,763	22,779	10,775	11,050	64,305	8,192	52,316	16,108	(8,192)	32,300	-	-	133,646	134,458
											133,403	128,871	133,403	128,871
	(33,763)	(22,779)	(10,775)	(11,050)	(64,305)	(8,192)	(52,316)	(16,108)	8,192	(32,300)	133,403	128,871	(243)	(5,587)



1. Summary of Significant Accounting Policies

(a) Reporting Entity

The Premier's Department's (the Department) role 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 reporting entity is consolidated as part of the NSW Total State Sector Accounts.

(b) Basis of Accounting

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

- applicable Australian Accounting Standards;
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB);
- Urgent Issues Group (UIG) Consensus Views;
- the requirements of the Public Finance and Audit Act and Regulations; and
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer under section 9(2)(n) of the Act.

Where there are inconsistencies between the above requirements, the legislative provisions have prevailed.

In the absence of a specific Accounting Standard, other authoritative pronouncements of the AASB or UIG Consensus View, the hierarchy of other pronouncements as outlined in AAS 6 "Accounting Policies" is considered.

The financial statements are prepared in accordance with the historical cost convention.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency. The accounting policies adopted are consistent with those of the previous year.

(c) Administered Activities

The Department does not administer or control any activities on behalf of the Crown Entity.

(d) Revenue Recognition

Revenue is recognised when the Department has control of the good, or right to receive, it is probable that the economic benefits will flow to the Department and the amount of revenue can be measured reliably. Additional comments regarding the accounting policies for the recognition of revenue are discussed below.

(i) Parliamentary Appropriations and Contributions from Other Bodies

Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as revenues when the Department obtains control over the assets comprising the appropriations/contributions. Control over appropriations and contributions is 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, any unspent appropriations are accounted for as liabilities rather than revenue.

The liability is disclosed in Note 14 as part of 'Current liabilities - Other'. The amount will be repaid and the liability will be extinguished next financial year.

(ii) Sale of Goods and Services

Revenue from the sale of goods and services comprises revenue from the provision of products or services i.e. user charges. User charges are recognised as revenue when the Department obtains control of the assets that result from them.

(iii) Investment Income

Interest revenue is recognised as it accrues.

(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 vesting sick leave are recognised and measured in respect of employees' services up to the reporting date at nominal amounts based on the amounts expected to be paid when the liabilities are settled.

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 superannuation are assumed by the Crown Entity. The Department accounts for the liability as having being 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 on a present value basis. The liabilities that are expected to be settled more than twelve months after the reporting date is measured at the present value of the estimated cash outflows to be made by the Department in respect of services provided by employees up to the reporting date. The present value method is based on the remuneration rates on what the Department expects to pay at the reporting date. This means that where it is expected that employees will receive a pay rise after reporting date, the increased pay rate is used in determining the employee benefit liabilities.

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' salaries. 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, equitable or constructive obligation to make a future sacrifice of economic benefits to other entities as a result of past transactions or other past events. These provisions are recognised when it is probable that a future sacrifice of economic benefits will be required and the amount can be measured reliably.

Any provisions for restructuring are recognised either when a detailed formal plan has been developed or will be developed within prescribed time limits and where the Department has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring.

(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 where:

- * 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.
- * receivables and payables are stated with the amount of GST included.

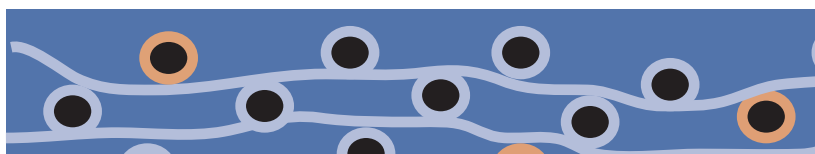
(h) Acquisition of assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Department. Cost is determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

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

Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction. Non-specialised assets with short useful lives are measured at depreciation historical cost as a surrogate for fair value.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value at the acquisition date. The discount rate used is the incremental borrowing rate, being the rate at which a similar borrowing could be obtained.



