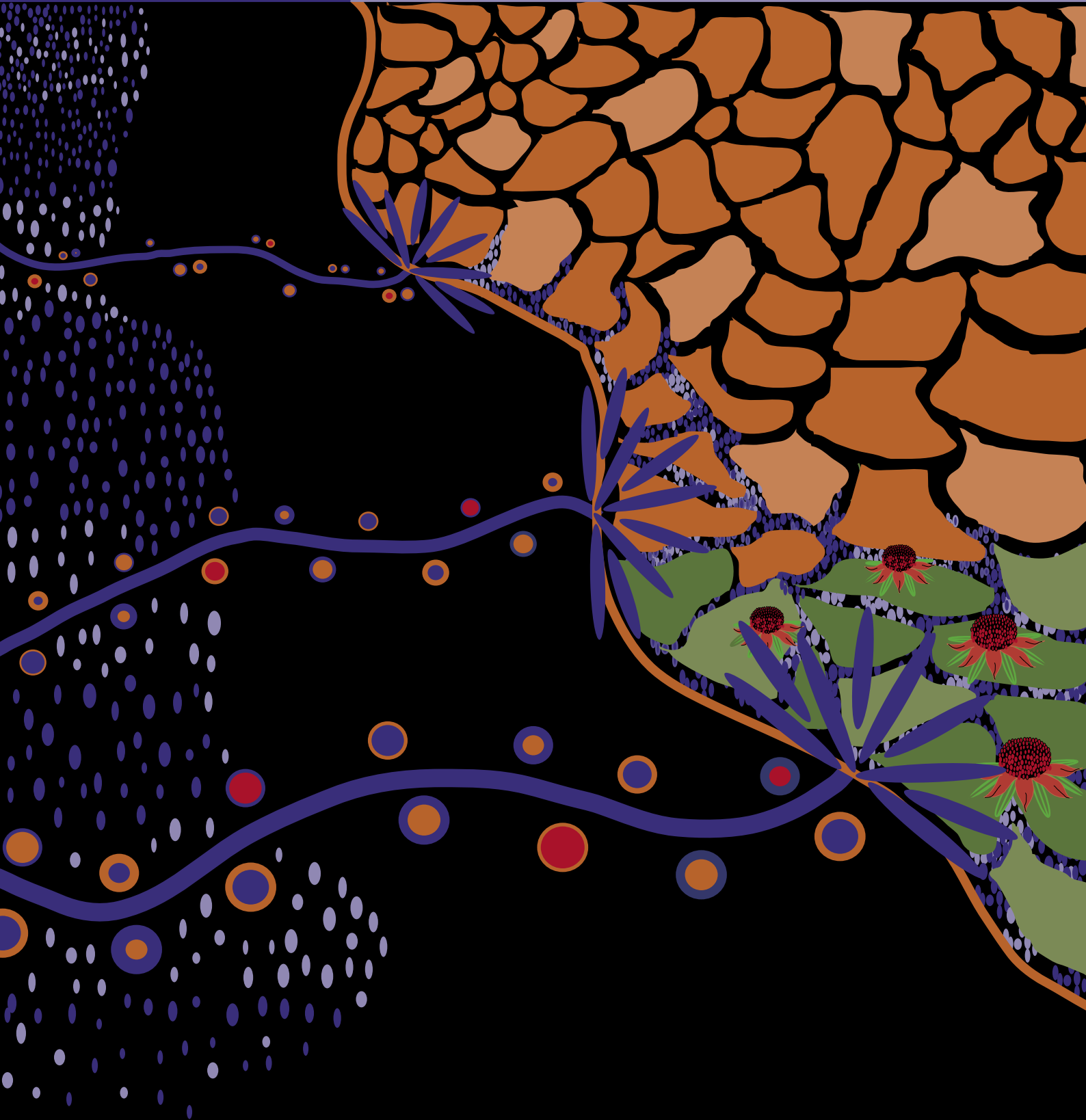


# 2005 06 Annual Report

New South Wales Premier's Department



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



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## OUR VISION

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

## OUR PURPOSE

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

## OUR VALUES

We value and have  
commitment to:

### **Innovation and leadership**

We value staff demonstrating  
innovation and leadership in a  
consultative and supportive way

### **Service commitment**

We are responsive in the way  
we deliver our services

### **No surprises**

We anticipate issues and  
opportunities which will have an  
impact on our work, alert those  
people who will be affected and  
equip them to deal with them

### **Fairness, diversity and social justice**

We value diversity and treat each  
person with fairness and respect

### **Integrity**

We consistently act honestly and  
ethically. We provide frank and  
fearless advice

### **Delivery**

We focus on outcomes, work  
collaboratively and deliver quality  
results on time

### **Partnerships with Aboriginal people**

We support and promote the  
principles of reconciliation and  
partnerships in the way we do  
business and deliver services with  
Aboriginal people

## Who we are

The New South Wales Premier's Department supports the Premier to achieve government objectives. It 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 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 and effective management of public sector staff and resources
- Ensures a whole-of-government approach to policy development and service provision especially in regional and rural areas

Our services focus on:

- Whole-of-government coordination of major business, investment, infrastructure and community proposals and initiatives
- Reviewing and enhancing public sector performance, advice to executive committees, networks and governance, and service delivery initiatives
- Improving management of public sector resources to achieve improved equity, efficiency and effectiveness
- Improving opportunities and government service delivery in targeted areas throughout the state
- Delivering strategic and operational advice in counter terrorism policy, natural disaster response, and strategic projects across NSW

## 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 Premier on sensitive issues.

This report contains the current structure of the department as well as its present role and objectives.

## Contact information

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Website [www.premiers.nsw.gov.au](http://www.premiers.nsw.gov.au)

Contact details for the Premier, Parliament House, metropolitan and regional offices can be found on the inside and back, of the back cover.

## Front cover

The image on the front cover emphasises the importance of water on our environment. Three rivers are bursting into a dry river bed that is showing signs of hope and recovery from drought. This depiction draws attention to the long drought currently being felt by metropolitan and rural areas in NSW.



**Premier's Department  
New South Wales**

Governor Macquarie Tower  
Level 39, 1 Farrer Place  
GPO Box 5341  
Sydney NSW 2001

The Hon Morris Iemma MP  
Premier, Minister for State Development and  
Minister for Citizenship  
Level 40 Governor Macquarie Tower  
1 Farrer Place  
SYDNEY NSW 2000

Dear Premier

I am pleased to enclose the 2005–2006 Annual Report for presentation to Parliament.

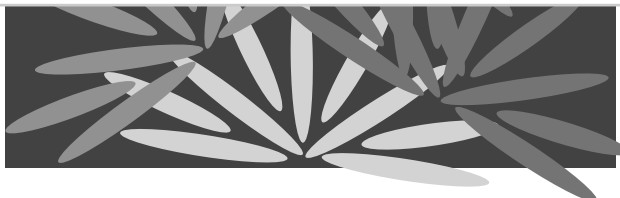
The Annual Report has been prepared in accordance with the provisions of the *Annual Reports (Departments) Act 1985*. Included in the report is a statement of affairs, pursuant to the *Freedom of Information Act 1989*.

The role and responsibilities of the department are outlined in the report, as are the achievements against key result areas identified in the department's Corporate Framework.

Yours sincerely

C. Gellatly  
Director General  
October 2006

[www.premiers.nsw.gov.au](http://www.premiers.nsw.gov.au)



## DIRECTOR GENERAL'S HIGHLIGHTS

The year 2005–06 has proved to be another successful year for the New South Wales Premier's Department, having met a vast array of challenges and opportunities with great success. The department has further facilitated the smooth operation of government and multi stakeholder collaboration to the benefit of the people of NSW. The key achievements of all the divisions constituting the department are an indication of their continual determination to sustain and improve services across the state of NSW.

### Improving public sector performance

The department plays a leading role in improving public sector efficacy. It achieves these aims by implementing changes to workforce and leadership structures of public agencies and assists in implementing legislation, employment planning processes including addressing occupational shortages and skills gaps. The department managed and co-ordinated sector-wide wages and salary claims and reviewed and revised the Crown Employees (Public Servants Conditions of Employment) Award. Furthermore it has reviewed the range of EEO programs to encourage employment of target groups through specific strategies such as the Aboriginal Employment Strategy, Disability Program and programs for women.

A 2006 *Multi-Agency Initiatives Report* (MAIR) was drafted for distribution to agencies providing data on over 100 multi-agency initiatives including issues management, policy issues, and practice lessons. This report will enhance the design, management and coordination of cross agency activities.

Together with other agencies, the department successfully completed work to develop whole-of-government service delivery. This was achieved by performance and other reviews, assisting with government changes, publishing principles for interagency collaboration and a better practice guide to improve the administration of grants in NSW. Agreements were reached and guidelines developed by the NSW, Victorian and Queensland governments to resolve service delivery issues along NSW borders. The

frameworks and principles established in these areas will provide a foundation for further efforts to reduce costs and increase the effectiveness of government in NSW.

The close collaboration of the department with public agencies and private investors on major industrial developments has continued. Assistance was provided for the development of a mineral sands industry in the state's far west resulting in construction of a new mine at Pooncarie and a mineral separation plant at Broken Hill. These projects created almost 200 new jobs in the region. Furthermore, the department has facilitated the Barrick Gold's \$450 million Cowal Gold Project located near West Wylong in the state's south west. These significant projects will improve the state's rural economy through further investment and the production of jobs.

## Managing complex issues

The department provides the Premier with capacity to manage complex projects and issues. The Infrastructure Implementation Group (IIG) was established in August 2005 to provide advice to the Premier and the NSW Cabinet on the delivery of government infrastructure projects and to actively assist government agencies with delivery of priority projects. Following public controversy around the Cross City Tunnel, the Premier requested the IIG to review and report on methods of procurement of motorways, as well as policies, processes, public disclosure requirements and public consultation. The *Review of Future Provision of Motorways in NSW* report was released in December 2005. The department also supported and coordinated the efforts of state government agencies to assist communities to respond to the impact of the drought in NSW.

## Protecting the state and the community

The department assisted in coordination, development and implementation of initiatives to improve national counter terrorism arrangements arising from the COAG Special Meeting on Counter Terrorism on 27 September 2005. This work is ongoing and includes development of legislation, communication, counter terrorism exercises, and security measures against chemical, biological, and nuclear threats. Importantly the department's focus extends beyond terrorism. In recognition of recent global pandemics and their significant impact on the community and economy, the department coordinated the development of a NSW Human Influenza Pandemic Plan. The department also worked with the commonwealth, states and territories to develop a Draft National Action Plan for Human Influenza Pandemic.

The department has advised and supported the Premier, Cabinet, Director General and government agencies in relation to crime, community safety and related social issues. It has enabled cross-government responses to crime prevention issues and supported multi-agency initiatives in Dubbo, Macquarie Fields, Nimbin, and La Pouse.

## Improving the status of women

The department continues to support strengthening the status of women in the public and private sectors by providing a range of activities and services to women. The Young Women's Leadership Project, funded by the Office

for Women (OFW) and delivered by the Western Sydney Regional Organisation of Councils, offers leadership training at Western Sydney and South Western Sydney TAFE Institutes. It also offers mentoring to young women with demonstrated leadership potential between the ages of 16 and 24.

SistaSpeak assists young Aboriginal women in Years 6–9 to understand the connection between education, careers and economic independence. It was piloted successfully with 21 young women in Year 7 from Delroy Campus, Dubbo. Positive outcomes include improvement in behaviour, attitude and connectivity with the school. The participants continue to give each other beneficial support to remain in school. A number of participants have commenced a Duke of Edinburgh Award and met with Prince Edward during his visit to Australia in March 2006.

## Organising the state's special events

The department has again shown its ability to successfully organise and execute major special events in NSW, from creative development through to marketing, communications, operations and delivery. The Office of Protocol and Special Events (OPSE) coordinated operational support and communications protocols for special events including New Year's Eve, Queen's Baton Relay, Super 14 Rugby, Mardi Gras, City to Surf, Sydney Marathon, Forbes Global CEO Conference, AP6 Summit, Anzac Day Dawn Service, Pro Hart state funeral, VP Day 60<sup>th</sup> Anniversary Veteran's breakfast and Sydney's Australia Day celebrations. The department has established a secretariat to coordinate government involvement in World Youth Day, 2008.

## Serving the Premier as Head of Government

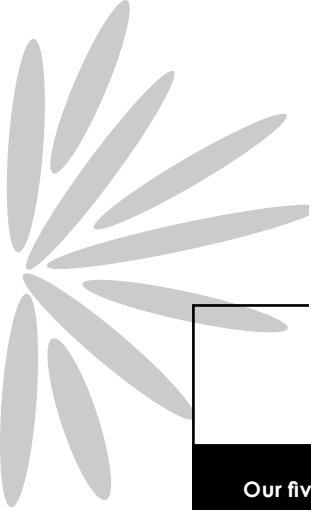
The department has consistently provided high level advice, resources, and systems support for executive government and the Governor of NSW. During the year it extended support services to cover the Premier's Office, all ministers' offices and offices of leaders of the opposition. This involved staffing, budget, accommodation, information technology, office and home security support. The department also provided FOI and privacy services and continued to promote and implement strategies to achieve government's objective of increasing women's participation on boards and committees.

The collaborative efforts of the department over the past year have improved service delivery and efficiency, and in doing so strengthened the NSW public sector.

I would like to thank all staff members for their hard work and dedication over the past year and express my confidence in their ability to continue their successes in the year ahead.



Colin Gellatly



# OUR CORPORATE FRAMEWORK

Our five key result areas	Our strategic directions against our key result areas	How we measure our performance
<b>1. Improve public sector delivery, outputs and outcomes</b>	<ul style="list-style-type: none"> <li>Identify and remedy systemic impediments to success and provide policy input from whole-of-government practice</li> <li>Improve the industrial framework, workforce capacity, diversity and capability challenges of the sector to deliver further service improvement</li> <li>Review the performance of agencies and promote a consistent and consolidated approach to assessing performance across the sector</li> <li>Develop and test new service delivery approaches, including coordinated service delivery, cross-agency solutions and use of technology</li> </ul>	<ul style="list-style-type: none"> <li>Client satisfaction</li> <li>Sector-wide workforce planning framework established and progress measured</li> <li>Number of identified impediments addressed</li> <li>Percentage of agreed projects satisfactorily completed</li> </ul>
<b>2. Meet the key challenges, priorities and opportunities</b>	<ul style="list-style-type: none"> <li>Develop, maintain and improve strategic capacity to respond to special and emerging situations</li> </ul>	<ul style="list-style-type: none"> <li>Client satisfaction with our readiness, responsiveness and outcomes achieved</li> </ul>
<b>3. Deliver strategic community initiatives</b>	<ul style="list-style-type: none"> <li>Identify priority communities and deliver targeted community and population-based programs and partnerships</li> <li>Develop transition arrangements for project and program initiatives to ensure sustainability/maturity</li> <li>Improve equity of access to services, including particular focus on Aboriginal communities</li> </ul>	<ul style="list-style-type: none"> <li>Client satisfaction</li> <li>Number of effective partnerships with government and community agencies operating</li> <li>Number of programs identified, developed and implemented</li> <li>Transition success</li> </ul>
<b>4. Support the machinery of government</b>	<ul style="list-style-type: none"> <li>Provide advice, resources and systems to support efficiency and continuity of state administration</li> </ul>	<ul style="list-style-type: none"> <li>Client satisfaction with our readiness, responsiveness and outcomes achieved</li> </ul>
<b>5. Improve our capability and capacity to deliver</b>	<ul style="list-style-type: none"> <li>Improve systems and processes which recognise and develop the expertise of our staff</li> <li>In partnership with Central Corporate Services Unit (CCSU), improve corporate services systems and processes to maximise service delivery within finite resources</li> <li>Strengthen how we measure and report our achievements and stakeholder satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Workforce Plan for the department developed and operating across all divisions</li> <li>In top 10 percent of agencies in Climate Survey</li> <li>Business units operate within approved budgets</li> <li>Business plans and performance management systems operating in support of the corporate plan</li> <li>Identified system impediments resolved</li> </ul>



# OUR PERFORMANCE

## Planned result area 1: Improved workforce capacity to support service delivery

### Intermediate results

- An appropriate industrial framework, better workforce capability and a more equitable and diverse workforce

### 2005–06 Planned outcomes and achievements

#### • Develop and implement business continuity planning regime for government agencies

- All agencies maintained and reviewed plans to take account of an influenza pandemic on their normal operations

#### • Implement training and exercise program for new relocated State Coordination Centre (SCC)

- SCC standard operating procedures developed
- Held discussion exercise for Cabinet Standing Committee on counter terrorism
- Participated in national counter terrorism exercise, 'Mercury 05' and tactical exercise, 'Neptune's Treasure'
- Established SCC liaison officers
- Staff familiarised with SCC equipment

#### • Manage Nanbaree Child Centre in accordance with best practice

- Nanbaree is operating at near full capacity with a high level of parental satisfaction. The centre continues to retain the highest level of national quality accreditation
- Managed within budget with a daily average number of 39.8 children and 13 sponsoring public sector agencies

#### • Progress major industrial issues, agreements, awards and policies

- Managed and coordinated sector-wide wages and salary claims
- Managed and coordinated sector-wide responses to test cases (eg secure employment and family provisions)
- Reviewed and revised the *Crown Employees (Public Service Conditions of Employment) Award*
- Updated and revised the SES Guidelines to reflect the provisions of the *Public Sector Employment and Management Act 2002*

#### • Implement the Workforce Planning Action Plan and make further improvements in collection and dissemination of workforce profile data

- Implemented major workforce planning initiatives including release of report on Retirement Intentions Survey and development of a workforce projections model for the NSW public sector
- Conducted regular data collections on the characteristics of the NSW public sector and published the *Workforce Profile Overview*
- Provided government with major analytical work on the composition of the public sector workforce
- Established and supported workforce planning cluster groups and undertook research into occupational shortages and other shared issues

#### • Consolidate government commitments to capacity and leadership development through support for university-based and other programs designed specifically for the public sector

- Facilitated learning and development (L&D) initiatives, including a L&D Network Forum and prepared for the TAFE pilot of a public sector training package
- Allocated central funding to agencies for places across a suite of executive development programs
- Organised the 2005 Premier's Public Sector Awards recognising public sector excellence across NSW government

## 2005–06 Planned outcomes and achievements

### • Review the range of EEO programs. Encourage employment of target groups through specific strategies such as the Aboriginal Employment Strategy, Disability Program and programs aimed at women

- Developed the Aboriginal Employment Policy and Strategy — Making It Our Business
- Released Aboriginal and Torres Strait Islander (ATSI) CEO performance contract guidelines
- Administered Indigenous Cadetship Program in line with Department of Aboriginal Affairs (DAA) Plan Two Ways Together. Cadets were placed in the program and trainees were assisted through the Aboriginal Employment in Practice Support Strategy
- Resourced and supported agency spokeswoman's programs, including conducting the annual conference for Women Working in the NSW Public Sector
- Evaluated and reported on agency EEO reports and plans

### • Provide an efficient and consistent source of advice and support on all NSW public sector employment and human resource matters

- Implemented employee related initiatives announced in the government's Economic and Financial Statement of February 2006
- Initiated legislative changes to ensure NSW public sector statutory corporations remained in the NSW industrial jurisdiction
- Developed policy and legislative amendments to implement superannuation initiatives affecting NSW parliamentarians and public sector employees
- Managed the recruitment and appointment of CEO positions across the sector
- Coordinated machinery-of-government issues relating to the disaggregation of the Department of Infrastructure, Planning and Natural Resources

### Targets for 2006–07

- Encourage all agencies to perform BCP testing by 31 December, 2006 and continue to improve their BCPs as required
- Participate in APEC related counter terrorism and influenza pandemic exercises
- Familiarise and train agency liaison officers and support staff
- Continue to operate Nanbaree Child Centre within budget at full capacity
- Retain licence for Nanbaree Child Centre
- Manage government's announced wages policy
- Manage major industrial issues, claims and test cases across the sector
- Continue refining awards, industrial agreements and employment policies
- Monitor the PSEM Act and superannuation legislation
- Implement an on-line workforce profile and planning tool to improve agency capacity to access data, provide report generation and workforce projections
- Implement initiatives from the Retirement Intentions Survey

- Implement Australian and New Zealand Standard Classification of Occupations (ANZSCO) (Australian Bureau of Statistics occupational coding)
- Review the suite of training and development packages to facilitate effective sector-wide penetration
- TAFE delivery of public sector training package
- Organise 2006 Public Sector Awards
- Implement Aboriginal Employment Policy and Strategy — Making It Our Business
- Review the structure and effectiveness of equity and diversity policies and programs
- Integrate equity with sector capability and workforce planning
- Continue to place cadets and administer the Indigenous Cadetship Program
- Continue implementation of employee related initiatives announced in the government's Economic and Financial Statement
- Implement recommendations arising from Recruitment Review including working with Department of Commerce to rebuild jobs.nsw website
- Develop and implement revised HealthQuest Guidelines



## Planned result area 2: Improved service delivery and accountability

### Intermediate results

- Agencies reviewed and performance measured
- Coordinate whole-of-government service delivery and performance strategies