(i) Plant and Equipment

Plant and Equipment costing \$5,000 and above individually are capitalised except for acquisitions relating to the computer network, which are capitalised where the cost of the grouped asset is \$5,000 or more.

(j) Depreciation of Non-Current Physical Assets

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

All material separately identifiable component assets are recognised and depreciated over their shorter useful lives, including those components that in effect represent major periodic maintenance.

Depreciation Rates	% Rate
Computer equipment	25.00
Governor Macquarie Tower Building fit out - over the period of the lease	
Furniture and fittings	10.00
General plant and equipment	14.29
Leasehold improvements - over the period of the lease	

(k) Maintenance and Repairs

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

(l) 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.

Operating lease payments are charged to the Statement of Financial Performance in the periods in which they are incurred. The Department has no finance leases.

(m) Receivables

Receivables are recognised and carried at cost, based on the original invoice amount less (where necessary) a provision for any uncollectible debts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off as incurred.

(n) Trust Funds

The Department does not hold any Trust monies in 2003-04 financial year.

(o) Other Assets

Other assets including prepayments are recognised on a cost basis.

(p) Payables

These amounts represent liabilities for goods and services provided to the Department and other amounts including interest. Interest is accrued over the period it becomes due.

(q) 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 effect of additional appropriations, s21A, s24 and / or s25 of the Public Finance and Audit Act 1983.

The budgeted amounts in the Statement of Financial Performance and the Statement of Cash Flows are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Statement of Financial Position, 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).

2. Expenses

a) Employee related expenses

	2004 \$'000	2003 \$'000
Salaries and wages (including recreation leave)	45,558	39,898
Superannuation	3,783	3,268
Long service leave	1,989	3,818
Workers compensation insurance	212	348
Payroll tax and fringe benefits tax	3,729	3,303
	55,271	50,635

The Department charges the full cost of long service leave and the current service cost of superannuation to operations.

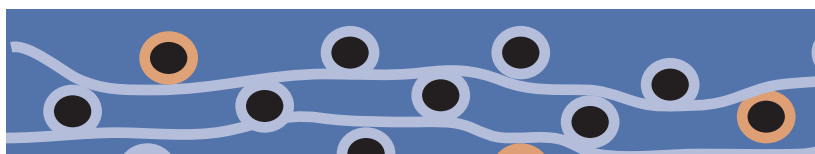
b) Other operating expenses

Auditor's remuneration		
- audit or review of the financial reports	135	120
Operating lease rental expense		
- minimum lease payments	12,277	9,511
Security	1,541	893
Insurance	81	80
Contractors	7,362	9,372
Motor Vehicles	2,423	2,596
Travel	1,863	1,614
Corporate services fees	7,757	5,791
Consultancies	208	834
Committee fees and expenses	137	249
Advertising and community information	1,896	975
Legal fees	3,059	448
Other fees	3,385	2,376
Special Functions	1,086	31
Printing & Stationery	1,761	1,243
Telephones	1,622	1,373
Staff Development	445	434
Other operating expenses	5,217	3,928
	52,255	41,868

Other operating expenses include \$1.086 million In Kind expenses corresponding to In Kind Sponsorship.

(c) Depreciation expense

Depreciation		
Plant and equipment	1,964	1,630
	1,964	1,630



(d) Grants and subsidies

	2004 \$'000	2003 \$'000
Miscellaneous grants approved by the Premier	2,000	2,126
Grants to other budget sector agencies	6,180	11,396
Newcastle Steel Project	8,644	10,174
Community Solutions Fund	13,747	10,579
Grants to external organisations	4,000	8,352
Police Complaint Case Management	-	2,976
Regional and Rural Miscellaneous grants	1,036	1,001
	35,607	46,604

(e) Other expenses

Australia Day Council	721	705
Special reports and unforeseen expenses	291	285
Parliamentary Remuneration Tribunal	101	98
Protocol expenses	960	928
	2,073	2,016

3 Revenues

(a) Sale of goods and services

Actuarial services	19	383
Administrative services and projects	434	187
Publication sales	8	4
Training / seminars	899	1,058
Functions & Events	332	-
Fees General	36	194
Other	305	49
	2,033	1,875

(b) Investment income

Interest	333	258
	333	258

(c) Grants and contributions

NSW Budget Sector Entities	1,319	3,471
Commonwealth Government	2,174	925
NSW Non Budget Entities	300	89
Public Trading Enterprises	264	246
Private sector- Non Profit	3,815	157
Local Councils	21	64
	7,893	4,952

Financial statements

Grants received from the Commonwealth Government include \$1.233 million from the Department of Foreign Affairs, which was subsequently transferred to the NSW Police.

Grants received from the Private sector- Non Profit include \$1.086 million In Kind sponsorships.

(d) Other revenue

	2004 \$'000	2003 \$'000
Motor Services Unit recovery	1,290	1,404
Other	2,443	235
	3,733	1,639

4 Loss on Disposal of Non-Current Assets

Proceeds from disposal of plant and equipment	1	3
Written down value of assets disposed	(4)	(21)
	(3)	(18)

5 Appropriations

Recurrent appropriations

Total recurrent drawdown from Treasury (per Summary of Compliance)	126,036	119,355
	126,036	119,355

Comprising:

Recurrent appropriations (per Statement of Financial Performance)	126,036	119,355
	126,036	119,355

Capital appropriations

Total capital drawdown from Treasury (per Summary of Compliance)	1,875	3,007
Less: Liability to Consolidated Fund (per Summary of Compliance)	507	773
	1,368	2,234

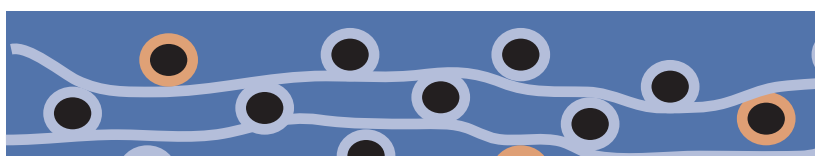
Comprising:

Capital appropriations (per Statement of Financial Performance)	1,368	2,234
	1,368	2,234

6 Acceptance by the Crown Entity of Employee Benefits and other Liabilities

The following liabilities and/or expenses have been assumed by the Crown Entity or other government agencies;

Superannuation	3,783	3,268
Long service leave	1,989	3,818
Payroll tax	227	196
	5,999	7,282



7 Programs/activities of the Department

Program 4.1.1 - Services for the Governor's Office

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

Program 4.1.2 - Services for the Leaders of the Opposition

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

Program 4.1.3 - Performance Measurement and Review

Objective: To review, measure and report public sector performance and develop reform initiatives to improve quality and value for money.

Program 4.1.4 - Service Delivery Improvement

Objective: To facilitate cross sector initiatives for the improved delivery of public sector services. Please note that this is a new program. The old Equal Opportunity in Public Employment is incorporated in Public Employment Office program in 2003-04.

Program 4.1.5 - 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.

Program 4.1.6 - Public Employment Office

Objective: To support the public sector to deliver Government objectives through leadership and provision of advice concerning reform, employee relations, equal employment opportunity and superannuation policy.

Program 4.1.7 - Strategic Projects

Objective: To maximise the economic, environmental and social benefits of strategic projects for communities at state, regional and local levels. To co-ordinate counter-terrorism planning and response to major emergencies.

Program 4.1.8 - State Administration Services

Objective: To support the Premier in his role as Head of Government, manage State protocol, honours and diplomatic issues.

8 Current Assets - Cash

	2004 \$'000	2003 \$'000
Cash at bank and on hand	624	166
	624	166

For the purposes of the Statement of Cash Flows, cash includes cash on hand and cash at bank. Cash at bank is restricted to the extent of the \$507k Liability to Con Fund.