### 2005–06 Planned outcomes and achievements

- **Support corporate governance through Management Board, Joint Consultative Committee, Equity and Diversity Committee, and occupational health and safety (OH&S) working party activities**
  - Board of Management meetings, eight Joint Consultative Committee meetings, nine Equity and Diversity Consultative Committee meetings and five OH&S meetings were held
- **Ensure provision of essential corporate services, including financial, audit, human resources, OH&S, information technology, communications, accommodation, internal and disclosure reporting, advice and support and improve organisation of corporate services systems**
  - Corporate Services Network meetings held in 2005–05
  - All statutory obligations met
  - 257 PCs were distributed throughout the department and ministers' offices (\$390,000)
  - Workshops provided on performance agreements, giving and receiving feedback and anti-bullying harassment workshops for managers and supervisors and five ministers' offices
- **Establish Premier's Delivery Unit to drive the Premier's public service delivery agenda**
  - Premier's Delivery Unit (PDU) established
- **Coordinate planning and infrastructure delivery of land use**
  - Improved coordination for delivery of land use planning and infrastructure outcomes
- **Implement and monitor innovative multi-agency approaches to service delivery and community development and identify results, policy and practice lessons**
  - A 2006 *Multi-Agency Initiatives Report (MAIR)* was drafted for distribution to agencies. It provides data on over 100 multi-agency initiatives, ie objectives, results, issues, policy issues, policy and practice lessons
- **Improve the capacity of government agencies to respond to regional, rural and multi-stakeholder issues**
  - Collaborated with central agencies to enhance working relationships and communication between Chief Executive groups, RCMGs and agency regional clusters
  - Developed and implemented RCMG regional work plans across all regions
- **Actively support major information and communication technology (ICT) initiatives**
  - In partnership with Department of Commerce:
    - Developed channels and access strategy to improve access to services via different channels (face-to-face, phone, online etc)
    - Responded to key ICT service issues and opportunities, eg Government Licensing System, Police Mainframe Replacement Project, DET ICT Infrastructure Project
    - Developed, implemented the NSW state broadband service
  - Developed a new model for health and welfare service delivery in Nimbin
  - Established CommunityLink Information and access centres providing access to more services for the Pilliga and Gwabegar communities
- **Review the performance of agencies by undertaking up to six agency reviews or cross-sector issues for the Council on the Cost and Quality of Government, the Premier, the Director General, or Ministers/CEOs**
  - Completed three reviews for the Council on the Cost and Quality of Government of the Guardianship Tribunal, State Records Authority and recruitment practices in the public sector
  - Undertook functional reviews of the Ministry for Police, Department of Energy, Utilities and Sustainability and the Ministry for Transport arising from the *Economic and Financial Statement*
- **Develop and test new service delivery approaches by producing a better practice guide for funding program administration in NSW and developing a model for cross-recognition of NGO service standards for human services funding programs**
  - Completed a better practice guide for grants administration, incorporating tools and resources to assist government agencies and applicants. Draft policy and guidelines developed and referred to the Human Services Cluster for agency implementation

## 2005–06 Planned outcomes and achievements

### • Identify and remedy systemic impediments to success by supporting sector-wide management and governance arrangements, upgrading the *Strategic Management Framework and Calendar* as a single repository for central reporting requirements and developing a Customer Service Framework

- Twenty meetings of the Chief Executive Committee and CEO Network were coordinated. The annual CEOs Forum was organised
- A review for the 2005–06 update of the *Strategic Management Framework and Calendar* was completed and implemented
- A Service Principles and Obligations mini-website on the department's website was developed

### • Establish a whole-of-government framework for sustainability

- A response (jointly with Treasury and The Cabinet office) and a briefing were provided to the Public Accounts Committee Inquiry into Sustainability Reporting
- Whole-of-government Sustainability Principles were developed with input from, and accepted by, the Chief Executives Committee

### • Establish a whole-of-government framework for inter-agency collaboration

- A report on inter-agency *Memorandums of Understanding* and collaboration was developed for the Human Services CEOs Cluster, including principles for inter-agency collaboration (See also PRA 3 re responses to Auditor General's reports)

### • Establish a whole-of-government approach to corporate governance of boards and committees (PDD)

- A response was provided to the Public Bodies Review Committee *Inquiry into Corporate Governance* and a briefing was provided to the Chair of the Committee

## Targets for 2006–07

- Continue to support corporate governance through Management Board, Joint Consultative Committee, Equity and Diversity Consultative Committee, and Occupational Health and Safety (OH&S) Working Party
- Continue provision of essential corporate services, including financial, audit, human resources, OH&S, information technology, communications, accommodation, reporting, advice and support and improve corporate services
- Assist NSW Health in achieving national benchmark waiting times for triage category three and four in emergency departments of public hospitals
- Assist RailCorp in continuing to improve customer satisfaction through on-time running
- Assist justice agencies in developing plans to drive down the level of non-domestic violence related assault
- Continue to implement and review innovative multi-agency approaches to service delivery
- Continue to improve the capacity of government agencies to respond to regional, rural and multi-stakeholder issues
- Improve service delivery and efficiency, including through enabling technologies
- Reviews to be carried out as required, and to the satisfaction of, the council, the Premier, the Director General and other clients
- Performance improvement proposals from reviews to be endorsed by the cabinet or Chief Executives Committee
- Monitoring of review recommendations to ensure implementation of key proposals
- Grants Administration Good Practice website to go live in 2006
- A system to collect and analyse grants performance data to be established with the Department of Commerce
- Human Services Cluster to implement policy and guidelines
- Meetings to be coordinated to the satisfaction of key stakeholders
- *Strategic Management Framework* structure and content to be updated to reflect strategic directions of the State Plan
- Service Principles and Obligations mini-website to go live in 2006
- Agencies to accept the new Sustainability Principles
- Principles to be accepted and implemented by agencies
- Any further work to be carried out to the satisfaction of key stakeholders

## Planned result area 3: support for premier, executive government and parliament

### Intermediate results

- Services for the Premier
- Services for the Governor and ministers
- Coordination of government and parliament business

### 2005–06 Planned outcomes and achievements

- **Actively represent the department on state and national counter terrorism and emergency management committees and working groups**
  - The department was represented on the National Counter Terrorism Committee, the State Emergency Management Committee and other high-level Commonwealth/state committees and working groups
- **Special commissions/inquiries were supported. These included the Medical Research and Compensation Foundation established by the James Hardie Group**
  - Records archived, secure and accessible within pre-determined restrictions
- **Support the establishment of the Office of the Inspector of ICAC (OIICAC)**
  - The office was established in August 2005 and was supported through administrative and other support including budget information and advice, submissions, staffing and technology. It is operating effectively
- **Manage agency transfers and department restructures**
  - Establish and/or relocate office, equipment, HR, IT, finances and record-keeping arrangements, systems and processes, including Infrastructure Implementation Group (IIG), transfer of Drug Team to Health, World Youth Day Secretariat and Premier's Delivery Unit
- **Timely and accurate advice is provided to the Premier, cabinet, relevant ministers, Director General, Deputy Director General and project proponents**
  - Provided timely and accurate advice includes preparation of briefings, speeches and material for parliament, general updating on progress of projects coordinated by the Office of the Coordinator General. This includes preparation of agendas, minutes and briefings for a number of committees/taskforces
- **Establish the Infrastructure Implementation Group (IIG) to assist in the delivery of key infrastructure projects**
  - Establishment of IIG to focus on the delivery of major infrastructure projects and provide strategic policy advice to the Premier
  - Completed and released the *Review of the Future Provisions of Motorways in NSW* in December 2005
- **Establish best practice benchmarks for delivery of events, programs and protocol services**
  - Successfully coordinated and managed 34 major visits by heads of state, heads of government and numerous guests of government, 45 state hospitality events and 507 conferences, meetings and functions in the state reception rooms located at level 41, Governor Macquarie Tower (GMT)
- **Improve the quality and safety of special events across NSW through coordination, leadership and planning**
  - Enhanced public safety and event success by coordinating cross-government operational support for special events, conducting risk management exercises for event organisers and key agencies, operating the Government Coordination Centre during major events and producing the *Event Starter Guide*, a resource for community event organisers
- **Optimise the economic and social benefits of special events, programs and protocol**
  - Successfully managed government special events including Sydney Swans Victory Parade, Forbes Global CEO conference dinner, Macquarie Night Lights, Commonwealth Day, Queen's Baton Relay, VP Day 60th Anniversary Veteran's breakfast and march, AP6 Summit
  - 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, Meritorious Unit Service Award and Premier's Teacher Scholarships
  - Successfully managed and delivered major Australia Day events and programs including the state-wide Australia Day Ambassador Program, Australia Day Address, Sydney CBD and Sydney Harbour events. Supported the network of community Australia Day Committees in NSW. Over two million people participated in Australia Day celebrations. Maintained level of sponsorship for Australia Day (\$1.3 million in cash and over \$2.7 million in-kind). Successfully managed more than 60 Australia Day sponsor and partner relationships
- **Transport and vehicle management services for the Governor, Premier, ministers, opposition leaders and other VIPs**
  - Provided road transport and fleet management services including services for special events
  - Managed car parking arrangements for the department and clients in the Governor Macquarie Tower (GMT) car park

## 2005–06 Planned outcomes and achievements

### • Maintain a high standard of administrative and operational support to Her Excellency the Governor in all her responsibilities

- Provided administrative and operational support to Her Excellency the Governor in the performance of the duties associated with that office:
  - Constitutional — Her Excellency is President of the Executive Council, which meets weekly. Her Excellency assents to all Bills from parliament in the name of and on behalf of Her Majesty the Queen. This year, the Governor administered Oaths of Office to the Honourable Morris Iemma as Premier, Treasurer and Minister for Citizenship, as well as other new ministers. In April 2006, Her Excellency became the Senior Governor in Australia and by convention, the Administrator of the Commonwealth Government, a role she has assumed twice this year
  - Ceremonial — The Governor holds two investiture ceremonies involving presentation of honours and awards at Government House
  - Communal — The Governor visited Port Macquarie, Wagga Wagga, Parkes, Brisbane, Orange, Yass, Coonabarabran, Singleton, Delegate, Melbourne (attending Commonwealth Games events), Katoomba and Bowral. In October 2005, Her Excellency made an official visit to Hanoi and Athens. The Governor is patron of over 300 organisations. Her Excellency receives courtesy calls from heads of state, spiritual leaders, ambassadors and foreign ministers and incoming and outgoing members of the Consular Corps

### • Advice, resources and systems support for executive government and the Governor

- Managed employment of staff in ministers' offices, provided host agency services for the Premier's offices, nominated ministers, leaders of the opposition and former office holders. Monitored compliance with resource management requirements, provided ministers' office accommodation, including relocation, modification, facilities and services, and reviewed ministers' IT services
- Coordinated production of documents from agencies across the public sector on 43 occasions in response to the Legislative Council's call for papers under Standing Order 52
- Provided executive support for the Sesquicentenary of Responsible Government History Project Committee and Trust

### • Advice and support for remuneration tribunals, administration of appointments of members to boards and committees, media monitoring services and freedom of information services

- The Statutory and Other Offices Remuneration Tribunal and the Local Government Remuneration Tribunal completed their annual determinations within timeframe. The Parliamentary Remuneration Tribunal sought and was granted an extension from the President of the Industrial Relations Commission. The Statutory and Other Offices Remuneration Tribunal completed two special determinations within timeframe. The Local Government Remuneration Tribunal and Parliamentary Remuneration Tribunal each completed a determination
- Managed the public sector broadcast media monitoring contract and the public tender for a public sector press clips service
- Provided freedom of information (FOI) and privacy services including maintenance of the FOI website and prompt response to FOI hotline inquiries. *FOI Annual Report, Summary of Affairs and Statement of Affairs* produced and published as required. Provided support and services to FOI and Privacy Coordinators Network
- Continued to promote, implement and improve strategies to achieve government's commitment to increasing the appointment of women on boards and committees, maintained database of current board members and monitored progress of under-represented groups

### • Manage offices and support the regional ministers for the Hunter, Illawarra, Central Coast and Western Sydney

- In 2005–06 Strategic Projects managed offices and provided support to the regional ministers for the Hunter, Illawarra, Central Coast and Western Sydney, to the satisfaction of the Premier, Director General and ministers

### • Provide advice for Budget Committee of Cabinet and Service Provision and Financial Management Committee of Cabinet

- Seven advisory projects were carried out for cabinet committees

### • Provide briefings and responses to parliamentary inquiries and other clients

- Three advisory projects were carried out for parliamentary inquiries and committees
- Three advisory projects were carried out for other clients

### • Provide briefings and responses to Auditor General's inquiries and reports

- Public sector management issues raised in two Auditor General's reports: *Agencies working together to improve services* and *Management of intellectual property* were examined and reported on

### • Provide executive support to the Chair and members of the Council on the Cost and Quality of Government

- Four council meetings arranged and supported

### • Parliamentary and ministerial support for Minister for Women

- Support was provided to the Minister for Women in hosting the 2005 Ministerial Council on the Status of Women and National Indigenous Women's Gathering

## 2005–06 Planned outcomes and achievements

### • Advice to the Premier and the Minister for Women on issues of concern to women

- The Premier's Council for Women focussed on work/life balance. The council looked at ways of encouraging business to develop family friendly workplace strategies. There was consultation with diverse groups of women in metropolitan and regional NSW
- The Council participated in the Rural Women's Gathering in Bega and facilitated workshops on a sustainable tourism enterprise for women
- The Women, Ageing and Housing Seminar held on 4 July 2005, brought together property industry representatives to consider how to best provide housing choices that consider requirements of ageing women

### Targets for 2006–07

- Continue representation on the National Counter Terrorism Committee, the State Emergency Management Committee and other high level Commonwealth/State Committees and working groups
- Continue to effectively support the Office of the Inspector of ICAC (OIICAC)
- Establish and/or relocate office, equipment, HR, IT, finances and record-keeping arrangements, systems and processes. Resource Conservation Unit from Department of Natural Resources
- Maintain timelines and standards of advice and support to the Premier, executive government and parliament to their satisfaction. Provide impartial advice to government on issues with strong commercial or community sensitivity
- Maintain provision of relevant and timely advice to the Premier and cabinet on major infrastructure projects and policy issues
- Complete implementation of the 32 recommendations in the *Review of the Future Provisions of Motorways in NSW*
- Support the Premier in the carrying out of his official duties by managing all official visits and state hospitality events
- Enhance public safety and event success through successful delivery of all special events on behalf of government and through coordination of government support for special events across NSW
- Support active citizenship and community recognition of achievement by managing eight state and two national honours and awards programs
- Conduct major Australia Day events and programs; support the state-wide network of community Australia Day committees to coordinate Australia Day events in local government areas across the state; and maintain sponsorship for Australia Day celebrations
- Provide administrative and operational support to Her Excellency the Governor in the performance of the constitutional, ceremonial and community duties associated with that office
- Advisory projects and briefings to be timely and to the satisfaction of clients
- Manage employment in ministers' offices, provide support services for the Premier's office, nominated ministers, leaders of the opposition and former office holders and provide office accommodation, facilities and services to ministers' offices
- Coordinate delivery of documents in response to orders made by the Legislative Council under Standing Order 52
- Provide executive support for the Sesquicentenary of Responsible Government History Project Committee and Trust
- Provide executive support for the Statutory and Other Offices Remuneration Tribunal, Local Government Remuneration Tribunal and Parliamentary Remuneration Tribunal
- Manage the public sector broadcast media monitoring contract and implementation of a public sector press clips service
- Deliver FOI and privacy services, including hotline and website services, applications determined in accordance with legislation, *FOI Procedures Manual*, *FOI Annual Report*, *Statement of Affairs* and *Summary of Affairs* issued and FOI and Privacy Coordinators' Network services delivered
- Manage appointment of and remuneration for members of government boards and committees in accordance with policy and guidelines and promote and advocate government policy on community representation on boards and committees
- Continue to manage offices and support the regional ministers for the Hunter, Illawarra, Central Coast and Western Sydney
- Advisory projects and briefings to be timely and to the satisfaction of the cabinet
- Guidance material on agency collaboration, and examples of best practice, to be published on the departmental website. (See also PRA2 re establishment of a whole-of-government framework for inter-agency collaboration)
- Briefings to be carried out to the satisfaction of the Director General
- Meetings to be arranged and supported as required by, and to the satisfaction of the council
- Assist Premier's Council for Women to consult on causes of violence in the community and examine ways the government can address this issue
- Hold three meetings with peak women's group to provide information on issues of concern to women

## Planned result area 4: accessible, useful information provided by the department

### Intermediate results

- Coordinate and deliver information to agencies and the public

### 2005–06 Planned outcomes and achievements

#### • Effective information delivery through the website, information line, department manual, publications, advice and assistance

- Approximately 900 calls were received through the information line
- There were 1.9 million visits to department's website and 700 website feedback requests answered

#### • Manage development of Register of War Memorials

- The number of memorials recorded increased from 519 (June 2005) to 657 (138 additions) and number of visits (requests) to site increased by 54 percent (176,500 in 2004–05 increased to 324,700 in 2005–06)

#### • Improve access to human resource and employment related information across the sector

- Encouraged and assisted agency use of HR eXpert. Updated application relating to changes to *Public Sector Employment and Management Act* (PSEMA) and the repeal of *Transferred Officers' Extended Leave Act* (TOELA)
- Updated *Personnel Handbook* on the department's website to address various award/policy changes. Commenced a major review of *Personnel Handbook*
- Updated and revised the Senior Executive Service (SES) Guidelines to reflect the provisions of the *Public Sector Employment and Management Act 2002*
- Established senior employee relations network across agencies
- Promoted Public Sector as Employer of Choice — participated in careers expos to promote the NSW public sector and increase awareness of potential employment and career options

#### • Coordinate and deliver information on women's issues to government agencies and the public

- Two issues of NSW Women newsletters were produced:
  - *No Ordinary Job: Women and Non-Traditional Work* provided employee profiles and statistical data on non-traditional employment
  - *Year of the Community* highlighted the variety of activities that celebrate women's contribution, including International Women's Day events

### Targets for 2006–07

- Continue to improve content, functionality and accessibility of websites
- Implement improved technology for the department website and intranet
- Continue development and promotion of the Register of War Memorials to increase war memorials recorded and encourage civic students' participation
- Finalise and implement major review of *Personnel Handbook*
- Continue support for HR eXpert
- Develop and implement Public Sector as Employer of Choice Program
- Produce three issues of *NSW Women*, reflecting current areas of interest in the community
- Survey readers in August 2007, to identify demand for electronic newsletter distribution networks

## Planned result area 5: key challenges, priorities and opportunities met

### Intermediate results

- Develop community initiatives and respond appropriately to changing climate

### 2005–06 Planned outcomes and achievements

#### • Establish effective State Coordination Centre (SCC) arrangements to support state and national counter terrorism and disaster recovery responses

- Established the SCC in its new premises on time and within budget
- Participated in various exercises and confirmed functionality of the new SCC
- Improved communications redundancy of SCC with installation of satellite telephone network

#### • Develop improved critical infrastructure database, keep it up to date and implement NSW critical infrastructure protection framework

- Developed specifications for an enhanced protected critical infrastructure database to provide contact management, asset management, spatial information and search and calendar modules
- Engaged company to develop a critical infrastructure management system that can be used by NSW Police, State Emergency Management Committee and the department

#### • Implement regulation of ammonium nitrate in NSW

- Ammonium nitrate regulation and explosives legislation introduced in NSW

#### • Address critical issues as they arise

- Coordinated, developed and implemented initiatives from the COAG Special Meeting on Counter Terrorism 27 September 2005 to improve Australia's counter terrorism arrangements
- Developed a NSW Human Influenza Pandemic Plan for consideration by the NSW government
- As part of a national working group, developed a draft National Action Human Influenza Pandemic Plan for consideration by COAG

#### • Coordinate government's responses to the drought in NSW

- Meetings of inter-departmental Drought/Water Monitoring Committee were held

#### • Develop effective liaison and partnerships with government and communities, including industry and local councils

- Worked with government agencies and communities to leverage positive economic, social and/or environmental outcomes. Continued work with Visy Pulp and Paper mill, Lake Cowal Gold, Hunter Estuary Issues Steering Committee (allocation of land and related industry development) and BeMax mineral sands project

#### • Strategically manage key priorities set by government, cross-agency challenges and issues impacting on communities, including the business community

- Provided strategic management in many projects/issues such as delivery of the Brigalow and Nandewar Community Conservation Area decision; operation of the Hunter Estuary Issues Steering Committee, working with government agencies for the best economic, social and environmental outcomes for Newcastle and the Hunter. The office managed projects of high public interest, eg effects of the closure of Orange Grove on employees and traders; executive support to the Hunter Transport Taskforce; development of Greenhouse Strategy and BeMax project. It facilitated investment projects including: Visy's \$450 million expansion of its Tumut mill to create a further 400 direct and indirect jobs, and Barrick Gold's \$440 million Cowal gold mine currently being commissioned