Cash assets recognised in the Statement of Financial Position are reconciled to cash at the end of the financial year as shown in the Statement of Cash Flows as follows:

Cash (per Statement of Financial Position)	624	166
Closing cash and cash equivalents (per Statement of Cash Flows)	624	166

9 Current Assets - Receivables

	2004 \$'000	2003 \$'000
Sale of goods and services	3,501	1,867
GST Receivable from Australian Taxation Office	1,702	2,662
Repayable advances- Edinburgh Military Tattoo	250	-
Other debtors	411	499
	5,864	5,028
Less: Provision for doubtful debts	156	147
	5,708	4,881

10 Current Assets - Other

Prepayments:		
Employee advance	60	29
Others	265	-
	325	29

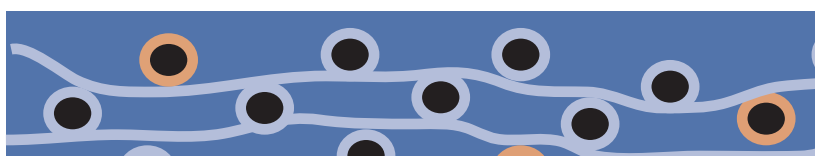
11 Non-Current Assets - Plant and Equipment

Plant and Equipment		
At cost	18,184	15,859
Less Accumulated Depreciation	8,396	6,327
Total Plant and Equipment at Fair Value	9,788	9,532

Reconciliations

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current and previous financial year are set out below:

Plant and Equipment		
Carrying amount at start of year	9,532	8,841
Additions	2,325	2,366
Disposals	(105)	(283)
Acc Depreciation written back	-	249
Depreciation expense	(1,964)	(1,630)
Other movements- Transfer out	-	(11)
Carrying amount at end of year	9,788	9,532



12 Current Liabilities - Payables

	2004 \$'000	2003 \$'000
Accrued salaries, wages and on-costs	1,516	1,855
Creditors	7,548	4,737
	9,064	6,592

13 Current/Non-Current Liabilities - Provisions

CURRENT LIABILITIES

Employee benefits and related on-costs

Recreation leave	5,442	5,559
Provision for other employee related on costs	68	57
Total Provisions	5,510	5,616

NON CURRENT LIABILITIES

Employee benefits and related on-costs

Recreation leave	-	272
Long Service Leave and related on-costs	947	706
Total Provisions	947	978

Aggregate employee benefits and on-costs

Provision - current	5,510	5,616
Provision - non-current	947	978
Accrued salaries, wages and on-costs (Note 12)	1,516	1,855
	7,973	8,449

14 Current Liabilities - Other

Liability to Consolidated Fund	507	773
Crown Finance Entity- Edinburgh Military Tattoo	250	-
Bicentennial Fund	-	148
	757	921

Bicentennial funds were returned to the NSW Treasury in June 2004

15 Changes in Equity

	Accumulated Funds		Total Equity	
	2004 \$'000	2003 \$'000	2004 \$'000	2003 \$'000
Balance at the beginning of the financial year	501	6,099	501	6,099
Changes in equity - transactions with owners as owners				
Increase/(decrease) in net assets from equity transfers (Note 16)	(91)	(11)	(91)	(11)
Total	410	6,088	410	6,088
Changes in equity - other than transactions with owners as owners				
Surplus/(deficit) for the year	(243)	(5,587)	(243)	(5,587)
Total	(243)	(5,587)	(243)	(5,587)
Balance at the end of the financial year	167	501	167	501

16. Increase/Decrease in Net Assets from Equity Transfers

(a) Asset and Liabilities were transferred to Premier's Department from Office of the Minister of Western Sydney

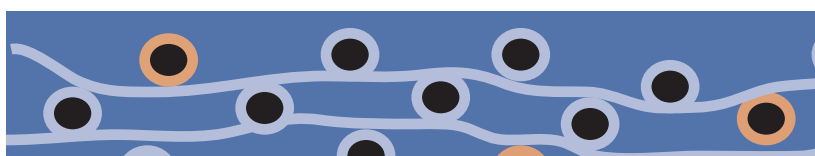
<u>Responsibility assumed for Program 4.1.7 Strategic Projects</u>	2004 \$'000	2003 \$'000
Assets transferred from Office of the Minister of Western Sydney	126	-
Liabilities transferred from Office of the Minister of Western Sydney	(217)	-
	(91)	-