#### • Initiate and facilitate projects at the request of the Premier

- At the request of the Premier, the IIG initiated facilitation of the following projects: Royal North Shore Hospital redevelopment, Liverpool Hospital Stage 2 development, St Vincents Caritas redevelopment, Metropolitan Rail Expansion Program, Hunter-Newcastle City-Rail project, Southern Sydney Freight Line project, Port Botany Expansion project, Metropolitan Water Plan projects: Kurnell Desalination Plant, Shoalhaven Transfers, groundwater and various recycling projects
- Prepared the draft of the *Infrastructure Implementation Corporation Bill 2005* which was enacted in November 2005

## 2005–06 Planned outcomes and achievements

### • Promptly and responsively manage complex or critical regional issues through coordinated action

- Regional coordinators have:
  - Supported and coordinated the efforts of state government agencies to assist communities to respond to impacts of the drought
  - Managed federal and state issues of the Murdi Paaki COAG Trial (RCP, Western NSW)
  - Managed a coordinated approach following the closure of oyster farms due to pollution of Tilligerry Creek at Port Stephens
  - Coordinated and supported agencies and communities to manage the QX disease located in the Hawkesbury Waterways
  - Facilitated the NSW government's management of key cross-border issues with the ACT and Victoria such as settlement and transport planning, catchment management, water supply and human services provision

### • Promptly and responsively manage complex or critical issues in Sydney through coordinated action

- The Sydney based Strategic Issues Unit has:
  - Coordinated multi-agency effort and managed multiple issues relating to the establishment of a medical school for Western Sydney
  - Facilitated film and TV production industry development via the Sydney film support group and major production roundtables for the development of a government agencies' film protocol
  - Worked with the live music industry, government agencies and other stakeholders to assess and address concerns relating to live music venue management

### • Manage initiatives that successfully address specific issues in particular locations

- Regional coordinators and the Directors Crime Prevention and Operations have:
  - Worked to coordinate and support multi-agency responses to locations and population groups with significant social issues
  - Enabled cross-government responses to crime prevention issues and supported multi-agency initiatives in Dubbo, Macquarie Fields, Nimbin, Umina and La Perouse
  - Advised and supported Premier, cabinet, Director General and government agencies in relation to crime, community safety and related social issues

### • Generic planned outcome, not specified in 2005–06 Business Plan: Successfully manage implementation projects arising from government decisions and reviews relating to the management of agencies and the machinery-of-government

- Successfully assisted in implementing projects arising from the government's February 2006 Economic and Financial Statement, in particular:
  - (a) Establishment of the Department of the Arts, Sport and Recreation; and
  - (b) The merger of functional units, including Tourism NSW, into the Department of State and Regional Development
- Successfully managed the implementation of projects arising from reviews, in particular reviews of the Jenolan Caves Trust and the State Electoral Office
- Developed proposals for the Premier's Delivery Unit

### • Strategic policy advice on issues relating to women

- Office for Women contributed to a submission to the Legislative Council Inquiry into the Impact of the Commonwealth Work Choices Legislation
- Participated in agency consultations to develop NSW Carers Action Plan 2006–16
- Updated NSW Summit on Alcohol Abuse fact sheets
- NSW contributed to the combined 4<sup>th</sup> and 5<sup>th</sup> periodic Australian Report on the UN Convention for the Elimination of Discrimination Against Women

### • Improved opportunities for women

- To celebrate International Women's Day 2006, ministers and members of parliament nominated a woman for outstanding achievement and leadership for the NSW Woman of The Year Honor Roll. The Premier announced the finalist and the NSW Woman of The Year at the International Women's Day Reception



### Targets for 2006–07

- Continue to improve communication redundancy with addition of NSW Police Radio Network in the SCC
- Develop IT redundancy for the SCC in the event of unavailability of GMT network
- Establish individual liaison officer's communication needs in the SCC and fulfil these where possible
- Maintain critical infrastructure database and implement NSW Critical Infrastructure Protection Framework
- Continue coordination, development and implementation of the initiatives of the COAG Special Meeting on Counter Terrorism 27 September 2005
- Release of NSW Interim Human Influenza Pandemic Plan and continue development
- Approval of the draft National Action Human Influenza Pandemic Plan by COAG and continued development of the plan
- Coordinate development of a strategy to ensure an effective recovery framework for victims and their families following a major terrorist incident
- Continue to coordinate government responses to drought
- Continue to analyse and coordinate development projects to the satisfaction of the Premier, Director General, Deputy Director General, stakeholders, clients and the community
- Manage critical or complex issues to the satisfaction of the Premier, Director General and Deputy Director General
- Implement Newcastle Coal Infrastructure Group's plans for a \$900 million staged development of a coal loading facility to employ 2000 people
- Coordinate a process to deliver a NSW State Plan by the end of 2006
- Facilitate major health projects — Royal North Shore, Liverpool Stage 2 and St Vincents Hospitals
- Facilitate and chair the Project Control Group for the Metropolitan Rail Expansion Program
- Delivery of the Rail Freight Infrastructure Plan
- Facilitate implementation of major water sourcing and water recycling initiatives
- Significant progression of the Hunter Rail Project
- Promptly and responsively manage complex or critical issues through coordinated action
- Manage initiatives that successfully address specific issues in particular locations and population groups, including social unrest and crime prevention
- On-going assistance, advice and project management to be provided to the satisfaction of key stakeholders
- Develop a manual to guide future machinery-of-government changes and gain acceptance from stakeholders
- Provide strategic policy advice to reviews, inquiries and other government agencies on issues relating to women
- Acknowledge women in the community through the Woman of the Year Awards coinciding with 2007 International Women's Day

## Planned result area 6: improved quality of life and work for NSW citizens

### Intermediate results

- Strategic community initiatives coordinated and objectives met
- Innovative policies, projects and programs for groups such as women and Indigenous people

### 2005–06 Planned outcomes and achievements

#### • Implementation of stage one of the CBD public information strategy and scoping and development of stage two

- SydneyALERT CBD emergency notification system operational
- Enhanced emergency website [www.emergency.nsw.gov.au](http://www.emergency.nsw.gov.au) to provide emergency advice and real time information operational
- Training and equipment provided to safety site marshals
- CBD Emergency Plan further developed
- Primary responsibility for implementing the above initiatives was transferred to the State Emergency Management Committee in August 2005
- Held confidential media executives briefing
- Scoping for the establishment of a siren/PA and variable message signs system for the CBD completed for consideration by government

#### • Coordination of NSW involvement in the planning for APEC Leaders' Week 2007

- Developed Memorandum of Understanding between the Commonwealth and NSW
- Participated as member of the APEC Executive Management Committee, APEC Security Operations Group and APEC Operations Group
- APEC security budget agreed on
- NSW working groups established to develop logistics planning, including transport, protocol, health and public information

#### • Administer Premier's miscellaneous and rural and regional grants programs effectively

- The Miscellaneous Grants Fund gives the Premier flexibility in responding to appeals for funds and assistance for natural disasters in Australia and/or overseas. It also assists a number of community organisations and charity appeals. During the year, a total of \$1,857,947 was allocated to 59 projects
- The Rural and Regional Grants Fund enables the Premier to contribute to community projects in rural and regional NSW. Funded initiatives are usually small capital projects ineligible for funding through other sources. Most projects are nominated by local members of parliament. During the year, a total of \$740,000 was allocated to 95 community projects

#### • Support and manage relationships with ANZAC Memorial Trustees and the Returned and Services League (RSL) NSW Branch

- The ANZAC Memorial at Hyde Park South is the principal memorial to NSW defence force personnel who served in war. The Premier chairs the ANZAC Memorial Trust and the RSL NSW Branch manages it for the trustees. The Premier provides annual grants for administration and major capital work. In 2005–06 the recurrent grant was \$0.35 million and capital grant was \$0.95 million

#### • Assess priorities of regions, local communities and develop strategic and collaborative interventions to leverage positive economic, social and/or environmental outcomes

- Supported regional ministers by developing projects and responding to critical issues, eg Call for Proposals on Kooragang Island (Hunter); Innovation Campus project, coal mining activity, coal loading facilities and port-related issues (Illawarra) and the work done to ensure jobs for workers associated with the Orange Grove closure

#### • Support coordinated government and community initiatives that improve service delivery outcomes for Aboriginal communities

- SPD supported DAA and other agencies and initiatives that improve services for Aboriginal communities, including: Two Ways Together, the regionalisation of DAA, collaboration with the post-ATSIC Indigenous Coordination Centres and the Office of Indigenous Policy Coordination
- In 2005–06 the Aboriginal Trust Fund Repayment Scheme registered 1,241 potential claimants, processed 386 claims and made offers to 21 people ranging from \$2,500 to almost \$24,000
- The Aboriginal Government Employees Network (Illawarra/South East) supported Indigenous workers within agencies and harnessed their skills to improve partnerships with Aboriginal communities
- The Aboriginal Employment Strategy (North Coast) improved recruitment and retention of Aboriginal people within the public sector
- The Aboriginal Women's Alliance (Western NSW) supported Indigenous women in the Dubbo community and Binaal Billa ATSIC region to address their learning and developmental needs to increase economic independence

## 2005–06 Planned outcomes and achievements

### • To achieve sustainable social, economic and environmental benefits for regional and metropolitan NSW by leading collaboration between government agencies and communities

- The Murdi Paaki Partnership Project is promoting and facilitating whole-of-community action to address local issues. The project covers 16 communities in the Murdi Paaki region including Bourke, Brewarrina, Walgett, Wilcannia, Broken Hill, Cobar, Collarenebri, Coonamble, Dareton, Enngonia, Goodooga, Gulargambone, Ivanhoe, Lightning Ridge, Menindee and Weilmoringle
- Place-based management teams in Moree, Armidale, Tamworth and Gunnedah have been instrumental in establishing collaborative and innovative improvements in various areas including local crime prevention and integrated case management (NENW)
- Regional coordinators and RCMGs facilitated multi-agency and local government input into service (especially human services) and infrastructure planning for the new land releases, eg Warnervale/Wadalba, Western Sydney's ADI site, Rouse Hill Town Centre and West Dapto
- The Central Coast regional coordinator has encouraged economic growth through coordinated development of a Plan of Management for the Somersby Industrial Park
- The Office of the Minister for Western Sydney and the regional coordinator managed:
  - The 2006 Western Sydney Industry Awards which included 32 winning and highly commended companies in five major awards
  - The Corporate Partners for Change Program produced 147 graduates from 11 training programs, eg assistants in nursing, electrical trades, community house workers and business administration for people with disabilities

### • Women are assisted through specific projects and programs

- Girl Savvy program facilitated 22 one day workshops to educate young women in mid to senior high school on financial independence. There were 1,239 participants from 59 schools across NSW involving 187 women from local communities as mentors. Over 70 percent of workshops were in rural areas and regional centres of NSW
- Girl Savvy received a commended award under the Community Building category at the 2005 Premier's Public Sector Awards ceremony
- Lucy Mentoring Program, a partnership with University of Western Sydney, University of Sydney and Women Chiefs of Enterprises International, is a leadership initiative for women studying business, economics and law. In 2005–06, 56 students and 55 mentors participated in Stages four and five of 'Lucy'
- SistaSpeak was piloted with five mentors assisting 21 young women from Delroy Campus, Dubbo. The program assists Aboriginal girls in early high school to focus on education, career and financial independence. This successful program is being rolled out to three new locations in 2006–07
- Young Women's Leadership Project — project funded by OFW and auspiced by the Western Sydney Regional Organisation of Councils (WSROC). Identified 60 women between 16 and 24 with leadership potential
- The CALD Women Speak Project was awarded a 2005 Leading Practice in Local Government Award

### Targets for 2006–07

- Coordinate development and establishment of Siren/PA and Variable Message systems
- Continue to coordinate NSW involvement in the planning for APEC Leader's Week 2–9 September 2007
- Continue to administer Premier's Miscellaneous and Rural and Regional Grants programs effectively
- Complete the Memorial's Conservation Management Plan and Master Plan
- Review the forward Capital Works Program (2007–12)
- Provide annual recurrent and capital grants and provide other support in 2006–07 for the ANZAC Memorial Trustees
- Continue to support the regional ministers for the Hunter, Illawarra, Central Coast and Western Sydney to their satisfaction

- Investigate possible partnership opportunities for provision of Girl Savvy
- Achieve sustainable social, economic and environmental benefits for regional and metropolitan NSW by leading or supporting collaboration between government agencies, communities, businesses and non-government organisations
- Continue to support coordinated government and community initiatives that improve service delivery outcomes for Indigenous communities
- Conduct 24 workshops of Girl Savvy program with 70 percent conducted in regional and rural NSW
- Extend SistaSpeak to Lismore, Newcastle and Nowra in 2006–07
- Assist 25 mentors and 25 students to participate in stage six of 'Lucy'. Handover to University of Western Sydney and University of Sydney in 2007. Use 'Lucy' model to target another non-traditional area of low participation of women in senior management



# CORPORATE GOVERNANCE

## Senior Management



**Colin Gellatly**

BAG Ec (Hons), M Comm (Hons), PhD  
Director General  
NSW Premier's Department



**Alex Smith, AM**  
Deputy Director General



**Elizabeth Coombs,**

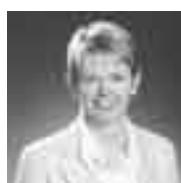
BA (Hons), PhD, Grad Dip Mkt Mgt, Grad Dip Company Directors  
Assistant Director General  
Office for Women and  
Performance Development Division



**John Trevillian, AM**  
Assistant Director General  
Office of Protocol and  
Special Events



**Paul Clark, BA, PSM**  
Assistant Director General  
Counter Terrorism and  
Disaster Recovery Directorate



**Kim Cull, Dip Law SAB**  
Chief of Staff and  
Assistant Director General  
Ministerial and Parliamentary Services

John Dermody (20/4/06–23/7/06)  
Acting Assistant Director General

Emanuel Sklavounos (from 24/4/06)  
Acting Chief of Staff



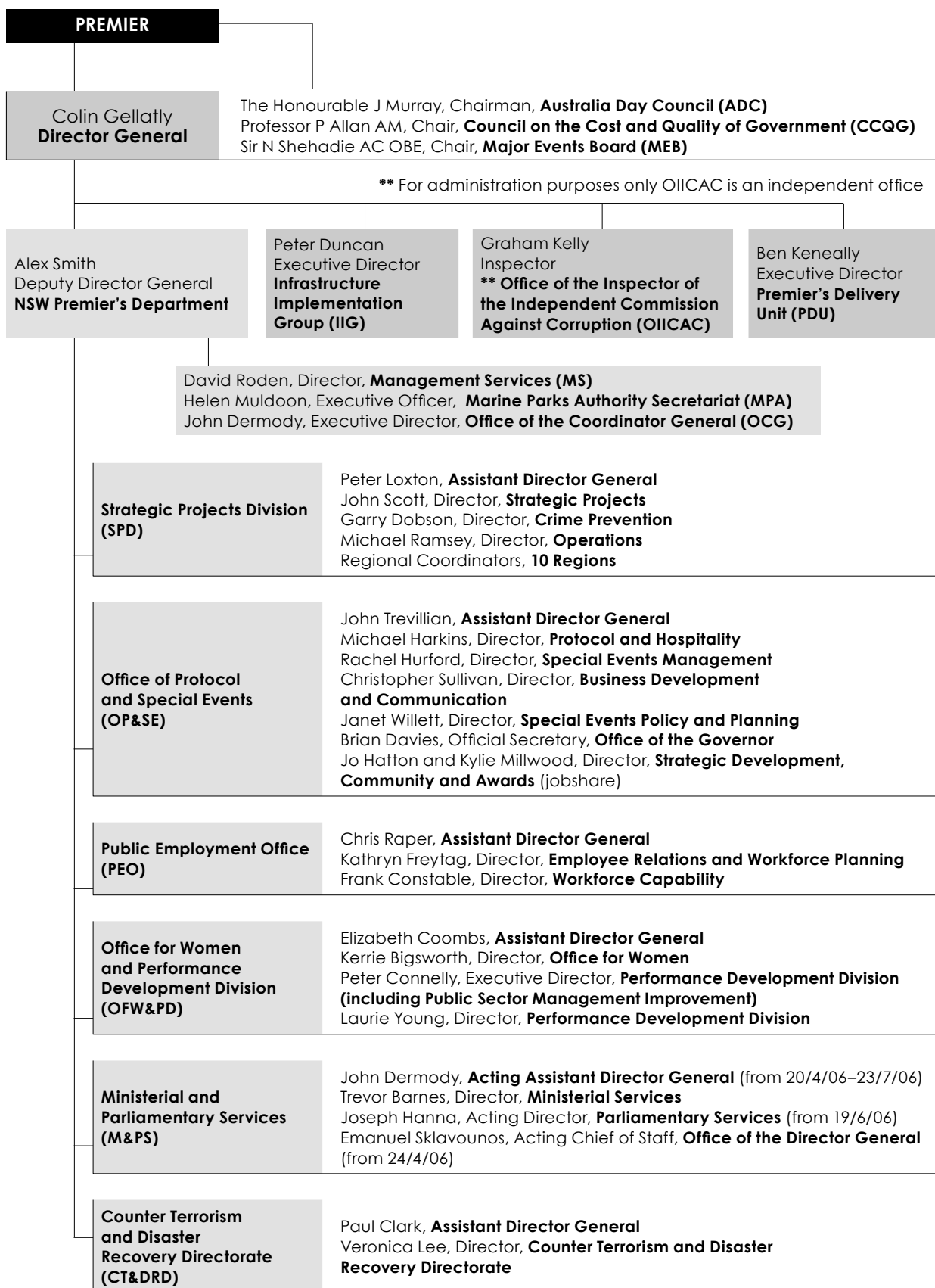
**Chris Raper**

Assistant Director General  
Public Employment Office  
Director of Equal Opportunity  
in Public Employment



**Peter Loxton, BA**  
Assistant Director General  
Strategic Projects Division

## CORPORATE STRUCTURE AS AT 30 JUNE 2006



## Divisions

### Counter Terrorism and Disaster Recovery

The Counter Terrorism and Disaster Recovery Directorate (CT&DRD) supports and provides strategic advice to the Director General and Premier in coordinating the NSW government's response to the threat of terrorism and recovery from major disasters.

The directorate leads and contributes to policy development and implementation to prevent, respond and recover from an incident at national and state levels. It represents the government on major national and state counter terrorism and emergency management committees.

The directorate is also responsible for special police personnel who provide security for Governor Macquarie Tower.

### Management Services

Management Services (MS) provides executive and administrative services to branches of the department and the Premier. The branch is responsible for financial, information technology, accommodation services, organisational development, human resources and training and development. MS plays a significant role in supporting local communities in NSW through the provision of grant funds for community-based projects. It provides support for the management of state emergencies or natural disasters, and delivers information to the public by various media about the role and function of the department.

### Marine Parks Authority

The Marine Parks Authority (MPA) is responsible for the management of commercial and environmental issues across the Cape Byron, Batemans, Lord Howe Island, Solitary Islands, Jervis Bay and Port Stephens Marine Parks. Through its research committee the MPA also develops overarching plans to guide research activities across all marine parks. With the expansion of over 100 percent in the area covered by marine parks in 2005–06, the department provided extensive executive support to the MPA.

### Office of the Coordinator General

The Office of the Coordinator General (OCG) coordinates issues of strategic importance on a state-wide, regional or local basis. These issues cover a range of government activities such as economic development, environmental enhancement and social development focussing on investment projects.

The projects and issues dealt with by the office are complex and include multiple stakeholders, such as local communities, non-government organisations, the private sector, local councils, NSW public agencies and the Commonwealth government. The office coordinates diverse expectations, resolves conflicts and negotiates outcomes and actions with stakeholders.

### Infrastructure Implementation Group

The Infrastructure Implementation Group (IIG) was established in August 2005 to assist in the delivery of key infrastructure projects. The IIG is supported by the *Infrastructure Implementation Corporation Act 2005*

which was enacted to provide the IIG with special powers to deliver projects if deemed necessary by the Premier. It is part of the overall framework for coordinating delivery of land use planning and infrastructure outcomes for NSW. It provides policy and strategic support to the Premier as chair of the Infrastructure and Planning Committee of Cabinet. It assists in the reviews of all major infrastructure proposals by State agencies and State Owned Corporations, particularly their deliverability and level of risk. It liaises with Treasury, Department of Planning and relevant agencies on the delivery of the annual State Infrastructure Strategy, including the monitoring and implementation of projects.

### Office of the Inspector of the Independent Commission Against Corruption

The Inspector of the Independent Commission Against Corruption (ICICAC) was appointed on 1 July 2005 pursuant to s. 57A of the *ICAC Act 1988* (the Act). The Inspector is independent of the ICAC, is appointed by the Governor and reports annually to parliament. The act empowers the Inspector to investigate the ICAC's operations and conduct of its officers.

The Inspector's role is to audit the operations of the ICAC; deal with complaints of misconduct made against the ICAC or its officers; deal with maladministration by the ICAC or its officers and assess the ICAC's procedures concerning the legality of and propriety of its activities. If he considers it appropriate, the Inspector may convene an inquiry with the powers of a Royal Commission in investigating a complaint.



*Premier of New South Wales and Tony Shirfan, Managing Director of BeMaX in Broken Hill, at the opening of the \$176 million BeMaX Resources mineral sands project, on 21 April 2006.*

### Premier's Delivery Unit

The Premier's Delivery Unit (PDU) is responsible for driving the Premier's public service delivery agenda. The unit is sharply focussed on the Premier's priority initiatives to deliver service improvement targets in key areas. It is designed to initially focus on three priority areas, with this expanding to 10–15 over time as the approach is proven.

The unit supports the development of agency action plans to bridge the gap between current performance and targets and assists in the development of performance measurement systems to deliver real time results against targets.

In the longer term it is intended that the unit act as a catalyst for an improved delivery culture across the NSW public service.

### Ministerial and Parliamentary Services

The Ministerial and Parliamentary Services Division (MaPS) delivers support to the machinery-of-government by providing advice, resources and systems support for executive government, advice and support for remuneration transfers, administration of appointments to boards and committees, media recording and reporting services, freedom of information and privacy services and transport services for the Governor, Premier, ministers, opposition leaders and other VIPs.

### Office of Protocol and Special Events

The Office of Protocol and Special Events (OPSE) aims to maximise the economic and social benefits to government of special events in NSW. This is achieved by providing leadership, liaison and coordination across NSW government agencies, and with other levels of government, private and community organisations, to ensure successful special events planning and delivery.

In addition, the Office of Protocol and Special Events manages the delivery of a number of major special events, and provides organisational, management and coordination services for the Premier and the government in 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.

### Office for Women

The Office for Women (OFW) provides leadership in promoting gender awareness in public sector programs and policy development through work with other agencies, non-government organisations and through intergovernmental networks. Maintains strong networks across government agencies and with key stakeholder groups on women's policy issues through the Premier's Council for Women, the Women's Peak Organisations Network, interdepartmental committees and working parties. Promote best practice and innovation in program and policy development. Provide ministerial and parliamentary support.

### Performance Development Division

The Performance Development Division (PDD) represents the NSW government's commitment to developing reform initiatives to improve quality and value for money and improve public sector management. The division reports to the Director General 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 programs agreed with the Premier. The division also works with agencies and chief executives to identify and progress strategies for improved management and governance

arrangements, and responsive public management systems which focus on improving service outcomes and accountability.

### Public Employment Office

The Public Employment Office (PEO) supports the government's service delivery objectives by providing strategic advice on employee relations issues and public sector management to the Director General and Premier.

The PEO provides assistance to agencies to resolve complex industrial and employee matters, workforce planning, workforce data collection, superannuation, capability development, executive services, recruitment, ethics, occupational health and safety, redeployment and relocation and equity and diversity.

In his statutory role, the Director General is the employer of public servants for industrial purposes and also advises the Premier on management issues relating to the chief and senior executive service and equal employment opportunity.

### Strategic Projects Division

At the direction of the Director General and the Premier, the Strategic Projects Division (SPD) aims to achieve positive benefits for regional and metropolitan NSW through the strategic management of projects and issues, often involving multiple stakeholders (eg agencies, localities, business and NGOs).

## Consumer response and assistance to the public

The department is committed to providing courteous and prompt assistance.

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

**Switchboard:** (02) 9228 5555  
(to contact specific officers or branches)

**E-mail (about the department):**  
contact\_us@premiers.nsw.gov.au

**Information line:** (02) 9228 5947

**Facsimile (about the department):**  
(02) 9228 3522

**E-mail the Premier:** ThePremier@www.nsw.gov.au

**Internet:** www.premiers.nsw.gov.au

**Media Enquiries:**  
Telephone: (02) 9228 5239 Facsimile: (02) 9228 3935

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

In 2005–06 approximately 900 calls were received through the information line and there were 1.9 million visits to the department's website and 700 website feedback requests answered.

## Guarantee of service

### Commitment to service

The Premier of NSW is committed to the government of NSW being responsible to the public through:

- Appropriate consultation
- Provision of appropriate and cost-effective services

The department gives policy advice to the Premier and ensures that government decisions are implemented in the public service.

The department:

- Provides strategic advice and services to the Premier
- Manages issues and projects of significance to NSW
- Provides leadership to the NSW public sector
- Maintains the effective management of public sector staff and resources
- Ensures a whole-of-government approach to policy development and service provision within the public sector, especially in regional and rural areas
- Provides leadership on whole-of-government policy formulation, programs and initiatives for women
- Provides information on requests for access to documents under the *Freedom of Information Act* 1989

### Effective communication

A key part of the department's communication strategy is to ensure that all staff are trained adequately to give accurate and consistent advice. A manual was produced as a desktop guide to policies and procedures for department employees. It outlines ethical and professional responsibilities, and department policies and procedures.

Quarterly induction programs are held to ensure all new employees are aware of these policies and procedures.

The department focusses on outcomes-oriented business plans to ensure customer needs are met.

### Timely responses

The executive assigned a timeframe for answering ministerial and agency correspondence. An internal benchmark was set with an 85 percent completed on time target and a 21-day turn around. Processes are closely monitored by the management board and constantly refined to improve performance.

### Protected disclosures

No protected disclosures were received by the department.

### Waste management

The department continued to implement measures under its Waste Reduction and Purchasing Plan using recycling and purchasing strategies to reduce waste.

Further reduction in paper usage and in printing of paper publications was achieved by increased development of the department's intranet. Some 2000 pages/pieces of online information were added to the

department website. Increased use of email supported an efficient medium for distributing internal documents and directives. Initiatives included:

- electronic processing of low complexity, high volume leave applications eg recreation, sick, extended, flex and banked leave
- electronic processing of pay slips and email to staff in lieu of paper copies
- electronic copies of CEO directories saving approx 120 reams of A4 paper and paper printing costs
- printers and photocopiers purchased with double sided print functions to halve paper use and eliminate unnecessary waste
- photocopiers purchased with facility to capture paper information electronically and email material directly to staff computers eliminating paper copies

Use of laser printing and copy paper made from recycled de-inked pulp and recycling bins for waste paper, glass, aluminium and printer cartridges continued. 110 tonnes of waste paper was recycled from Governor Macquarie Tower and Bligh House.

During the reporting year, some 100 redundant working computers and monitors were recycled through the Department of Commerce Reconnect.nsw computer program to assist community groups.

The department supported recycling existing materials and equipment for office fit-outs wherever possible.

## Energy management plan

The department's 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 majority of department employees are located in GMT and Bligh House. Offices are also located in outer metropolitan and regional NSW.

The government's monitoring and reporting of greenhouse emissions determines the amount of carbon dioxide emissions per square metre. Bligh House complies with the requisite three star rating while GMT hadn't achieved its requisite four star rating at 30 June 2006. The Department of Commerce was engaged to examine GMT joint tenancies and recommend options for achieving market best practice. Currently the department purchases six percent of its energy from 'green power' resources. Employees are encouraged to turn off lights, photocopiers and computers at night.

Motor services are provided for the ministers, parliamentary secretaries, officers of GMT agencies and other government bodies and for its business needs. Prestige vehicles service protocol requires that all vehicles are purchased through the State Contract. The fleet is modern, fuel efficient and mostly powered by unleaded fuel.

The 215 vehicles in the department's fleet used an average of 1862 litres each and averaged 12.18 litres per 100 kms.





Blue Mountains students proudly displaying their winning entries selected for inclusion in the 2006 Western Sydney Environment Calendar, at its launch held on 9 December 2005, at Regentville Public School.

## 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 department. In support of the NSW government's Electronic Procurement Reform Implementation Strategy, CCSU and the department jointly implemented an electronic procurement and financial system.

The introduction of online stationery ordering across the department was completed in December 2002. The timing of its implementation assisted other e-procurement reforms and facilitated the introduction of the e-marketplace called smartbuy™.

To meet best practice objectives, CCSU has invested in additional IT resources and resolved accounting software issues, enabling transition to a fully electronic structure for the procurement of goods and services. Using portal technology, CCSU proposes to introduce, in consultation with the department, a new on-line procurement system, eprocure@ccsu. The new procurement system is expected to be fully operational by September 2006.

## Legislation and legal change

### Acts allocated to the Premier as at 30 June 2006

#### 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)*
- Forestry and National Park Estate Act No 163 (except Part 2 and Schedules 1 to 7, Minister for the Environment)*
- Freedom of Information Act 1989 No 5*
- Independent Commission Against Corruption Act 1988 No 35*
- Independent Commission Against Corruption (Commissioner) Act 1994 No 61*
- Independent Pricing and Regulatory Tribunal Act 1992 No 39*
- Infrastructure Implementation Corporation Act 2005 No 89*
- Interpretation Act 1987 No 15*
- Legislation Review Act 1987 No 165*
- Licensing and Registration (Uniform Procedures) Act 2002 No 28*
- Mutual Recognition (New South Wales) Act 1992 No 61*
- Natural Resources Commission Act 2003 No 102 (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, 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*



His Majesty King Carl XVI Gustaf and Her Majesty Queen Silvia of Sweden meet New South Wales Premier and Mrs Santina Iemma on 9 November 2005.

Royal Commissions Act 1923 No 29

Seat of Government Surrender Act 1909 No 14

Seat of Government Surrender Act 1915 No 9

Seat of Government Surrender (Amendment) Act 1923 No 31

Senators' Elections Act 1903 No 9

Special Commission of Inquiry (James Hardie Records) Act 2004 No 78

Special Commissions of Inquiry Act 1983 No 90

State Arms, Symbols and Emblems Act 2004 No 1

State Owned Corporations Act 1989 No 134

Statutory and Other Offices Remuneration Act 1975 (1976 No 4)

Subordinate Legislation Act 1989 No 146

Subordinate Legislation (Repeal) Act 1985 No 232

Trans-Tasman Mutual Recognition (New South Wales) Act 1996 No 102

Visy Mill Facilitation Act 1997 No 139

### Minister for State Development

Innovation Council Act 1996 No 77 New South Wales

Investment Corporation (Sale) Act 1988 No 50

State Development and Industries Assistance Act 1966 No 10

Very Fast Train (Route Investigation) Act 1989 No 44

### Minister for Citizenship

Community Relations Commission and Principles of Multiculturalism Act 2000 No 77

### Legislative change initiated by the Premier — 2005–06

#### **Brigalow and Nandewar Community Conservation Area Act 2005 No 56 (jointly with the Minister for the Environment)**

An act to establish and provide for the management of the Brigalow and Nandewar Community Conservation Area; to amend certain acts; and for other purposes.

#### **Statute Law (Miscellaneous Provisions) Act 2005 No 64**

An act to repeal certain acts and instruments and provisions of acts and to amend certain other acts and instruments in various respects and for the purpose of effecting statute law revision; and to make certain savings.

#### **Duties Amendment (Abolition of Vendor Duty) Act 2005 No 66**

An act to amend the Duties Act 1997 to abolish vendor duty, and duty on the disposal of interests in land rich landholders, on and from 2 August 2005.

#### **Sporting Venues (Offenders Banning Orders) Act 2005 No 67 (jointly with the Attorney General and the Minister for Police)**

An act to provide for the making of banning orders in relation to certain sporting events; and for related purposes.

#### **Public Sector Employment and Management Amendment (Extended Leave) Act 2005 No 85**

An act to repeal the Transferred Officers Extended Leave Act 1961 and include modernised provisions in the Public Sector Employment and Management Act 2002; and to implement changed entitlements consistent with salary settlements.

#### **Infrastructure Implementation Corporation Act 2005 No 89**

An act to constitute the Infrastructure Implementation Corporation and to confer on it functions in relation to major infrastructure projects; and for other purposes.

#### **Statute Law (Miscellaneous Provisions) Act (No 2) 2005 No 98**

An act to repeal certain acts and to amend certain other acts and instruments in various respects and for the purpose of effecting statute law revision; and to make certain savings.

#### **James Hardie Former Subsidiaries (Winding up and Administration) Act 2005 No 105 (jointly with the Attorney General)**

An act to facilitate funding by James Hardie Industries NV of compensation claims against certain former subsidiaries of the James Hardie corporate group for asbestos-related harm and to provide for the winding up of those former subsidiaries; and for other purposes.

**James Hardie (Civil Liability) Act 2005 No 106 (jointly with the Attorney General)**

An act to provide for the extinguishment of certain civil liability of companies and other persons associated with the James Hardie corporate group, to confirm certain contractual liabilities of the State and to make Amaca Pty Limited liable for certain personal asbestos liabilities of Marlew Mining Pty Limited arising from its mining activities at Baryulgil in New South Wales; and for other purposes.

**James Hardie (Civil Penalty Compensation Release) Act 2005 No 107 (jointly with the Attorney General)**

An act to provide for the extinguishment of certain liability of companies and other persons associated with the James Hardie corporate group to pay compensation in connection with civil penalties; and for other purposes.

**Parliamentary Superannuation Legislation Amendment Act 2005 No 110 (jointly with the Minister for Finance)**

An act to amend various public sector and parliamentary superannuation acts with respect to police hurt on duty benefits, police superannuation benefits, the making of salary sacrifice contributions, the determination of salary for superannuation purposes and the nomination of the commencement of the payment of pensions; and for other purposes.

**State Revenue Legislation Further Amendment Act 2005 No 111 (jointly with the Treasurer)**

An act to make miscellaneous amendments to certain State revenue legislation; and for other purposes.

**Terrorism (Police Powers) Amendment (Preventative Detention) Act 2005 No 114 (jointly with the Attorney General)**

An act to amend the *Terrorism (Police Powers) Act 2002* to authorise preventative detention in connection with terrorist acts; and for other purposes.

**Law Enforcement Legislation Amendment (Public Safety) Act 2005 No 119 (jointly with the Attorney General)**

An act to amend the *Law Enforcement (Powers and Responsibilities) Act 2002* and certain other acts in relation to the prevention and control of public disorders, and for other purposes.

**Industrial Relations Amendment Act 2006 No 1 (jointly with the Minister for Industrial Relations)**

An act to amend the *Industrial Relations Act 1996* to make further provision with respect to the functions of the Industrial Relations Commission and certain awards made by agreement of the parties; and for other purposes.

**Public Sector Employment Legislation Amendment Act 2006 No 2**

An act to amend the *Public Sector Employment and Management Act 2002*, the *Health Services Act 1997*, the *Health Administration Act 1982* and various other acts to make further provision with respect to the employment of public sector staff; to repeal the *Ambulance Services Act 1990*; and for other purposes.

**Governor General's Residence (Grant) Amendment Act 2006 No 3**

An act to amend the *Governor General's Residence (Grant) Act 1945* to enable the residence to be used for certain charitable, educational and other public purposes.

**Crimes (Serious Sex Offenders) Act 2006 No 7 (jointly with the Attorney General and the Minister for Justice)**

An act to provide for the supervision and detention of serious sex offenders; and for other purposes.

**Jury Amendment (Verdicts) Act 2006 No 19 (jointly with the Attorney General)**

An act to amend the *Jury Act 1977* to permit majority jury verdicts in criminal proceedings.

**Crimes (Sentencing Procedure) Amendment Act 2006 No 27 (jointly with the Attorney General)**

An act to amend the *Crimes (Sentencing Procedure) Act 1999* with respect to sentencing for crimes committed against public transport workers and community workers.

**Independent Commission Against Corruption Amendment (Operations Review Committee) Act 2006 No 29**

An act to amend the *Independent Commission Against Corruption Act 1988* to abolish the Operations Review Committee.

**Constitution Amendment (Governor) Act 2006 No 32**

An act to amend the *Constitution Act 1902* with respect to the administration of the government of the State during the unavailability of the Governor or the Lieutenant-Governor.

**Summary Offences Amendment (Display of Spray Paint Cans) Act 2006 No 36 (jointly with the Minister for Fair Trading)**

An act to amend the *Summary Offences Act 1988* to regulate the display of spray paint cans in shops.

**Interpretation Amendment Act 2006 No 43**

An act to amend the *Interpretation Act 1987* with respect to statutory bodies representing the Crown, the electronic or other publication of legislation and other matters; to repeal the *Reprints Act 1972*; and to make consequential amendments to other acts.

**Civil Liability Amendment Act 2006 No 55 (jointly with the Attorney General)**

An act to amend the *Civil Liability Act 2002* to make further provision with respect to damages for gratuitous attendant care services and for loss of capacity to provide domestic services; and for other purposes.

**Statute Law (Miscellaneous Provisions) Act 2006 No 58**

An act to repeal certain acts and to amend certain other acts and instruments in various respects and for the purpose of effecting statute law revision; and to make certain savings.

## Overseas visits

Date, officers, destination and purpose
<p>14–22 August 2005</p> <p><b>Linda Franklin — Cologne, Germany</b> Observe World Youth Day event in Germany and meet with government officials to understand impact on government service provision for the event</p>
<p>22–26 August 2005</p> <p><b>Linda Franklin — London, UK</b> Meetings with OPSE contacts: Events Manager for Greater London Council to discuss government coordination of London special events and to exchange information on the Queen's Baton Relay and New Year's Eve celebrations; and director of a company specialising in computerised crowd modelling for major events</p>
<p>22–29 September 2005</p> <p><b>Michael Harkins — East Timor</b> At the invitation of the East Timor Government and President of East Timor, to officially conduct a protocol training program for government officials and assist with the Royal Visit by Her Royal Highness the Princess Royal (Anne)</p>
<p>4–10 April 2006</p> <p><b>David O'Connor — Rome, Italy</b> Accompanied the Premier to officially launch in the presence of the Pope together with the Catholic Archdiocese of Sydney — World Youth Day to be held in Sydney in 2008</p>
<p>4–10 April 2006</p> <p><b>Linda Franklin — Rome, Italy</b> To present government planning for World Youth Day in Sydney 2008 to the members of the Pontifical Council for the Laity, and international WYD representatives</p>
<p>7–14 April 2006</p> <p><b>Michael Harkins — Italy and France</b> Accompanied the Premier to officially launch in the presence of the Pope together with the Catholic Archdiocese of Sydney — World Youth Day to be held in Sydney in 2008. The Premier also conducted business meetings with senior Italian officials and travelled to Brest in France to meet with French industry officials to encourage investment to New South Wales</p>
<p>3–12 June 2006</p> <p><b>Paul Clark — Washington USA, London, Dundee and Edinburgh, UK</b> APEC Leaders' week 2–9 2007, Sydney — Planning</p>
<p>14–22 June 2006</p> <p><b>Dianne Leeson — New York and Boston, USA</b> Invitation to present at EDAW seminar, New York (Expenses paid by EDAW (Aust) Pty Ltd). Visit to Boston transport planning authorities (supplementary expenses paid by the department)</p>

## Electronic Service Delivery

The Premier's Department provides a vast selection of public sector information on its website. Information is disclosed in five main sections

- About Us — Who We Are | What We Do | How We Do It | Executive Profiles | Our Structure
- NSW Community — Community | Get Involved | Country NSW | Freedom of Information | Things to do in NSW | Moving to NSW | General info
- NSW Work & Business — Doing Business in NSW | Working in NSW | Working for Government | Getting a Job in Government
- Training & Resources — Publications | Training Programs | Training Facilities | The Classroom | About NSW
- The Premier & Government — From the Premier | History of our Premiers | Government | State Protocol

## Publications

### Infrastructure Implementation Group

- *Review of Future Provisions of Motorways in NSW* — [www.premiers.nsw.gov.au/TrainingAndResources/Publications/publicationslist.htm#Infrastructure](http://www.premiers.nsw.gov.au/TrainingAndResources/Publications/publicationslist.htm#Infrastructure)

### Management Services

- *Annual Report 2004–05* — [www.premiers.nsw.gov.au/AboutUs/AnnualReporting/2004–05AnnualReport](http://www.premiers.nsw.gov.au/AboutUs/AnnualReporting/2004–05AnnualReport)

### Ministerial and Parliamentary Services

- *Annual Reports and Determinations of the Local Government Remuneration Tribunal* — <http://www.remtribunals.nsw.gov.au/local/lgrtspec05.html> and <http://www.remtribunals.nsw.gov.au/local/lgrt2006.html>, and the Statutory and Other Offices Remuneration Tribunal <http://www.remtribunals.nsw.gov.au/stat/sesdet2005.htm>, <http://www.remtribunals.nsw.gov.au/stat/judges2005.htm> and <http://www.remtribunals.nsw.gov.au/stat/poh2005.htm>

### Office of Protocol and Special Events

- *Event Starter Guide*

### Office for Women

- *Office for Women NSW Premier's Department Information Leaflet* — [http://www.women.nsw.gov.au/PDF/OFW\\_Brochure\\_2006.pdf](http://www.women.nsw.gov.au/PDF/OFW_Brochure_2006.pdf)
- *Fact Sheet 1 — Women, Education and Training* — <http://www.women.nsw.gov.au/PDF/FS1EducationTraining.pdf>
- *Fact Sheet 2 — Women and Employment* — <http://www.women.nsw.gov.au/PDF/FS2Employment.pdf>
- *Fact Sheet 3 — Women and Leadership Positions* — <http://www.women.nsw.gov.au/PDF/FS3Leadership.pdf>
- *Fact Sheet 4 — Women, Violence and Safety* — <http://www.women.nsw.gov.au/PDF/FS4ViolenceSafety.pdf>

- *Fact Sheet 5 — Women and Health*  
— <http://www.women.nsw.gov.au/PDF/FS5Health.pdf>
- *NSW Women Newsletter Issue 3 'No ordinary job: women and non-traditional work'*  
— [http://www.women.nsw.gov.au/PDF/NSW\\_Women/NSW\\_Women\\_Issue3.pdf](http://www.women.nsw.gov.au/PDF/NSW_Women/NSW_Women_Issue3.pdf)
- *NSW Women Newsletter Issue 4 '2006 Year of the Community'*  
— [http://www.women.nsw.gov.au/PDF/NSW\\_Women/NSWWomenIssue4.pdf](http://www.women.nsw.gov.au/PDF/NSW_Women/NSWWomenIssue4.pdf)
- *NSW Women Newsletter Issue 5 'Inspiring Creative Women'*  
— [http://www.women.nsw.gov.au/PDF/NSW\\_Women/NSWWomenIssue5.pdf](http://www.women.nsw.gov.au/PDF/NSW_Women/NSWWomenIssue5.pdf)
- *Poster 2 in the Fair Play On and Off the Field series (Rugby League) A3 Poster*  
— <http://www.women.nsw.gov.au/PDF/NRLPoster.pdf>
- *International Women's Day 2006 A3 Poster*  
— [http://www.women.nsw.gov.au/PDF/IWD%20A4%20flyer\\_shoes.pdf](http://www.women.nsw.gov.au/PDF/IWD%20A4%20flyer_shoes.pdf)
- *International Women's Day 2006 A2 Poster*  
— [http://www.women.nsw.gov.au/PDF/IWD%20A4%20flyer\\_shoes.pdf](http://www.women.nsw.gov.au/PDF/IWD%20A4%20flyer_shoes.pdf)
- *Woman of the Year Honour Roll Booklet 2006*  
— <http://www.women.nsw.gov.au/PDF/2006HonourRoll.pdf>

### Performance Development Division

- *Good practice grants administration*
- *2005–06 Strategic Management Framework*
- *2005–06 Strategic Management Calendar*
- *Council on the Cost and Quality of Government Annual Report 2004–05*
- *Council on the Cost and Quality of Government brochure (revised)*

### Public Employment Office

- *Overview Report for the NSW Public Sector Workforce Profile 2005*
- *The NSW Workforce Planning Strategic Framework and Action Plan 2004–2006*
- *Retirement Intentions Survey — Report and Findings*

### Strategic Projects Division

- *Western Sydney Children's Environment Calendar 2006*

## Annual Report 2005–06

The external costs associated with the production of the Annual Report is \$3,628.00. The Annual Report is available at [www.premiers.nsw.gov.au](http://www.premiers.nsw.gov.au).