(b) Asset and Liabilities were transferred to Premier's Department from Sydney Olympic Park Authority

<u>Responsibility assumed for Program 4.1.8 State Administration Services</u>		
Assets transferred from Sydney Olympic Park Authority		
Cash	-	700
Liabilities transferred from Sydney Olympic Park Authority		
Accruals	-	(700)
	-	-

(c) Infrastructure Coordination Unit from Program 4.1.7 Strategic Projects was transferred to Department of Urban and Transport Planning from Premier's Department

<u>Responsibility relinquished for Infrastructure Coordination Unit Program 4.1.7 Strategic Projects</u>		
Assets transferred to Department of Urban and Transport Planning		
Cash	-	(57)
Plant and Equipment	-	(11)
Liabilities transferred to Department of Urban and Transport Planning		
Provisions for employee benefits	-	57
	-	(11)
Decrease in net assets from administrative restructuring	(91)	(11)



17 Commitments for Expenditure

(a) Capital Commitments

Aggregate capital expenditure for the acquisition of non-current assets contracted for at balance date and not provided for:

	2004 \$'000	2003 \$'000
Not later than one year	-	802
Total (including GST)	-	802

(b) 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	177	314
Total (including GST)	177	314

(c) Operating Lease Commitments

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

Not later than one year	15,856	11,753
Later than one year and not later than five years	36,239	37,518
Later than five years	4,750	-
Total (including GST)	56,845	49,271

The operating lease commitments relate to leasing of office space and motor vehicles. The expenditure above includes input tax credit of \$5.17 million that are expected to be recoverable from the ATO. (2003 \$4.48 million)

(d) Grant Commitments

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

Not later than one year	9,411	18,217
Later than one year and not later than five years	3,455	27,500
Total	12,866	45,717

The grant commitments in 2002-03 relate to the Newcastle Steel Project and Community Solutions Fund. The grant commitments in 2003-04 relate to the Community Solutions Fund, ANZSOG, Snowy River Rehabilitation and Recovery, and Workforce Capability unit.

18 Contingent Liabilities and Contingent Assets

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

19 Budget Review

Net Cost of Services

The actual net cost of services was higher than budget by \$20.929 million. This is primarily due to higher expenditure associated with \$20.766 million approved supplementations and \$9.786 million over budget in revenue. Overall expenditure was \$30.712 million over budget. Additional Grants payments (\$7.063 million), Other operating expenses (\$21.863 million), and Employee related expenditure (\$1.298 million) are the main contributors towards over budget expenditure. Grants commitment of \$18.217 million for the Community Solutions Fund and Steel projects from previous year was paid this financial year 2003-04.

Assets and liabilities

Current assets were \$2.826 million over budget mainly due to increase in receivables (\$2.006 million), cash (\$524k). Increase in receivables relates to the increase in accrued income (\$1 million), and trade debtors (\$700k). Increase in cash is associated with the transfer in of the Office of the Minister of Western Sydney, and increase in accounts payable.

Current liabilities were over budget by \$3 million, mainly in payables (\$3.172 million). The increase in accounts payable was mainly associated with the over budget in expenditure, unfunded increase in FBT liability, and loan from the Crown Finance Entity (\$250k).

Non current liabilities were \$947k over budget. This is the long term provisions for employees' long service leave and other on costs resulted from the application of AASB 1028 Employee Benefits from 2002-03.

Cash Flows

Net cash flow from operating activities was above budget by \$2.313 million.

Cash payments were over budget by \$33.716 million, however the impact on budget was alleviated by \$15.122 million over budget in cash receipts, and \$20.381 million increase in Recurrent appropriation and cash reimbursement from the Crown Entity.

Net cash flow from investing activities is over budget by \$1.789 million. This is mainly due to the return of \$773k 2002-03 Liability to ConFund to the NSW Treasury in 2003-04, and \$723k capital supplementation.