Waratah March 90th Anniversary on  
17 December 2005.

## Significant organisations with department representative

### Committee and department representative

#### Aboriginal Affairs Plan Coordinating Committee (AAPCC)

Peter Loxton

#### Aboriginal Affairs Plan Economic Development Cluster

Julie Moore

#### Aboriginal Issues Departmental Coordination

Elizabeth Coombs, Peter Connelly

#### ADI Taskforce

Jo-Anne Lawrence

#### APEC Executive Management Committee

John Trevillian, Paul Clark

#### APEC Operations Group

Jan Willett

#### Arabic Youth Partnership

Colin Gellatly (Chair)

#### Attorney General's Department Audit Committee

Elizabeth Coombs

#### Australian Bravery Decorations Council

John Trevillian, Kylie Millwood (alternate)

#### Australian Centre for Event Management Advisory Board

John Trevillian

#### Australian and New Zealand School of Government Council

Colin Gellatly

#### Ballina Shire Council Sustainability Project Committee

Julie Byers

#### Blacktown Emerging Communities (African refugees) Management Committee

Alan Cunningham

#### Central Sydney Operations Group

John Trevillian, Jan Willett,  
Georgie Wilcox, Michael Harkins

#### CEO's Counter Terrorism Coordinating Group

Colin Gellatly, Paul Clark, Veronica Lee

#### CEO Forum on Economic Development

Colin Gellatly (Chair)

#### CEO Group on Aboriginal Affairs

Peter Loxton (for Director General)

Committee and department representative	
<b>Chief Executive Committee</b>	Chair
<b>Chief Executive Officer Network</b>	Colin Gellatly (Chair)
<b>Channels and Access Strategy Senior Officers Working Group</b>	Peter Loxton
<b>COAG Influenza Pandemic Preparedness and Prevention Working Group</b>	Paul Clark
<b>COAG Regional Project Group</b>	Jo-Anne Lawrence, Ross O'Shea
<b>Commonwealth Association of Public Administration Management — 2006 Biennial Conference Steering Committee</b>	Colin Gellatly
<b>Community Conservation Council (Piliga)</b>	Colin Gellatly (Chair)
<b>Corrective Services Women's Advisory Committee</b>	Carole Ruthchild to 5/10/05 then Helen McAdam
<b>Corruption Prevention Network</b>	Judith Withers
<b>Council for the Order of Australia</b>	Colin Gellatly, John Trevillian (alternate)
<b>Council on the Cost and Quality of Government (CCQG)</b>	Colin Gellatly, Elizabeth Coombs, Peter Connelly
<b>Criminal Justice Sexual Offences Taskforce</b>	Carole Ruthchild — (Taskforce concluded work in December 2005)
<b>Customer Service Framework Committee</b>	Elizabeth Coombs, Jennifer Perry
<b>Defence Executive Group</b>	Peter Loxton (Co-chair)
<b>DET Learning Management and Business Reform Program Control Group</b>	Peter Loxton
<b>Digital Content Production and Vocational Training Committee</b>	Peter Loxton
<b>Drought Water and Infrastructure Committee</b>	Colin Gellatly (Chair), Alex Smith, David Gilbert
<b>Drought Welfare Coordinating Committee</b>	Colin Gellatly (Chair), Ross O'Shea, Jo-Anne Lawrence
<b>Economic and Financial Statement Implementation Steering Group</b>	Colin Gellatly, Elizabeth Coombs, Peter Connelly, Chris Raper
<b>Emergency Services Standing Committee on Information Management</b>	Ken Dray
<b>Film Industry Support Team</b>	Peter Loxton
<b>Government Asset Management Committee</b>	Colin Gellatly (Chair)
<b>Government Asset Management Committee Senior Officer Sub-Committee</b>	Elizabeth Coombs, Jennifer Perry (alternate)
<b>Government Licensing Project Steering Committee</b>	Ken Dray (for Director General)

Committee and department representative	
<b>Grants Operations Steering and Grants Standards Working Groups</b>	Elizabeth Coombs, Frank Greathead, Cathy Peters
<b>Health Futures Strategic Advisory Committee — NSWHealth</b>	Elizabeth Coombs
<b>Health Futures Strategic Advisory Committee — NSWHealth</b>	Elizabeth Coombs
<b>Human Services Agencies Anti-Social Behaviours Reference Group</b>	Sandy Killick
<b>Human Services CEO Cluster</b>	Colin Gellatly
<b>Human Services CEO Forum</b>	Colin Gellatly, Elizabeth Coombs (alternate)
<b>Human Services CEOs Senior Officers Group</b>	Peter Loxton
<b>Human Services Senior Officer's Group</b>	Sharon Boyd to 31/10/05 then Kerrie Bigsworth
<b>Illawarra Advantage Fund Program Committee</b>	Mark Roberts
<b>Industrial Relations Steering Committee</b>	Colin Gellatly (Chair)
<b>Inter-governmental Aboriginal Affairs Group (IAAG)</b>	Peter Loxton
<b>International Sports Centre (ISC) Trust</b>	Ben Chard
<b>Jenolan Caves Reserve Trust Reference Group</b>	Peter Connelly (Chair)
<b>Liquor Accord Taskforce</b>	Elizabeth Coombs, Meredith Claremont (alternate)
<b>Lower Hunter and Coastal Economic Development Forums</b>	Ben Chard, Jennifer Collison
<b>Marine Parks Authority</b>	Colin Gellatly (Chair)
<b>Media and Communications Group</b>	John Trevillian, Jan Willett, Georgie Wilcox, Katie Melrose
<b>Metro Strategy CEO's Group</b>	Colin Gellatly
<b>Moore Park Event Operations Group</b>	Jan Willett, Georgie Wilcox, Pepsa Markovska
<b>Moore Park Events Taskforce</b>	John Trevillian, Jan Willett
<b>Mt Druitt Human Services Planning Group</b>	Rob Lennon
<b>National Committee for Critical Infrastructure Protection</b>	Veronica Lee
<b>National Counter Terrorism Committee</b>	Paul Clark
<b>National Counter Terrorism Committee Capability Steering Group</b>	Paul Clark
<b>National Critical Infrastructure Advisory Council</b>	Veronica Lee
<b>Natural Resources CEO Cluster Group Meeting</b>	Peter Loxton (for Director General)

<b>Committee and department representative</b>
<b>Natural Resources CEO's Forum — Data and Information Management Working Group (DIMWG)</b> Ken Dray
<b>Natural Resources Review Committee</b> Colin Gellatly, Peter Connelly
<b>NCOSS NGO ICT Strategy Reference Group</b> Ken Dray
<b>North Coast Aboriginal Employment Strategy for the NSW Government Sector</b> Julie Byers, Greg Watt
<b>NSW Crime Prevention Council</b> Gary Dobson, John Scott
<b>NSWHealth — Clinical Services Redesign Evaluation Committee</b> Elizabeth Coombs
<b>NSW Influenza Pandemic Taskforce</b> Paul Clark, Michael Powter
<b>NSW Public Sector Industry Training Advisory Body</b> Frank Constable
<b>NSW Transport CEO's Security Committee</b> Veronica Lee
<b>NSW Vice Chancellors Strategic Initiatives Group</b> Colin Gellatly, Peter Loxton
<b>NSW Youth Action Planning Committee</b> Yin Hor
<b>Pacific Partnerships Implementation Committee</b> Colin Gellatly (Chair)
<b>Parramatta Economic Development Board</b> Rob Lennon
<b>Parramatta Government Property Strategy Project Control Group</b> Rob Lennon
<b>Perisher Taskforce</b> Colin Gellatly (Chair)
<b>Premier's Council on Active Living Steering Committee</b> Peter Loxton
<b>Premier's Council for Women</b> Ex officio Sharon Boyd to 31/10/05 then Kerrie Bigsworth
<b>Premier's Department Filming Roundtable</b> Peter Loxton (Chair)
<b>Protected Disclosure Steering Committee</b> Judith Withers
<b>Public Sector Management Program National Board</b> Frank Constable
<b>Public Sector OH&amp;S Injury Management Steering Committee</b> Judith Withers
<b>Redfern/Waterloo Authority</b> Colin Gellatly
<b>Regional Coordination Management Groups for the following regions: Central Coast, Hunter, Illawarra/South East, New England/North West, North Coast, Riverina/Murray, South West and Western Sydney, Western NSW</b> Regional Coordinators
<b>Regional Natural Resources and Environment Senior Officers Group Greater Western Sydney</b> Helen Boyton, Rob Lennon

<b>Committee and department representative</b>
<b>Review of NSW Domestic and Family Violence Funding and Services Senior Officer Group</b> Carole Ruthchild to 5/10/05 then Helen McAdam
<b>Sexual Assault Review Committee</b> Carole Ruthchild to 5/10/05 then Helen McAdam
<b>Shell Community Advisory Panel</b> Rob Lennon
<b>Somersby Industrial Park Premier's Taskforce</b> Leoni Baldwin
<b>Spokeswomen's Program</b> Tina King
<b>St Marys ADI Site: Infrastructure Coordination Group, Employment Development Strategy Committee, Service Consortium Group, Community Resource Hub Group People And Place Working Group</b> Rob Lennon
<b>Standing Committee of Criminal Justice System CEOs</b> Peter Loxton
<b>State and Regional Assessment Inter-Agency Committee</b> Mark Roberts
<b>State Contracts Control Board</b> Elizabeth Coombs, David Roden (alternate)
<b>State Emergency Management Committee</b> Paul Clark
<b>State Planning Group, Queen's Baton Relay, Melbourne 2006 Commonwealth Games</b> John Trevillian, Georgie Wilcox/Linda Franklin, Tony Pipe/Genevieve McCabe
<b>State Records Authority Small Agency Focus Group</b> Carolyn Inman to 13 April 2006 then Sue Goodall
<b>State Records Board</b> Peter Loxton (Deputy Chair)
<b>Steering Committee — Review of Guardianship Tribunal</b> Elizabeth Coombs, Laurie Young
<b>Steering Committee — Review of Recruitment Practices across the NSW Public Sector</b> Elizabeth Coombs, Peter Connelly
<b>Steering Committee — Review of State Records Authority</b> Elizabeth Coombs (Chair)
<b>Strategic Management Framework Committee</b> Elizabeth Coombs, Jennifer Perry
<b>Sydney Community Foundation</b> Alex Smith
<b>Telecommunications Projects Governance Committee</b> Peter Loxton
<b>NSW Police TIE and MRP Programs Executive Oversight Group</b> Peter Loxton
<b>Treasury Managed Fund Advisory Board</b> Elizabeth Coombs
<b>Treasury Managed Fund Data Warehouse</b> Elizabeth Coombs
<b>Treasury Managed Fund Tender Steering Committee</b> Elizabeth Coombs
<b>University of Western Sydney Medical School Steering Committee</b> Peter Loxton

**Committee and department representative****Upper Hunter Economic Development Forums**

Ben Chard, Jennifer Collison

**Warnervale/Wadalba Human Services Planning Team**

Leoni Baldwin

**Western Parklands Legislation and Financial Plan Working Group**

Rob Lennon

**Women's Adviser's Meeting (WAM)**

Sharon Boyd to 31/10/05 then Kerrie Bigsworth

**Working Group Supporting the Steering Committee on Scientific Research**

Elizabeth Coombs, Frank Greathead (alternate)

**WSROC Environmental and Strategic Planners Committee**

Rob Lennon

**Young Women's Leadership Project Steering Committee (Western Sydney)**

Jane Moxon

**Freedom of Information**

During 2005–06, the department processed 53 Freedom of Information applications, compared with 57 in 2004–05. Of the 53 applications received by the department:

- Two applications were withdrawn
- 18 applications were granted in full
- Nine applications were granted in part
- 17 applications were refused. (Of these applications, 14 were refused on the basis that the documents requested were not held and one was refused on the basis of being a substantial and unreasonable diversion of resources.)

During 2005–06 compliance with the provisions of the *Freedom of Information Act 1989* had no significant impact on the administration of the the department.

There were four applications for internal reviews 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 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 department's *FOI Procedure Manual*.

**Section A — Number of new FOI requests from 1/7/05 to 30/6/06**

FOI requests	Personal	Other	Total	2004–05 Personal	2004–05 Other	Total 2004–05
<b>New (inc 1 transferred in)</b>	0	46	<b>46</b>	1	56	<b>57</b>
<b>Brought forward from 2004–05</b>	0	7	<b>7</b>	0	0	<b>0</b>
<b>Total to be processed</b>	0	53	<b>53</b>	1	54	<b>55</b>
<b>Completed</b>	0	44	<b>44</b>	1	43	<b>44</b>
<b>Transferred Out</b>	0	4	<b>4</b>	0	0	<b>0</b>
<b>Withdrawn</b>	0	2	<b>2</b>	0	4	<b>4</b>
<b>Total finalised</b>	0	50	<b>50</b>	1	47	<b>48</b>
<b>Before ADT (as at 30 June 2005)</b>	0	0	<b>0</b>	0	3	<b>3</b>
<b>Unfinished (carried forward)</b>	0	3	<b>3</b>	0	7	<b>7</b>
<b>TOTAL</b>	<b>0</b>	<b>53</b>	<b>53</b>	<b>1</b>	<b>54</b>	<b>55</b>

**Section B — What happened to the 44 completed requests**

Result of FOI request	Personal	Other	Total	2004–05 Personal	2004–05 Other	Total 2004–05
<b>Granted in full</b>	0	18	<b>18</b>	0	14	<b>14</b>
<b>Granted in part</b>	0	9	<b>9</b>	0	11	<b>11</b>
<b>Refused</b>	0	17	<b>17</b>	1	18	<b>19</b>
<b>Deferred</b>	0	0	<b>0</b>	0	0	<b>0</b>
<b>Completed</b>	0	44	<b>44</b>	1	43	<b>44</b>

**Section C — Ministerial certificates**

There were no ministerial certificates issued during this reporting period.

**Section D — Formal consultations**

There were four FOI requests requiring formal consultations.

	Personal	Other	2004–05 Personal	2004–05 Other
<b>Formal consultations</b>	0	4	0	9

**Section E — Amendment of personal records**

There were no requests for amendments of personal records.

**Section F — Notation of personal records**

There were no requests for notation of personal records.



## Section G — FOI applications granted in part or refused

Basis for refusing access: (17 applications refused, nine granted in part)

Basis for partial access or refusal	Personal	Other	Total	2004-05 Personal	2004-05 Other
S19 (incomplete, wrongly addressed)	0	0	0	0	0
S22 (deposit not paid)	0	2	2	0	0
S25(1)(a1) (diversion of resources)	0	1	1	0	2
S25(1)(a) (exempt)	0	12	12	0	0
S25(1)(b), (c), (d) (info otherwise available)	0	0	0	0	0
S28(1)(b) (docs not held)	0	14	14	0	15
S24(2) (exceed 21 day limit, deemed refusal)	0	0	0	0	1
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 2004-05	FOI fees received 2004-05
\$870	\$1,400	\$2,370	\$2,370

## Section I — Discounts allowed

Type of discounts allowed	Personal 2005-06	Other 2005-06	Personal 2004-05	Other 2004-05
Public Interest	0	0	0	0
Financial hardship — pensioner/child	0	0	0	0
Financial hardship — non profit organisations	0	0	0	0
Significant corrections to personal records	0	0	0	0
TOTALS	\$0	\$0	\$0	\$0

## Section J — Days to process, by 44 completed applications

Elapsed time	Personal	Other	Total	Personal 2004-05	Other 2004-05	Total 2004-05
0-21 days	0	12	12	0	11	11
22-35 days	0	17	17	1	18	19
Over 35 days	0	15	15	0	14	14
TOTALS	0	44	44	1	43	44

## Section K — Processing time, by 44 completed applications

Processing hours	Personal	Other	Personal 2004-05	Other 2004-05
0-10 hours	0	22	0	7
11-20 hours	0	10	0	11
21-40 hours	0	7	1	11
Over 40 hours	0	5	0	14
TOTALS	0	44	1	43

## Section L — Reviews and appeals, by application

Reviews and appeals	2005-06	2004-05
Number of internal reviews finalised	4	3
Number of Ombudsman reviews finalised	2	0
Number of ADT appeals lodged	0	5
Number of ADT appeals finalised	1	2

## Details of internal review results

Basis of internal review	Personal		Other	
	Upheld	Varied	Upheld	Varied
Grounds on which internal review was requested	2005-06	2004-05	2005-06	2004-05
Access refused	0	0	0	1
Deferred	0	0	0	0
Exempt matter	0	0	3	1
Unreasonable charges	0	0	0	0
Charge unreasonably incurred	0	0	0	0
Amendment refused	0	0	0	0
TOTAL	0	0	0	1

## FOI Applications lodged with ministers' offices

The *Freedom of Information Act 1989 (FOI Act)* and the 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 2005–06, ministers' offices, processed 47 FOI applications, compared with 56 in 2004–05. Of the 47 applications dealt with by ministers' offices:

- Five were transferred
- Eight were granted in full
- Eight were granted in part
- 25 were refused. (Of these 25 applications, 18 were granted in part or refused on the basis that documents were not held, five were granted in part or refused on the basis that documents were exempt, and one was refused on the basis that an advance deposit had not been paid)
- One was not finalised as at 30 June 2006

The following bracketed code letters are used to identify ministers who dealt with FOI applications in 2005–06:

- Premier, Minister for State Development and Minister for Citizenship (P)
- Deputy Premier and Minister for Transport (DP)
- Minister for Finance, Minister for Commerce, Minister for Industrial Relations, Minister for Ageing and Minister for Disability Services (F)
- Attorney-General, Minister for the Environment and Minister for the Arts (A)
- Minister for Police (POL)
- Minister for Education and Training (ET)
- Treasurer, Minister for Infrastructure and Minister for the Hunter (T)
- Minister for Health (H)
- Minister for Planning, Minister for Redfern Waterloo, Minister for Science and Medical Research (PL)
- Minister for Community Services and Minister for Youth (CS)
- Minister for Tourism and Sport and Recreation and Minister for Women (TS)
- Minister for Natural Resources, Minister for Primary Industries and Minister for Mineral Resources (NR)
- Minister for Justice, Minister for Juvenile Justice, Minister for Emergency Services, Minister for Lands and Minister for Rural Affairs (J)
- Minister for Western Sydney and Minister for Fair Trading (FT)
- Minister for Energy and Minister for Ports and Waterways (E)
- Minister for Water Utilities, Minister for Small Business, Minister for Regional Development and Minister for the Illawarra (W)
- Minister for Gaming and Racing and Minister for the Central Coast (G)

- Minister for Local Government (LG)
- Minister for Roads (R)
- Minister for Housing (HO)
- Minister for Aboriginal Affairs (AA)

## Section A — Number of new FOI requests — ministers' offices

FOI requests	Personal	Other	Total
<b>New (inc transferred in)</b>	1(PL), 2(TS), 1(NR), 3(LG)	15(P), 2(DP), 1(F), 2(A), 3(POL), 2(T), 3(PL), 1(J), 3(E), 1(W), 2(G), 2(R), 1(HO)	<b>45</b>
<b>Brought Forward from 2004–05</b>	0	2(P)	<b>2</b>
<b>Total to be processed</b>	1(PL), 2(TS), 1(NR), 3(LG)	17(P), 2(DP), 1(F), 2(A), 3(POL), 2(T), 3(PL), 1(J), 3(E), 1(W), 2(G), 2(R), 1(HO)	<b>47</b>
<b>Completed</b>	1(PL), 1(TS), 1(NR), 1(LG)	15(P), 2(DP), 1(F), 1(A), 3(POL), 2(T), 3(PL), 1(J), 3(E), 1(W), 2(G), 2(R), 1(HO)	<b>41</b>
<b>Transferred out</b>	1(TS), 2(LG)	1(P), 1(A)	<b>5</b>
<b>Withdrawn</b>	0	0	<b>0</b>
<b>Total finalised</b>	1(PL), 1(TS), 1(NR), 1(LG)	15(P), 2(DP), 1(F), 1(A), 3(POL), 2(T), 3(PL), 1(J), 3(E), 1(W), 2(G), 2(R), 1(HO)	<b>41</b>
<b>Unfinished (carried forward)</b>	0	1(P)	<b>1</b>

## Section B — What happened to completed requests — ministers' offices

Result of FOI request	Personal	Total	Other	Total
<b>Granted in full</b>	1(TS)	<b>1</b>	4(P), 1(DP), 1(PL), 1(G)	<b>7</b>
<b>Granted in part</b>	1(PL)	<b>1</b>	2(P), 1(DP), 1(F), 1(A), 1(PL), 1(W)	<b>7</b>
<b>Refused</b>	1(NR), 1(LG)	<b>2</b>	9(P), 3(POL), 2(T), 1(PL), 1(J), 3(E), 1(G), 2(R), 1(HO)	<b>23</b>
<b>Deferred</b>	0	<b>0</b>	0	<b>0</b>
<b>Completed</b>	1(PL), 1(TS), 1(NR), 1(LG)	<b>4</b>	15(P), 2(DP), 1(F), 1(A), 3(POL), 2(T), 3(PL), 1(J), 3(E), 1(W), 2(G), 2(R), 1(HO)	<b>37</b>

## Section C — Ministerial certificates issued — ministers' offices

There were no ministerial certificates issued during this reporting period.

## Section D — Formal consultations — ministers' offices

There were 10 requests requiring formal consultation: 2(P), 1(DP), 1(F), 1(A), 1(POL), 3(PL) and 1(TS).

## Section E — Requests for amendment of personal records — ministers' offices

There were no requests for amendments of personal records during this reporting period.

## Section F — Requests for notation of personal records — ministers' offices

There were no requests for notation of personal records during this reporting period.

## Section G — FOI requests granted in part or refused — ministers' offices

Basis for partial access or refusal	Personal	Total	Other	Total
S19 (incomplete, wrongly addressed)	0	0	0	0
S22 (deposit not paid)	0	0	1(P)	1
S25(1)(a1) (diversion of resources)	1(PL)	1	1(A), 1(PL)	2
S25(1)(a) (exempt)	0	0	2(P), 1(DP), 1(F), 1(W), 1(LG), 1(HO)	7
S25(1)(b), (c), (d) (info otherwise available)	0	0	1(E)	1
S28(1)(b) (docs not held)	1(NR)	1	6(P), 3(POL), 2(T), 1(PL), 1(J), 2(E), 2(R)	17
S24(2) (exceed 21 day limit, deemed refusal)	0	0	1(G)	1
S31(4) (released to Medical Practitioner)	0	0	0	0
TOTAL		2		29

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 — ministers' offices 2005–06

Assessed costs	FOI fees received
\$390(P), \$90(POL), \$122.50 (PL), \$630 (TS), \$90(E)	\$550(P), \$60(DP), \$30(F), \$30(A), \$90(POL), \$75(PL), \$90(E), \$30(W), \$480(G), \$30(LG), \$60(R), \$30 (HO)

## Section I — Discounts allowed — ministers' offices

1(PL) discount was allowed.

## Section J — Days to process — ministers' offices

Elapsed time	Personal	Total	Other	Total
0–21 days	1(NR), 1(LG)	2	2(P), 1(POL), 2(T), 1(PL), 2(E), 2(G), 2(R)	12
22–35 days	1(PL), 1(TS)	2	7(P), 1(DP), 1(A), 2(POL), 2(PL), 1(J), 1(E), 1(W)	16
Over 35 days	0	0	6(P), 1(DP), 1(F), 1(HO)	9
TOTAL		4		37

## Section K — Processing time, by application — ministers' offices

Processing hours	Personal	Total	Other	Total
0–10 hours	1(PL), 1(NR), 1(LG)	3	9(P), 2(DP), 1(F), 1(A), 3(POL), 2(T), 3(PL), 1(J), 3(E), 1(W), 1(G), 2(R), 1(HO)	30
11–20 hours	0	0	2(P), 1(G)	3
21–40 hours	1(TS)	1	1(P)	1
Over 40 hours	0	0	3(P)	3
TOTAL		4		37

## Section L — Reviews and appeals, by application — ministers' offices

Reviews and appeals	2005–06
Number of internal reviews finalised	N/a* 1(P)
Number of Ombudsman reviews finalised	N/a*
Number of ADT appeals lodged	1(P), 1(NR)
Number of ADT appeals finalised	Nil

\*FOI applications for minister's documents are not subject to internal review (s.51 refers);

\* The NSW Ombudsman has no jurisdiction to investigate determinations relating to minister's documents (s.52 (5)(b) refers).

## Statement of Affairs

Under section 14 of the *Freedom of Information Act 1989*, the department is required to publish an annual Statement of Affairs, describing the structure and functions of the department, how these functions affect the public, and how the public can participate in the department's policy development. Additionally, the Statement of Affairs requires the inclusion of the categories of department documents and how these can be accessed or amended by members of the public.

## Structure and functions

The purpose of the department is to support the Premier as head of the government 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 department is detailed elsewhere in this Annual Report. Information on the structure and functions of the department is publicly available by visiting the department website, [www.premiers.nsw.gov.au](http://www.premiers.nsw.gov.au).

## Effect of functions on members of the public

The functions of the 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.

## Public participation in policy development

Members of the public are welcome to participate in the policy development process within the department. The department can be contacted by mail to GPO Box 5341 Sydney NSW 2001, by telephone on 02 9228 5555 or by fax on 02 9228 3522. Information about electronic access to the department (internet and email) can be obtained by visiting [www.premiers.nsw.gov.au](http://www.premiers.nsw.gov.au).

## Categories of documents held by the department

All policy documents of the 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 obtained from the *Government Gazette* or by visiting [www.premiers.nsw.gov.au](http://www.premiers.nsw.gov.au).

Categories of documents include:

- policy documents and correspondence including memoranda and circulars

- documents on 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 access via the internet at [www.premiers.nsw.gov.au](http://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 documents of the department that are made under the provisions of the *Freedom of Information Act 1989* should be in writing, accompanied by the \$30 application fee and directed to:

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.



# MANAGEMENT AND RESOURCES

## Human resources and organisational development

The department continued to implement a comprehensive learning and development strategy ensuring all investments in learning and development are committed to the ongoing career and personal development of our staff.

We continued the partnerships with the Central Corporate Services Unit (CCSU), IPAA NSW, and other recognised training organisations to develop and deliver programs in such areas as project management and leadership development.

The induction program was run three times during the year 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. A total of 32 staff attended the program.

Study assistance continued to be provided to staff for the purposes of undertaking an accredited course or professional qualification (certificate, diploma, undergraduate, post-graduate). Twenty-eight employees utilised the scheme.

As part of the initiative that emphasises the continuing application of the performance management system, workshops on giving and receiving feedback were conducted for 48 staff at the managerial/supervisory level.

In 2005–06, the department obtained central funding for three scholarships. One Executive Development Program (EDP), one Australia New Zealand School of Government (ANZSOG) and one for the University of Sydney Graduate School of Government.

The department continued to implement the performance management system which aims to facilitate the individual and organisational learning and continuous improvement in the department's performance. Several sessions on giving and receiving feedback were attended by staff to improve their skills in facilitating the performance process.

During 2005–06, the department provided several opportunities for work experience and placements in response to requests from students enrolled in accredited tertiary courses.

### Future priorities

- Refine the department's performance management systems
- Further improve the uptake of our anti-harassment policies and procedures
- Finalise the development of a workforce plan

## Occupational Health and Safety

The department is committed to protect the health, safety and welfare of all staff, clients and visitors in the workplace. The OHS Working Party continued to meet regularly to discuss and advance some of the initiatives for the year.

### OH&S initiatives

Initiatives for the 2005–06 year included:

- Provision of individual and group ergonomic workstation assessments to reduce the risk of injury and ensure the suitability of the environment. (20 staff participated)
- Risk assessment of a number of different work locations — level 12, level 16 and 17 Bligh house
- Provision of the yearly flu vaccination program, a total of 346 staff took advantage of the program
- Provision of a wellness program/healthy lifestyle promotion, where a total of 125 staff participated
- Review of existing policies and planning commenced to develop the department's OH&S Improvement Plan, in line with the Working Together: Public sector OHS and Injury Management Strategy 2005–2008

### Employee assistance

The department's Employee Assistance Program, offered through a joint contract with Davidson-Trahaire Corpsych, continued to be offered to all employees and their immediate families. The service entails professional, confidential counselling and advice for work or personal problems and a managerial assistance service on people management issues.

### Workers compensation

From 1 July 2005, the department's workers' compensation claims are being managed by Allianz Australia Insurance Limited. Claims reviews were conducted in the reporting period after the transition to the new insurer to ensure their appropriate handling and to assist employees in their return to work.

Twenty-three workers compensation cases were lodged in 2005–06, which constitutes 3.62 percent of total staff covered by premium. Thirty two claims were finalised as the result of the close review of a number of long standing claims.

The total cost of workers' compensation claims and time lost has been decreasing over the last four years.

### Future priorities

Finalise the OH&S improvement plan for the department.

## Equal Employment Opportunity

The department's Equity and Diversity Consultative Committee (E&DCC) continued to coordinate the internal equity and diversity initiatives of the department by providing advice to divisions and business units and assisting in monitoring the equity and diversity aspects of the department's operations. It met regularly throughout 2005–06 and involved staff across the department in developing EEO and other equity initiatives.

Among the celebrations and events supported by the E&DCC 2005–06 were:

- NAIDOC week
- International Women's Day
- International Day of People with a Disability
- IPAA CEOs and Young Professionals breakfast

A number of staff information sessions to raise awareness of rights and obligations under the department's Harassment Free Workplace Policy: combating harassment and bullying were conducted to complete the plan initiated in 2004–05.

EEO statistical data for the 2005–06 year indicated that the distribution of EEO groups, including Aboriginal staff, across salary levels, compared favourably with those in the public sector in general, though representation of people whose first language is other than English and people with a disability needs to be increased.

EEO principles and equity initiatives and the department's EEO Management Plan were also promoted through the quarterly Induction Program.



*Mr Garry Murray, a participant in the 2006 Business Administration for People with Disabilities course, through the Corporate Partners for Change program, undertaking work experience with the NSW Premier's Department.*

## Disability Action Plan

The department continues to provide resources to implement the Disability Action Plan. Workplace adjustment and flexible working arrangements are provided for employees with a disability. The Corporate Partners for Change Program (CPC) offers opportunities for people with disabilities to undertake TAFE courses and gain work experience. CPC has a very high success rate of placing trainees into jobs, traineeships and apprenticeships. The department conducted other training and employment programs to recruit qualified job seekers with a disability to public sector positions. The program achieved its objectives and 71 trainees completed their courses and placements. Fifty-five trainees were appointed to permanent entry-level positions in 41 public sector agencies. Ministerial and Parliamentary Services continues to maintain their database of people with disabilities who are interest in becoming members of government boards and committees. A new action plan is being developed for 2006–09.

## Aboriginal employment

Seven Aboriginal people were employed in 2005–06, comprising 2.6 percent of total staff which meets the department's target. Aboriginal employees are broadly represented in the department in positions ranging from senior managers through to traineeships.

A cadetship was offered under the NSW State Public Sector Aboriginal and Torres Strait Islander Cadetship Program. The Cadet undertakes full time university studies for academic term, during which study allowance is provided and there is 12 week placement each year with the department until graduation from university. The department also administered the Indigenous Cadetship Program with the Department of Aboriginal Affairs (DAA) Plan Two Ways Together. 91 Cadets were placed in the program and 125 trainees were assisted through the Aboriginal Employment in Practice Support Strategy.

The department continues to provide current information about Aboriginal and Torres Strait Islander representation and to increase the number appointed to government boards and committees and improve the recruitment and retention of Aboriginal people within the public sector.

Cowal Gold Project facilitated by OCG implemented a policy to employ Indigenous people which resulted in 30 Aboriginal temporary employees and nine full time employees. Apprenticeships and scholarships were granted by the company to the local Wiradjuri Community.

## Ethnic Affairs Action Plan

### Social justice 2005–06

The department is responsive to the linguistic, cultural, racial and religious diversity of communities in NSW and is committed to dealing with social injustice and prejudice.

In collaboration with other public sector agencies, the department engages diverse ethnic and Aboriginal communities on a number of projects.

## Outcomes

The Women's Employment Rights project, funded by OFW, and under the auspices of the Combined Community Legal Centres, provides current employment law advice and information to community advocates and organisations assisting women. The project targets services working with vulnerable women, including those from culturally and linguistically diverse communities. The aim of this project is to help these groups develop their ability to engage in employment across the community and to participate in decision making positions associated with local and state government.

The Community Capacity Building for Asian Women Worker Communities project, funded by the Office for Women, and being conducted by Asian Women at Work, aims to build capacity for community workers and trainers to educate Asian women about industrial issues and their work rights. Through education and awareness Asian workers will improve their capacity to deal with employment inequality and undertake leadership positions across the community.

## Community harmony 2005–06

- The department's boards and committees register has continued to provide information about representation of people from an ethnically diverse background on government boards and committees and to increase the number of people from an ethnically diverse background appointed to government boards and committees
- SistaSpeak was successfully piloted under the auspices of the Office for Women (OFW) with five mentors who assisted 21 women from Delroy Campus, Dubbo. It is a program aimed at assisting young Aboriginal girls in early secondary school to focus on education, career development and options for financial independence
- Strategic Project Development (SPD) has supported agencies in several locations to coordinate their efforts to meet the diverse needs of refugees from a number of African countries
- The Aboriginal Government Employees Network (Illawarra/South East) and the Aboriginal Employment Strategy (North Coast) supported Indigenous workers within agencies by improving recruitment and retention, and by harnessing their skills to improve partnerships with Aboriginal communities
- The Aboriginal Women's Alliance (Western NSW) supported Indigenous women in the Dubbo community and Binaal Billa ATSIC region to address their learning and developmental needs to increase economic independence

## Future plans

The Office for Women has provided \$55,000 to Asian Women at Work, to provide employment-related support and advice services for Asian and Arabic-speaking women during 2006–07. The project is providing education on industrial relations changes, rights at work, training for ESL teachers to introduce workplace-related material to classes, and informing unions on needs of Asian-language speaking women.

In response to the Macquarie Fields and Cronulla riots the department is assisting with the coordination and support of multi-agency and cross-government responses to crime prevention issues. These responses will target locations and population groups with significant social issues such as Dubbo, Macquarie Fields, Nimbin, and La Perouse.

The department will continue to boost employment programs for Indigenous and other ethnically diverse Australians. More resources will be spent on the recruitment of Aboriginals through the Indigenous Cadetship program, and on programs focussing on the employment of culturally and linguistically diverse (CALD) women.

## Initiatives for women

Following a review in 2004, the NSW government decided not to continue reporting against the Audit of NSW Government Achievements for Women and Action Plan for Women from 2005.

However, OFW continues to be actively engaged in developing initiatives, policies and programs to progress issues of importance to women in collaboration with key public sector agencies. The office funds a range of programs to secure positive outcomes for women. These include:

- The Girl Savvy program to educate young women in mid to senior high school on financial independence
- The Lucy Mentoring Program, in partnership with University of Western Sydney, University of Sydney and Women Chiefs of Enterprises International. The program is a leadership initiative for women studying business, economics and law
- SistaSpeak, a pilot program for young Aboriginal girls in early secondary school focussing on education, career development and financial independence

SPD supported the Aboriginal Women's Alliance (Western NSW) to assist Indigenous women within the Dubbo community in the Binaal Billa ATSIC region to address learning and development needs. The program's goal is to achieve increased economic independence for women within the community.

MaPS continued to promote, implement and improve strategies to achieve the NSW government objective of increasing women's participation on boards and committees. The department's boards and committees register is updated, monitored and the process for appointments facilitated.

The department continued to manage the operation of the NSW government CBD employer-based child care centre Nanbaree. The centre operates at full capacity to support working women and families and continues to attain the highest level of accreditation for service provision quality.

The department supports a flexible working hours agreement and working from home policy to assist women and families in a balance with work and family commitments. PEO continued to manage and resource the spokewomen's program representing 70 agencies. An annual conference for Working Women in the NSW

Public Sector was held covering topics such as flexible work practice, future challenges for women in the workplace and influencing skills.

## Privacy Management Plan

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

In compliance with the provisions of the PPIPA, the department has a Privacy Management Plan and has appointed a designated privacy officer. Mechanisms have been established to make department staff aware of the PPIPA and their privacy obligations. Staff are briefed on the Privacy Management Plan at induction when joining the department, and the department's Privacy Policy is clearly set out at Point 10 of the department's 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](http://www.premiers.nsw.gov.au) and also on the department's Intranet facility.

## Internal reviews

During 2005–06 one internal review was conducted by or on behalf of the department under Part 5 of the *Privacy and Personal Information Protection Act 1998*.

### Privacy and Personal Information Act s 33

During 2005–06 one complaint was dealt with by the department. The applicant requested a review in terms of section 53 of the *Privacy and Personal Information Act 1988*.

Privacy NSW was briefed on the process to be completed by the department in reviewing the complaint.

The review concluded there was insufficient evidence to establish that the alleged conduct occurred.

Following the conclusion reached by the department, the applicant sought a further review by the Administrative Decisions Tribunal (ADT). The ADT subsequently dismissed the application.

## Code of Conduct

The department Code of Conduct establishes the fundamental expectations of how employees behave and function in their work environment. The principles in the code are integral to the operation of the department. It helps give the public confidence in the department and its employees. All new employees attend an induction program in which the values and principles in the code are discussed. The code is produced below.

### 1 Introduction

As a public sector employee, you have a unique obligation to the public interest. This demands that you, and all other people working in the public sector, demonstrate standards of conduct and ethics that maintain public confidence and trust. As a department employee, you have an obligation to the people of NSW to carry out the business of the department efficiently, fairly, impartially and with integrity.

This code applies to you and every other individual employed, appointed or otherwise attached to the department. If you are an employee of a firm or a company contracted to perform work on behalf of the department, you are also subject to the code.

The code sets standards of behaviour expected of you and provides a guide to solving ethical issues that may arise in the course of your work. The code helps us maintain our reputation for integrity and fairness and to guide us in our decision making.

### 2 Values embodied in the code

The department sets accountability standards for the public sector. In this capacity, it is essential that you and all other employees of the department display the highest standards of conduct.

The code rests on the assumption that in performing your duties as an employee of the department you act with integrity, are loyal to the public interest, honest, impartial, conscientious, efficient, fair, compassionate, and support the department's corporate values, which are:

#### 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 that will impact on our work, and alert those people who will be affected and equip them to deal with those issues.

#### 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 outcomes on time.

## Partnerships with Aboriginal people

We support and promote the principles of reconciliation and partnership in the way we do business and deliver services with Aboriginal people.

## 3 Principles

The department's code is based on principles that apply to all NSW public sector Codes of Conduct. These are:

- Public confidence
- Responsibility to the government
- Rights of employees

### Public confidence

The public has the right to expect that public sector organisations demonstrate the highest integrity and competence, treating all citizens fairly, reasonably and equitably.

### Responsibility to the government of the day

The government of the day is entitled to expect public employees to provide impartial and accurate advice and to implement its policies promptly, efficiently and effectively.

### Rights of employees

Public employees' rights are the same rights of employees under the common law and they have protection under relevant legislation such as the *Protected Disclosures Act 1994* and the *Anti-Discrimination Act 1977*.

You need to know the responsibilities of your employment and be aware that they impose certain conditions on you. These include adherence to this Code of Conduct. You should be aware that a breach of the Code of Conduct may result in counselling or disciplinary action under the provisions of the *Public Sector Employment and Management Act 2002*, or even criminal charges or civil action. Allegations of corrupt conduct against a member of staff will always be properly investigated, and if found to be unfair, staff who have followed the code may expect the department's support against such allegations.