20 Reconciliation of Cash Flows from Operating Activities to Net Cost of Services

Reconciliation of cash flows from operating activities to the net cost of services as reported in the Statement of Financial Performance	2004 \$'000	2003 \$'000
Net cash used on operating activities	2,892	(5,185)
Cash Flows from Government / Appropriations	(129,189)	(123,086)
Acceptance by the Crown Entity of employee benefits and other liabilities	(3,948)	(5,785)
Depreciation and Amortisation	(1,964)	(1,630)
Decrease / (increase) in provisions	137	(2,342)
Increase / (decrease) in prepayments and other assets	873	130
Decrease / (increase) in creditors	(2,592)	(1,769)
Net Gain / (loss) on retirement of plant and equipment	(3)	(18)
Decrease / (increase) in other liabilities	148	5,227
Net Cost of Services	(133,646)	(134,458)

21 Trust Funds

In 2002, the Department held money in Sesquicentenary of Responsible Government Trust Fund which is to be used for the Trust's sesquicentenary operations. These monies were transferred out in 2002-03 as the Trust was established and operates as a separate entity for its own purposes. The following is a summary of the transactions in the Trust account:

Cash balance at the beginning of the year	-	2,000
Payments during the year	-	(2,000)
Cash balance at the end of the reporting period	-	-

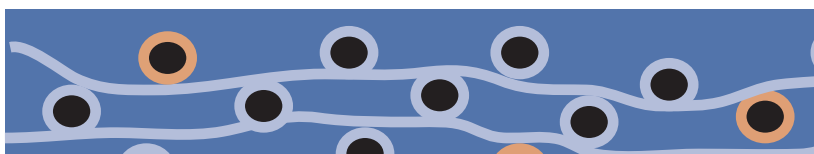
22 Financial Instruments

The following financial assets and liabilities represent this Budget Dependent Agency in the NSW Public Sector.

Cash

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

The average rate over the year was 4.06% (3.75% in 2003) and the rate at year end was 4.25% (3.75% in 2003).



Receivables

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. A provision for doubtful debts is raised when some doubt as to collection exists. The credit risk is the carrying amount (net of any provision for doubtful debts). No interest is earned on trade debtors. The carrying amount approximates net fair value. Sales are made on 30 day terms.

Bank Overdraft

The Department does not have any bank overdraft facility.

Trade Creditors and Accruals

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. No interest was applied during the year. (Nil in 2003).

23 Restricted Assets

	2004 \$'000	2003 \$'000
Bicentennial Fund	-	148
Consolidated Fund Appropriation	507	773
Other	179	115
Total	686	1,036

Other relates to grants for sponsorship programs which remain unspent as at 30 June 2004.

24 Adopting AASB 1047 Disclosure

(a) Explanation of how the transition to AIFRS is being managed

The Department will apply the Australian Equivalents to International Financial Reporting Standards (AIFRS) from the reporting period beginning 1 July 2005.

The Department is managing the transition to the new standards by allocating internal resources and engaging Central Corporate Services Unit (CCSU) to analyse the pending standards and Urgent Issues Group Abstracts to identify key areas regarding policies. The CCSU's Internal Audit Committee is overseeing the transition. The Department Representative is responsible for the project in their respective agencies and reports regularly to the Committee on progress against the plan.

The following phases that need to be undertaken have been identified:

- May/July 2004- Reviewing the AIFRS.
- August 2004 - Identifying the changes applicable for each agency and disclose likely impacts of moving to AIFRS in 2004 financial statements
- September 2004- Major implementation decisions at high level, determine system requirements, review procedures, develop communication plans and assess training requirements.
- October 2004- Analyse NSW Treasury reporting policy, review position of individual agency, identify and convert to requirements and liaise with Audit Office.
- November 2004- Prepare draft opening Balance Sheet for NSW Treasury, identify target changes/analysis, develop check lists, review process, liaise with clients and external consultants to review the approach.
- December 2004- Submit draft opening Balance Sheet as at 1 July 2004 prepared under AIFRS (in parallel with existing AGAAP financial information and financial statements) to NSW Treasury and the Audit Office.
- January/ February 2005- Finalise status for reporting to NSW Treasury and complete client requirements
- March 2005- Finalise audit by the Audit Office, record correct balances in the Department's ledgers, run parallel data, reconcile both sets of figures and develop processes for on-going recording and updating the training program. Submit final opening Balance Sheet as at 1 July 2004 prepared under AIFRS (in parallel with existing AGAAP financial information and financial statements) to the Treasury and Audit Office.
- April/June 2005- Modify the systems used to produce year end financial statements.