## 4 Personal and professional behaviour

You are expected to:

- Carry out your duties in an efficient, effective and economical manner
- Comply with all relevant legislative, industrial, policy or administrative requirements and financial delegations
- Maintain adequate documentation to support any decision made, and when using discretionary powers ensure decisions are made impartially
- Keep up to date with advances and changes in your area of expertise
- Provide all necessary and appropriate assistance to members of the public

- Treat members of the public and other employees with courtesy, respect and sensitivity
- Provide impartial advice and implement government policies effectively, regardless of which political party or parties are in office
- Not take or seek improper advantage from authority or information gained in the course of employment
- Report unethical behaviour or suspected corrupt conduct to senior management
- Where appropriate, make disclosures through the internal reporting procedures established for the *Protected Disclosures Act 1994*

If you have an ethical or moral objection to a task you are asked to undertake, you should seek resolution of the issue through discussion with a senior manager.

When dealing with colleagues or members of the public, you must not harass or discriminate on the grounds of sex, marital status, pregnancy, age, race, colour, nationality, ethnic or national origin, physical or intellectual impairment, sexual preference, religious or political conviction or carer's responsibilities. Supervisors and managers should understand and apply EEO principles.



The BeMax Resources mineral sands project, is employing some 200 people in the state's far west.

## 5 Fairness and equity

You must make sure all issues and cases you handle are dealt with consistently, promptly and fairly. Matters must be dealt with in accordance with approved policies and procedures, and without discrimination on any grounds.

When using discretionary powers, you must ensure that all the relevant facts and merits of each case are considered. The rules of natural justice require that people affected significantly by a decision have a right to put forward their case and for the decision to be made impartially. You must observe these principles.

## 6 Accountability

You are responsible for your own acts and omissions and are accountable for them. If you are a manager or supervisor you have the responsibility to ensure that employees you supervise understand the duties of their positions, the results expected, their obligations under this Code of Conduct, the limits of their administrative and financial delegations and policies and procedures. Managers and supervisors have a responsibility to adhere to and promote the Code of Conduct through guidance and example.

## 7 Conflicts of interest

To ensure that work undertaken for the department is undertaken in an impartial manner and is seen to be so, you should make every effort to ensure that opportunities do not arise for your personal interests, associations and activities (financial or otherwise) to conflict with the proper exercise of your duties.

In many cases only the individual concerned will be aware of the potential for conflict. Any perceived potential or actual conflict of interest is to be notified to your supervisor, a senior manager or other relevant person (eg recruitment panel convenor).

Examples of conflicts of interest include:

- Serving as a member of a selection committee considering an application from a friend, relative or business partner
- Providing advice in support of a decision that would have financial or other benefits for you, your friends, relatives or business partners
- Exercising delegated powers to purchase goods, services or equipment from a supplier who then provides you with a hidden benefit, eg purchase of a computer from a supplier who then provides you with a laptop computer for private use
- Recommending a contract be issued to a supplier who provides you with a benefit, eg access to sporting events or other hospitality

## 8 Acceptance of gifts or benefits

You must not accept a gift or benefit that may be regarded by the public as likely to influence you in the way you do your job or cause you to deviate from the proper course of duty.

Any offer of a substantial gift or benefit, to you, your family or other people personally connected with you must be reported to your supervisor or a senior manager.

Token gifts or benefits may be accepted. This could include such things as chocolates, diaries or modest refreshments. If you have any doubts, ask your supervisor or senior manager and agree on an appropriate course of action. If a dispute arises it can be resolved through the department's Grievance Procedures.

## 9 Public comment

Public comment includes public speaking engagements, comments on radio and television and views expressed in letters to newspapers or in books, journals or notices where it might be expected that the publication, circulation or electronic communication of the comment will spread to the community at large. Comments made in e-mail messages may also be interpreted as public comment.

While the department's employees, as members of the community, have the right to make public comments and to enter into public debate on political and social issues, there are some circumstances in which public comment is inappropriate. These include:

- Where it could be inferred that the public comment, although made in a private capacity, is in some way an official comment of the government or of the department

- Where public comment, even though unrelated to your normal duties, amounts to criticism sufficiently strong or persistent to give the impression that you are not prepared to implement or administer the policies of the government

Media enquiries should be referred to the officer responsible for media liaison in the Premier's office unless your duties specifically include handling such enquiries. In such case you should confine yourself to facts within your area of responsibility and avoid discussing government policy or offering personal comment.

## 10 Privacy policy

The PPIPA establishes a system for public sector agencies to handle personal information. The department has obligations to deal with personal information in accordance with the act and has its own Privacy Management Plan.

The key provisions of the act are the Information Protection Principles (IPPs), which create obligations and restrictions relating to the collection, retention, use and disclosure of personal information.

It is important for you to understand the impact of the act on the department's operations, as employees who breach the act may be held accountable for their actions and, in some cases, be subject to substantial fines or imprisonment.



*Students from the Australian International Performing Arts High School, Harris Park, performing at the 2006 Western Sydney Industry Awards Gala Presentation Dinner held on 19 May 2006 at Acer Arena, Sydney Olympic Park.*

## 11 Security of information and premises

Security of information held by the department is critical in ensuring compliance with privacy obligations and fairness to individuals. Security of the department's premises is vital in this regard and also in regard to the personal safety of staff. You should ensure that you are familiar with the department's policies and procedures regarding storage, use and distribution of information held by the department. This includes information held in both document and electronic formats.

You may not access information or records that are not relevant to the execution of your duties. You must not take the department's files or other records home or away from the department's premises without the consent of your supervisor. If in the course of your

duties you need to remove files or records from the department's premises, you must maintain the integrity and confidentiality of those documents.

You need to ensure that you are familiar with and follow the department's procedures in respect of access of employees and visitors to the department's premises. Staff in charge of department premises should follow the procedures regarding issuing of keys and security passes, and ensuring the premises are always secured after hours.

## 12 Use of official information

Much of the department's work involves access to confidential or sensitive documents. You must take care to maintain the integrity and security of official documents and information entrusted to you in the course of your duties. Such documents and information must only be used in the legitimate exercise of the department's functions.

Misuse of official information is specifically included in the definition of corrupt conduct in the *Independent Commission Against Corruption (ICAC) Act 1988*, which states: 'any conduct of a public official or former official that involved the misuse of information or material that he or she has acquired in the course of his or her official functions whether or not for his or her benefit or for the benefit of any other person.'

Misuse of information includes:

- Disclosing information to a member of the public or to other public servants or government departments/agencies without proper authority
- Accessing official information for personal benefit or advantage, or for the benefit or advantage of another person
- Seeking to take advantage of another person on the basis of information held in official records
- Providing or trading confidential information for use by private investigators, banks or credit agencies
- Speculating in shares, commodities or property on the basis of confidential information about the affairs of a business or of proposed government actions

You may only disclose official information when you have been given the proper authority, or when required to do so by law.

## 13 Use of the department's resources

The department's resources include information technology hardware and software, other communication devices, facilities and equipment, stationery, furniture and furnishings, goods, supplies and services.

As an employee you are expected to:

- Be efficient and economical in your use and management of the department's resources
- Be careful in your use of public property and services and not permit misuse by others
- Obtain official permission before any use of the department's facilities and equipment for personal purposes beyond what is authorised in the department's published policies and practices

- Ensure you have the necessary delegation before incurring or authorising any expenditure on behalf of the department.

## Acceptable use

All usage of the department's facilities should be lawful, appropriate and ethical. The department's facilities are not to be used in any way that:

- Is misleading or deceptive
- Could damage the department's reputation
- Could result in victimisation, harassment or vilification
- Is offensive, obscene, threatening or defamatory
- Violates Australia or state regulations or laws including 'computer hacking'
- Is intended to have a destructive effect on storage, processing or communications network facilities

## Private use

Computers, telephones and other equipment and facilities are available to allow employees to perform their official duties and should, with the exception of the 'private use' concession, be only used when carrying out your duties.

A limited, 'reasonable' amount of private use of the department's facilities is allowed so long as the 'reasonable' private use conforms to the 'acceptable use' conditions described above.

Examples of 'reasonable' private use include:

- Using internet resources for short periods during breaks or outside normal working hours (unattended downloads or other unattended use of resources is not considered 'reasonable')
- Using the telephone or facsimile for private calls, if they are short, infrequent and do not unduly interfere with work

## Monitoring

Personal use of the department's communication devices is not considered private, and in using this equipment you do not have the same personal privacy rights as you have when using private communication devices. Firewall software automatically monitors and records details of all incoming and outgoing traffic, including details of internet sites accessed and transmission details of emails sent and received. These firewall logs are regularly inspected to make sure the policy is being followed. Internet usage is reported to the Board of Management.

A more detailed explanation of the acceptable use of communication devices, including examples of reasonable private use and monitoring arrangements is set out in the policy Use of Premier's Department internet, e-mail, computer and network facilities.

## 14 Dress code

The standard of dress and grooming adopted by employees is important in promoting the professionalism of the department. Generally, you are required to be well-groomed and neat.

The appropriate style of dress will also be dependent on such matters as: level of contact with senior government officers or politicians, members of the public and/or visitors to the department's premises. In the case of meetings held on premises other than the department's, site visits, or visits into the community, the style of dress should be appropriate to the occasion and the particular situation.

Local workplaces may negotiate specific arrangements eg specific days may be designated as days when clean, casual attire may be worn.

In some instances, the specific situation or needs of an individual must be considered. If you have specific clothing needs due to medical or other requirements, you should discuss the matter with your supervisor.

When deciding appropriate dress standards, managers should be careful to avoid discriminating against people from certain groups (such as religious groups, young people or people with limited finances).

## 15 External employment

The Director General's approval is required if you wish to engage in any form of paid employment outside your official duties. This requirement also applies to new employees who, on joining the department, have outside employment they wish to continue.

In all cases when outside employment is considered, you should give the department first consideration and avoid situations that may give rise to, or appearance of, a conflict of interest.

## 16 Political participation

You must ensure that any participation in political matters does not conflict with your duty as a public servant to serve the government in a politically neutral manner. This is important in maintaining ministers' and public confidence in the impartiality of advice given and actions taken by public servants. Ministers' staff may assist ministers to achieve their political objectives without breaching these provisions regarding political neutrality and impartiality.

As with any potential conflict of interest, whether real or apparent, that has arisen or is likely to arise, you should immediately inform and discuss the issue with your supervisor or senior manager.

If a conflict of interest does arise, you may have to stop participating in political activity or withdraw from areas of your duties giving rise to the conflict of interest.

## 17 Reporting corrupt conduct and protected disclosures

You have a responsibility to notify your supervisor or an appropriate senior manager of any unethical behaviour or wrongdoing by another employee.

The department has an internal reporting system for disclosing information that indicates any corrupt conduct, maladministration, or serious and substantial waste of public money by a public authority or public official. You may use this internal reporting system to disclose information confidentially to your supervisor, the Director General or the senior officers nominated in the department's Protected Disclosures Procedures.

Alternatively, you may make any such disclosures to the appropriate investigating authority under the *Protected Disclosures Act 1994*. Provision is also made in the ICAC Act for any person to make a report directly to ICAC. The Director General is required by law to report any instances of possible corrupt activity to the commission.

The act makes it an offence to take detrimental action against a person that is substantially in reprisal for the making, in good faith, of a protected disclosure.

## 18 Leaving the department

When leaving the department, you must return all property of the department that is in your possession.

After leaving you must not misuse any information gained as a consequence of your employment with the department.

Former public servants must not accept employment or engage in activities which may cast doubts on their own or the department's integrity or of the public sector in general.

## Industrial relations policies and practices

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

During the year eight JCC meetings were held to deal with occupational health and safety, the Public Employment Office restructure and the monitoring of the implementation of some HR and IR policies such as flexible work practices and the filling of short term vacancies policy.

No industrial disputes involving the department arose during the year.

## Exceptional movements in employee wages, salaries or allowances

A salary increase of four percent effective 1 July 2005 was paid to administrative, clerical and senior officers in accordance with the Crown Employees (Public Sector — Salaries 2004) Award.

The Statutory and Other Offices Remuneration Tribunal determined a performance-based increase of 4.0 percent for SES officers, effective 1 October 2005. All increases were subject to satisfactory assessment of performance. Recruitment allowances and retention allowances remained unaltered at 2004 levels.

## Value of recreation leave

As at June 30 2006, the value of accrued recreation leave was \$7.577 million and long service leave \$13.542 million.

## Executive remuneration and senior executive performance statement

**Dr Colin Gellatly**  
**Director General**

**Appointed: 30 September 1996, CES Level 8**  
**Remuneration as at 30 June 2006: \$432,250**

(The remuneration amount includes a special responsibilities allowance of \$10,000 for being the Director General of the Office for Children)

The Premier has expressed satisfaction with Dr Gellatly's performance throughout the period of his employment in the department. Dr Gellatly has successfully met the performance criteria contained in his performance agreement. Significant achievements in 2005–06 included:

- Leadership and direction of the department and the NSW public sector in the development of whole-of-government public administration in NSW
- Direction and leadership of the state's contribution to the development of national counter terrorism arrangements
- Effective management of the financial, information technology and human resources of the department
- Successfully encouraged a more dynamic and responsive public sector through recognising achievement and excellence via the Premier's Public Sector Awards
- Strategic direction of the public sector in the delivery of programs to regional and rural NSW
- Led the public sector in improving outcomes for Aboriginal people and their communities
- Ensured the state's guest of government program was delivered professionally and with credit to the state
- Effective leadership of the Marine Parks Authority
- Coordination of a range of whole-of-government responses to strategic economic, environmental and social issues identified by the Premier

In summary, Dr Gellatly's contribution to the management of the department, coordination of whole-of-government responses to policy and operational issues, and inter-jurisdictional negotiations on behalf of the NSW government was outstanding. Dr Gellatly's leadership of the public sector was at a consistently high level.



Remembrance Day, 11 November 2005.

**Mr Paul Clark**  
**Assistant Director General**  
**Counter Terrorism and Disaster**  
**Recovery Directorate**  
**Appointed: 1 July 2004, SES Level 5**

**Remuneration as at 30 June 2006: \$220,000**

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

Mr Clark has successfully met the criteria contained in his performance agreement including the provision of high quality and timely operational and strategic advice.

Specific achievements in 2005–06 included:

- Led the development of whole-of-government NSW human influenza pandemic planning and contributed to the development of national pandemic planning through the COAG Influenza Pandemic Working Group
- Coordinated NSW involvement in the planning for the Asia Pacific Economic Cooperation (APEC) Leader's Week to be held in Sydney 2–9 September 2007
- Coordinated, developed and implemented initiatives from the COAG Special Meeting on Counter Terrorism, 27 September 2005
- Led the development of the NSW Surface Transport Security Management Framework and the National Approach to the Protection of Places of Mass Gatherings
- Actively represented NSW and the department on National Counter Terrorism and State Emergency Management committees and associated working groups
- Provided executive support to the NSW Chief Executive Officers Counter Terrorism Coordinating Group

In summary, Mr Clark's contribution to the management of the department, coordination of whole-of-government responses to strategic issues and the development of organisational effectiveness were outstanding.

**Dr Elizabeth Coombs**  
**Assistant Director General**  
**Performance Development and Office for Women**  
**Appointed: 1 October 2000, SES Level 6**  
**Remuneration as at 30 June 2006: \$260,000**

The Director General has expressed satisfaction with Dr Coombs's performance throughout the period of her employment with the department.

Dr Coombs has successfully met the criteria contained in her performance agreement including the provision of high quality and timely operational and strategic advice.

Specific achievements in 2005–06 included:

- Successfully led and completed functional and other reviews as required by government commitments in the Economic and Financial Statement released February 2006
- Coordination across central agencies and background analysis for the development of proposal for establishment of Premier's Delivery Unit

- Successfully undertook period of secondment as Director General, Department of Juvenile Justice from commencement of the 2005–06 financial year, for three months
- Successfully led and managed reviews required by the Council on the Cost and Quality of Government including follow-up monitoring of implementation
- Provided advice to the Minister for Women on issues concerning women in NSW, oversighted functioning of the Office for Women, to the satisfaction of the Minister for Women
- Provided quality analysis and advice to support the Director General in his attendance at cabinet sub-committees and membership of other high level committees and initiatives

In summary, Dr Coombs's contribution to the management of the department, coordination of whole-of-government responses to strategic issues and the development of organisational effectiveness were outstanding.

**Mr Peter Duncan**  
**Executive Director**  
**Infrastructure Implementation Group**  
**Appointed: 6 March 2006, SES Level 7**  
**Remuneration as at 30 June 2006: \$335,200**

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

Mr Duncan has successfully met the criteria contained in his performance agreement, including the provision of high quality and timely operational and strategic advice.

Specific achievements in the period from March to June 2006 included:

- Provided high level, expert advice to the Premier on strategic infrastructure coordination, management and implementation issues including transport, freight, health, water management and energy
- Provided strategic input into infrastructure planning processes at the state level, and advice on complex and projects
- Participated in project steering groups for the Metropolitan Rail Expansion Program, Port Botany Expansion, the desalination plant and groundwater projects; and new projects in the energy sector
- Facilitated a number of key inter-agency negotiations to ensure optimal infrastructure implementation outcomes for NSW

In summary, Mr Duncan's contribution to the management of the department, coordination of whole-of-government responses to strategic issues and the development of organisational effectiveness were outstanding.

**Mr Ben Keneally**  
**Executive Director**  
**Premier's Delivery Unit**  
**Appointed: 10 April 2006, SES Level 6**  
**Remuneration as at 30 June 2006: \$267,300**

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

Mr Keneally has successfully met the criteria contained in his performance agreement including the provision of high quality and timely operational and strategic advice.

Specific achievements in 2005–06 included:

- Established the Premier's Delivery Unit
- Worked with RailCorp to develop a set of detailed recommendations for improving on-time running and increasing customer satisfaction
- Established four Crime Prevention Partnerships bringing together state government agencies and local government to develop and implement strategies to reduce non domestic violence related assault
- Commenced a project involving police and a number of agencies to identify opportunities to reduce red tape in key police processes to enable more time to be spent on proactive policing
- Worked with NSWHealth to develop a reporting approach to enable tracking of progress towards achievement of benchmark performance in emergency room waiting times for triage three and triage four patients
- Coordinated the process of developing the draft NSW State Plan

In summary, Mr Keneally's contribution to the management of the department, coordination of whole-of-government responses to strategic issues and the development of organisational effectiveness were outstanding.

**Ms Dianne Leeson**  
**Director Planning**  
**Infrastructure Implementation Group**  
**Appointed: 10 January 2006, SES Level 5**  
**Remuneration as at 30 June 2006: \$206,103**

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

Ms Leeson has successfully met the criteria contained in her performance agreement including the provision of high quality and timely operational and strategic advice.

Specific achievements in 2005–06 included:



*Mr Lee Hsien Loong, Prime Minister of Singapore (3rd from right), guest of the Australian Government, with the official party.*

- High level planning and strategic advice on changes to the EPA Act part 3A, the *State Infrastructure Strategy* and the *Rail Freight Review* (FIAB) report
- Planning, business plan and approvals of the Port Botany redevelopment
- Facilitating the Royal North Shore Hospital research and development project and approvals
- Planning advice to facilitate the Cross City Tunnel road changes
- Participation in Project Steering Groups for a range of projects including the Liverpool Hospital redevelopment Stage 2, Royal North Shore Hospital redevelopment Stage 2, Port Botany expansion, Shoalhaven/Tallowa Dam and groundwater projects

In summary, Ms Leeson's contribution to the management of the department, coordination of whole-of-government responses to strategic issues and the development of organisational effectiveness were outstanding.

**Mr Peter Loxton**  
**Assistant Director General**

**Strategic Projects Division**

**Appointed: 30 June 2003, SES Level 6**

**Remuneration as at 30 June 2006: \$267,300**

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

Mr Loxton has successfully met the criteria contained in his performance agreement including the provision of high quality and timely operational and strategic advice.

Specific achievements in 2005–06 included:

- Led the Regional Coordination Program (RCP) in 10 regions across the state, with greater focus on delivering added value from the work of Regional Coordination Management Groups (RCMGs), and improving communication with CEO cluster groups
- Oversaw the provision of support to regional ministers for the Hunter, Illawarra, Central Coast and Western Sydney on the management of a wide range of matters, including the 2006 Western Sydney Industry Awards and the Corporate Partners for Change Program for the Minister for Western Sydney
- Drove the department's role in facilitating the coordinated, strategic use of new and existing information and communication technologies (ICT) as service improvement enablers; including leading, in partnership with the Department of Commerce, the development of a Channels and Access Strategy to improve the quality, efficiency and responsiveness of service delivery and to extend access to services
- Participated actively with DAA and Aboriginal representatives in various multi-agency, state-wide, regional and local initiatives to deliver tangible benefits to Aboriginal people. Completed detailed negotiations with the Australian Government on the Overarching Bilateral Agreement on Aboriginal Affairs, and represented Premier's Department at the Intergovernmental Aboriginal Affairs Group, Aboriginal Affairs CEOs Group, Aboriginal Affairs Policy Coordination Committee and chaired the Aboriginal Affairs Coordination Meeting with DAA

- Identified, coordinated and supported multi-stakeholder responses to specific issues with population groups, and crime prevention and social unrest in locations including: West Dubbo, Macquarie Fields, Riverwood, Nimbin, Glebe and La Perouse
- Played a leading role in managing complex or critical issues in the ICT, film, television, digital content production and live music industries to improve opportunities for growth in NSW, and managed multiple issues to support the establishment of a medical school for the University of Western Sydney
- Worked closely with Commerce and Treasury in the provision of high level strategic advice to agencies on major ICT projects, and participated in steering committees including the Broadband Management Committee and the DET Learning Management and Business Reform Program Control Group
- After taking over formal responsibility for the Aboriginal Trust Fund Repayment Scheme (AFTRS) oversaw the administration of the repayment of monies held in trust for Aboriginal people to rightful claimants (including descendants) at fair value in today's currency
- Facilitated the NSW government's management of key cross-border issues with the ACT, Victoria and Queensland such as settlement and transport planning, catchment management, water supply and human services provision
- Facilitated multi-agency and local government input into service (especially human services) and infrastructure planning for new land release areas, including Warnervale/Wadalba, Western Sydney's ADI site, and West Dapto

In summary, Mr Loxton's contribution to the management of the department, coordination of whole-of-government responses to strategic issues and the development of organisational effectiveness were outstanding.