- July/August 2005- Prepare initial set of financial statements for 2004-05 financial year under AIFRS with 2003-04 comparative information and review.

To date, the known changes have been reviewed and some common ones identified. The target dates shown above are only estimates because the AIFRS are still being issued and mandatory provisions have not been finalised by the NSW Treasury.

(b) Key Differences in Accounting Policies

Based on current information, the following key differences in accounting policies are expected to arise from adopting AIFRS:

- AASB 1 First-time Adoption of Australian Equivalents to International Financial Reporting Standards requires retrospective application of the new AIFRS from 1 July 2004, with limited exemptions. Similarly, AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors requires voluntary changes in accounting policy and correction of errors to be accounted for retrospectively by restating comparatives and adjusting the opening balance of accumulated funds. This differs from current Australian requirements, because such changes must be recognised in the current period through profit or loss, unless a new standard mandates otherwise.
- AASB 116 Property, Plant and Equipment requires the cost and fair value of property, plant and equipment to be increased to include restoration costs, where restoration provisions are recognised under AASB 137 Provisions, Contingent Liabilities and Contingent Assets.
- AASB 117 Leases requires operating lease contingent rentals to be recognised as an expense on a straight-line basis over the lease term rather than expensing in the financial year incurred.
- AASB 119 Employee Benefits requires the defined benefit obligation to be discounted using the government bond rate as at each reporting date rather than the long-term expected rate of return on funded Defined Benefit Pension Plan assets. Where the unfunded superannuation liability is not assumed by the Crown, this will increase the amount and the future volatility of the unfunded superannuation liability and the volatility of the employee benefit expense.
- AASB 1004 Contributions applies to not-for-profit entities only. Entities will either continue to apply the current requirements in AASB 1004 where grants are normally recognised on receipt, or alternatively apply the proposals on grants included.
- AASB 123 Borrowing Costs provides the option to expense or capitalise borrowing costs. NSW Treasury is likely to mandate expensing of borrowing costs to harmonise with GFS. Previously, borrowing costs related to qualifying assets were capitalised.
- AASB 132 Financial Instrument Disclosure and Presentation prohibits in-substance defeasance. Agencies can no longer offset financial assets and financial liabilities when financial assets are set aside in trust by a debtor for the purposes of discharging an obligation, without assets having been accepted by the creditor in settlement of the obligation. This will have the effect of increasing both assets and liabilities but will have no net impact on equity.

25 Australia Day Council

The Department, through its Office of Protocol and Special Events, has since July 2003 assumed responsibility for the functions and operations associated with the delivery of Australia Day Council events.

The Department has also assumed all outstanding assets and liabilities as well as costs and revenues incurred in carrying out the aforementioned functions and operations.

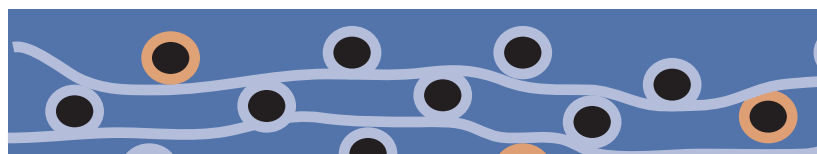
In addition, the Government has indemnified the directors and officers of the Australia Day Council of NSW against any nature of claim outstanding since its incorporation in 1992 to its liquidation in December 2003.

26 After Balance Date Events

From 1 July 2004:

- Community Solutions Fund from the Department is transferred to Department of Community Services.
- Department of Women is transferred to the Department.

(END OF AUDITED FINANCIAL STATEMENTS)





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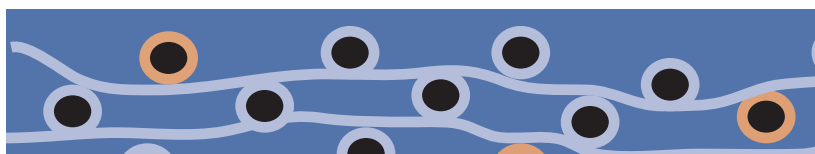
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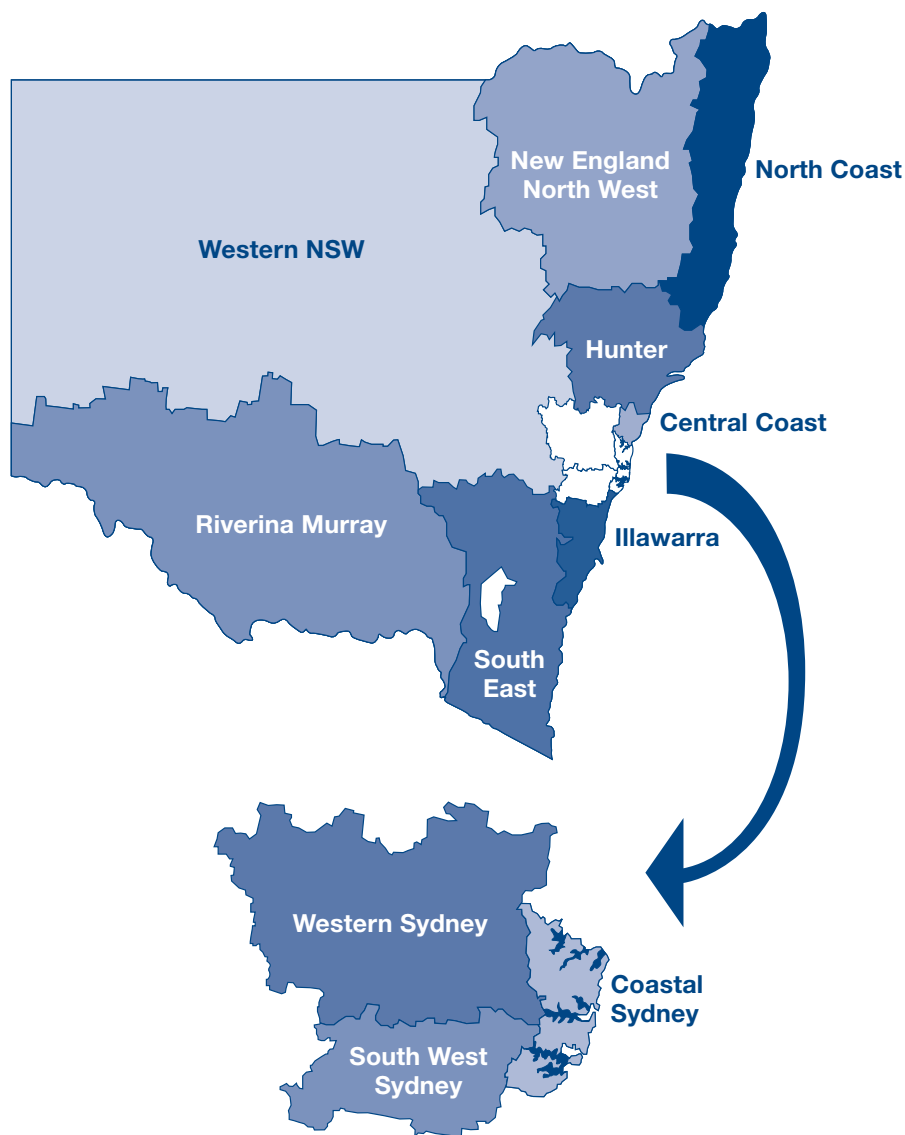
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