**Mr Chris Raper**  
**Assistant Director General**

**Public Employment Office**

**Appointed: 9 August 1999, SES Level 6**

**Remuneration as at 30 June 2006: \$260,000**

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

Mr Raper has successfully met the criteria contained in his performance agreement including the provision of high quality and timely operational and strategic advice.

Specific achievements in 2005–06 included:

- Provided high level strategic advice to the NSW government and agencies on a range of public sector employment policy and industrial relations issues
- Successfully implemented legislative change to the *Public Sector Employment and Management Act* to protect employees of NSW Government statutory corporations from the Federal Government WorkChoices Legislation
- Led major cases argued before the Industrial Relations Commission of NSW on behalf of the NSW government

- Managed and developed advice to the Budget Committee of Cabinet on a range of employment related issues, particularly in relation to matters arising from the Government's Economic and Financial Statement delivered 23 February 2006
- Developed a suite of new initiatives to promote employment of Aboriginal people, culminating in the Launch of Making it Our Business Strategic Framework and *Resource Guide 2006–08 for improving Aboriginal Employment in the NSW Public Sector*
- Continued the development of sector-wide workforce planning initiatives including the successful conduct of the sector-wide Retirement Intentions Survey
- Provided government with regular statistical advice and analysis of employment data through the Workforce Profile collection
- Published the *Annual Public Sector Workforce Profile Overview*

In summary, Mr Raper's contribution to the management of the department, coordination of whole-of-government responses to strategic issues and the development of organisational effectiveness were outstanding.

#### **Mr Alex Smith**

#### **Deputy Director General**

**Appointed: 1 July 2004, SES Level 7**

**Remuneration as at 30 June 2006: \$295,000**

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

Mr Smith has successfully met the criteria contained in his performance agreement including the provision of high quality and timely operational and strategic advice.

Specific achievements in 2005–06 included:

- Effective management of the department's human resources, financial and budgetary processes, information technology and administrative support programs
- Implementation of budget savings plan for the department
- Leadership of state government assistance in terms of a whole-of-government response to the drought and problems being experienced by rural communities
- Effective management of the department's responsibilities to the Premier as head of government, including all state administration services
- Co ordination of NSW government responses to a range of natural disaster issues occurring throughout 2005–06
- Finalisation of negotiations between the ACT , Commonwealth and NSW on the development of an MoU for the supply of water to Queanbeyan

In summary, Mr Smith's contribution to the management of the department, coordination of whole-of-government responses to strategic issues and the development of organisational effectiveness were outstanding.

## **Representatives on significant committees**

### **Board of Management**

Executive forum to address corporate and general departmental issues.

#### **Management representatives**

Colin Gellatly (Chair)  
Alex Smith  
Paul Clark  
Elizabeth Coombs  
Kim Cull  
Peter Loxton  
Chris Raper  
David Roden  
John Trevillian  
Peter Connelly  
Emanuel Sklavounos  
John Dermody

#### **Staff observers**

Crispin Butteriss  
Judith Withers  
Jo Haran  
Jennifer Perry

### **Joint Consultative Committee**

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

#### **Management staff**

Colin Gellatly  
Alex Smith  
Kim Cull  
Elizabeth Coombs  
David Roden  
Paul Clark  
Chris Raper  
Peter Loxton  
John Trevillian  
Emanuel Sklavounos  
Peter Connelly  
Trevor Barnes

#### **Union representatives**

Paul Petersen  
Kris Cruden  
Mirka Szyliczak  
Carolyn Inman  
Janet Britton  
Cris Mauros  
Graeme Gandy  
Paul Toole  
Leanne Flaherty  
Vivienne Porzsolt  
Rachael O'Shea  
Dylan Smith  
Steve Ellis  
Karen McLean

### **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.

#### **Members**

Paula Castile (Chair)  
Trevor Barnes  
Kent Broadhead  
Megan Irwin-Moyle  
Maria Duca  
Maret Hegh  
Jo Hatton  
Susan Hayes  
Debbie Nelson  
Mike Wain

#### **Members replaced**

Leanne Flaherty  
Maret Hegh



## Human resource statistics

### Senior executive service positions

Total CES/SES officers on 30 June	2006	2005	2004	2003	2001
Level 8	1	1	1	1	1
Level 7	2	1	1	1	1
Level 6	4	3	4	4	1
Level 5	2	1	0	0	1
Level 4	3	2	3	4	3
Level 3	6	5	7	9	8
Level 2	2	3	6	6	6
Level 1	5	4	5	2	2
<b>TOTAL</b>	<b>25*</b>	<b>20</b>	<b>27</b>	<b>27</b>	<b>23</b>

\*In addition there are three officers of the department who are out-posted (1 SES Level 2, 2 SES Level 6 and 1 SES Level 7)

Number of CES/SES positions filled by women on 30 June	
2006	6
2005	5
2004	8
2003	7
2002	8

### Parliamentary Annual Report tables

#### A trends in the representation of EEO groups

EEO group	Percentage of total staff	
	Premier's Department	Benchmark or govt target
Women	62	50
Aboriginal people and Torres Strait Islanders	2.6	2
People whose language first spoken as a child was not English	15	20
People with a disability	8	12
People with a disability requiring work-related adjustment	3.7	7

### B Trends in the distribution of EEO groups

EEO group	Distribution index	
	Premier's Department	Benchmark
Women	94	100
Aboriginal people and Torres Strait Islanders	n/a	100
People whose language first spoken as a child was not English	100	100
People with a disability	100	100
People with a Disability requiring work-related adjustment	n/a	100

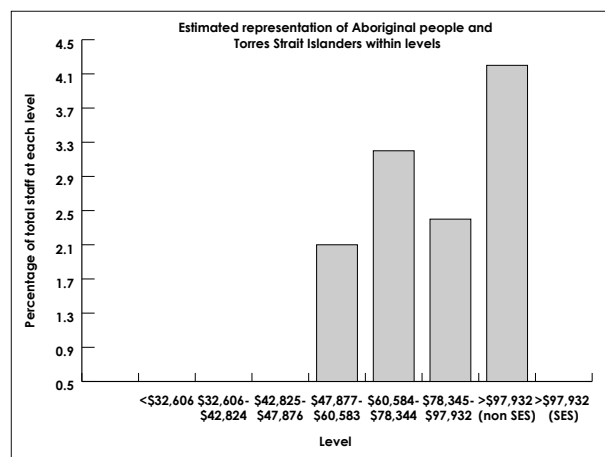
### Staff profile

LEVEL	2005-06			2004-05		2003-04	
	Total staff	Men	Women	Men	Women	Men	Women
< \$32,606	4	1	3	1	2	0	2
\$32,606 – \$42,824	6	3	3	8	5	2	3
\$42,825 – \$47,876	5	1	4	3	12	2	15
\$47,877 – \$60,583	58	9	49	10	63	17	60
\$60,584 – \$78,344	134	59	75	64	77	65	64
\$78,345 – \$97,932	110	34	76	30	81	34	86
> \$97,932 (non SES)	42	18	24	21	18	21	15
> \$97,932 (SES)	25	20	5	16	5	20	8
TOTAL	384	145	239	153	263	161	253

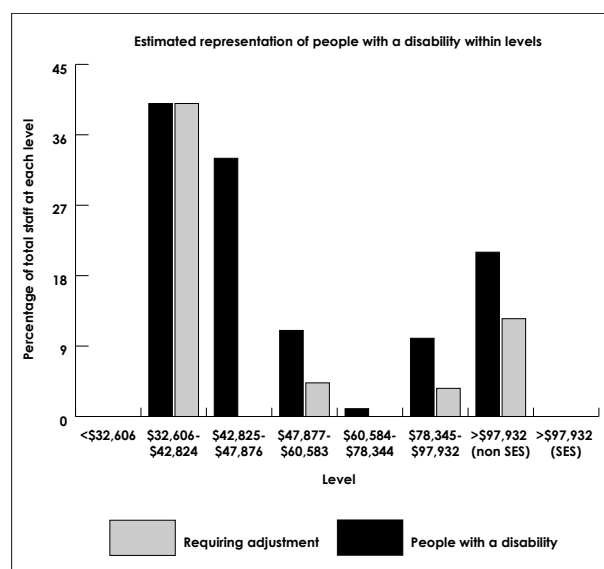
## Percentage of total staff by level

LEVEL	Total staff (Number)	Respondents %	Men %	Women %	Aboriginal people and 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 %
< \$32,606	4	50	25	75		50			
\$32,606–\$42,824	6	83	50	50				40	40.0
\$42,825–\$47,876	5	60	20	80			33	33	
\$47,877–\$60,583	58	81	16	84	2.1	19	17	11	4.3
\$60,584–\$78,344	134	71	44	56	3.2	22	15	1	
\$78,345–\$97,932	110	76	31	69	2.4	11	14	10	3.6
> \$97,932 (non SES)	42	57	43	57	4.2	21	21	21	12.5
> \$97,932 (SES)	25	52	80	20					
TOTAL	384	71	38	62	2.6	16	15	8	3.7

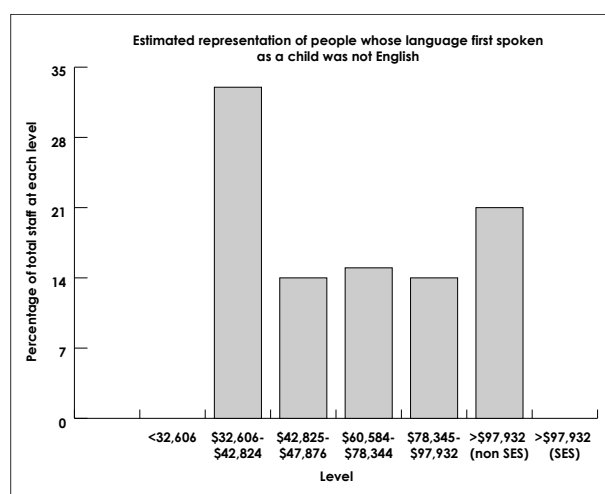
### Aboriginal people and Torres Strait Islanders



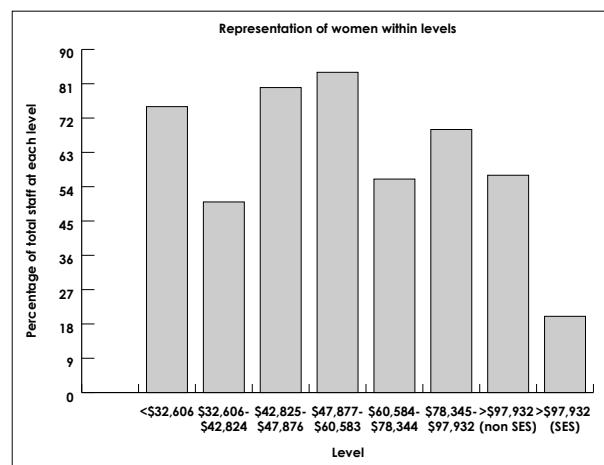
### People with a disability



### First language other than English



### Women



# FINANCIAL REVIEW

## Risk management and insurance

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

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 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 department's 2005–06 WorkCover premium was \$306,470, which was \$86,370 more than for the previous year. This increase in actual premium was primarily attributable to an increase in the number of staff covered for workers' compensation purposes as a result of the transfer of a number of ministerial offices to the department.

From the 1<sup>st</sup> July 2005 Allianz commenced the provision of workers' compensation claims management services to the NSW Treasury Managed Fund for agencies under the Workers' Compensation Portfolio 3 that includes the department.

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.

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

As at 30 June 2006 the department had 15 open workers compensation claims.

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

The premium for the department's motor vehicle cover for 2005–06 was \$148,170 which was \$13,910 more than the previous year. This increase was attributable mainly to an increase in the size of the fleet following the transfer of a number of minister's offices to the department.

## Investment management performance

The average rate over the year was 4.54 percent (4.33 percent in 2005) and the rate at year end was 4.75 percent (4.5 percent in 2005)

## Account payment performance

### Aged analysis at the end of each quarter

Quarter	Current (ie 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	146,315	0	0	0	0
December quarter	367,502	0	0	0	0
March quarter	407,489	0	0	0	0
June quarter	656,911	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%	90%	14,003,970	16,629,217
December quarter	88%	90%	16,420,777	19,230,750
March quarter	88%	90%	21,906,234	23,812,933
June quarter	88%	90%	25,382,306	28,156,326

During 2005–06 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.

## Major assets and land disposal

The department had no acquisitions or disposals of land.

\$1.9 million of Records Information Management System was transferred to contributing agencies associated with the project.

## Major assets other than land holding

	Major additions 2005-06 \$'000	Total assets as at 30 June 2006 \$'000
Computer equipment	1,560	2,599
Intangibles — software (\$600K RIMS Inclusive)	788	872
Leasehold improvements	1,486	6,265
General plant and equipment	667	1,710
Work in progress — RIMS* (TRF out to the other orgs)	224	-
<b>TOTAL</b>	<b>4,725</b>	<b>11,446</b>

\* Records Information Management System

## 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.

## 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 the Premier's memoranda and Treasury directions.

### Controlled entities

The department is a separate reporting entity with no other entities under its control.

## Funds granted to non-government organisations

### Integral Energy grants

Organisation and nature of grant	Amount
<b>Penrith City Council</b> Integral Energy Sponsorship for Australia Day Events**	\$45,000
<b>Wollongong City Council</b> Integral Energy Sponsorship for Australia Day Events**	\$40,000
<b>Parramatta City Council</b> Integral Energy Sponsorship for Australia Day Events**	\$45,000
<b>TOTAL</b>	<b>\$130,000</b>

\*\* Integral Energy sponsors regional Australia Day Celebrations in Penrith, Parramatta and Wollongong. The Australia Day Council, through the Office of Protocol and Special Events receives the sponsorship funding and distributes to the regional councils.

### Miscellaneous grants approved by the Premier

Organisation and nature of grant	Amount
<b>1st North Ryde Scout Group</b> Provision of fencing around scout hall	\$1,500
<b>2/17 th Battalion AIF Association</b> Portable seating and PA hire	\$1,084
<b>ANTaR</b> Purchase of office equipment	\$14,345
<b>ANZAC Memorial</b> Administration expenses (2005)	\$350,000
<b>Australian Davos Connection</b> Sponsorship — 2006 Future Summit	\$100,000
<b>Australian Institute of Criminology</b> Annual grant for the Australian Crime and Violence Prevention Awards	\$29,095
<b>Australian Jewish News</b> Newspaper commercial advertisement	\$788
<b>Australian Red Cross Calling Appeal 2006</b> NSW Government contribution to the 2006 Red Cross Calling Appeal	\$100,000
<b>Beverly Hills Intensive English Centre</b> Cultural exchange program	\$5,010
<b>Canterbury City Council</b> Contribution to the costs of facilities upgrade	\$100,000
<b>Christian Community Aid Service Inc</b> Purchase of a commercial refrigerator for Meals on Wheels	\$5,000
<b>Community Soldier Settlement Museum, East Campbelltown</b> Provision of security for the museum	\$3,000
<b>Department of Ageing, Disability and Homecare</b> Development of information and resources to support stronger families as their child with a disability moves to a school setting	\$100,000

Organisation and nature of grant	Amount
<b>Enough is Enough</b> Contribution to the Peacemaker Program	\$50,000
<b>Enough Is Enough</b> Major upgrade of premises	\$20,000
<b>Foresight Australia</b> Donation toward East Timor In-Country Eye Doctor training program	\$10,000
<b>Glendale Rugby League Football Club Inc</b> Sponsorship to ensure financial membership with the NSW Rugby League	\$2,150
<b>Granville Kewpie Soccer and Sports Club</b> Contribution to the costs of clubhouse renovations	\$10,000
<b>Harmony Media Pty Ltd — Special Christmas Party</b> Diamond advertising sponsorship of the Special Children's Christmas party	\$10,228
<b>History Teachers' Association of NSW</b> National History Challenge 2005	\$200
<b>Homicide Victims Support Group</b> Funding support for counselling and support services	\$120,000
<b>Keep Australia Beautiful (NSW)</b> Funding support for administration support	\$10,000
<b>Kelso Community and Recreation Centre</b> Coordinator's salary to manage Kelso Community and Recreation Centre	\$30,000
<b>KidzWish Foundation Inc</b> Annual Christmas party for disadvantaged kids	\$10,000
<b>Linga Longa Aboriginal Philosophy Farm</b> Grant for the Youth At Risk Program	\$20,000
<b>Maccabi Australia International Games</b> Sponsorship support for the 2006 Maccabi Australia International Games	\$20,000
<b>Miss Teresa Sablic, Blacktown Little Athletics</b> Financial support to compete in the Trans-Tasman Athletic Series, New Zealand, 5–7 January 2006	\$700
<b>Mr Stephen Kayes</b> Financial support to participate in the Australian School Boys Football Team Tour to the UK and Eire in January 2006	\$2,450
<b>National Parks Association of NSW</b> Financial support for the Harbourkeepers Program	\$18,000
<b>National Servicemen's Association of Australia</b> Funds to cover costs of producing the newsletter 'Nasho Notes'	\$1,000
<b>North Curl Curl Surf Life Saving Club</b> Renovation and repairs to clubhouse	\$15,000
<b>North Ryde Community Aid and Information Centre Inc</b> Purchase of secure storage cupboards	\$5,000
<b>North Ryde PS — P&amp;C Association</b> Pathway from administration building to kindergarten rooms	\$5,000

Organisation and nature of grant	Amount
<b>NSW Aboriginal Land Council</b> Grant toward the Freddy Fricke scholarship	\$15,000
<b>NSW Wheelchair Sports Association Inc</b> Grant to the Push Start Initiative — 'Support a Wheelie'	\$2,500
<b>Paint a Rainbow Foundation</b> Donation to the Paint a Rainbow Foundation	\$10,000
<b>Penrith City Council</b> Funding assistance to enable the removal of graffiti	\$20,000
<b>Petersham RSL Club Ltd</b> Contribution to the construction of a War Memorial	\$4,000
<b>Radiomathon</b> NSW Government donation	\$1,000
<b>Returned and Services League — Tamworth Sub Branch</b> Financial assistance to enable school children to attend the 2006 Battle for Australia Commemoration Service	\$1,000
<b>Roselands Sports and Aquatic Club</b> Financial assistance to support athletes chosen to represent NSW at the Special Olympics National	\$2,500
<b>Royal Humane Society</b> Annual grant	\$5,000
<b>RSL Australia NSW Branch</b> Annual contribution for Anzac Day Parade	\$27,500
<b>RSL Tamworth</b> Bus Fares for 2,000 children to attend the 2005 Battle for Australia Commemoration	\$1,377
<b>Salvation Army</b> Annual Red Shield appeal contribution	\$190,000
<b>St George School (Special Needs School)</b> Specialist equipment for children with special needs	\$20,000
<b>Surf Life Saving NSW Inc</b> Funding support for the 2006 NSW Surf Life Saving championships	\$10,000
<b>Surfing NSW</b> Pro-surfing contest held at Soldiers Beach Central Coast	\$15,000
<b>Sydney Community Foundation</b> Funding assistance to cover establishment costs	\$50,000
<b>Tamworth Regional Council</b> Upgrade sheep pavillion at the Manilla Showground	\$4,000
<b>The Amy Gillet — Safe Cycling Foundation of Australia</b> Donation to the Amy Gillet — Safe Cycling Foundation	\$10,000
<b>The Celtic Council of Australia Inc</b> Establishment of a Chair of Celtic Studies at Sydney University	\$35,000

Organisation and nature of grant	Amount
<b>The Exodus Foundation</b> Contribution to the 2006 Christmas Appeal	\$10,000
<b>United Nations Association of Australia</b> Annual grant	\$5,324
<b>Vietnam Veterans Counselling Service Lifestyle group 90</b> Erect a monument for Vietnam veteran's carers	\$2,000
<b>Vision Australia</b> Annual Appeal contribution	\$60,000
<b>Wesley Mission</b> Grant toward 'Gordon Moyes Scholarship Foundation'	\$5,000
<b>YWCA</b> Big Sister, Big Brother and Aunties and Uncles Program	\$20,000
<b>TOTAL</b>	<b>\$1,703,348</b>

### Office for Women

Organisation and nature of project	Amount
<b>Immigrant Women Speakout Association of NSW Inc (IWSA)</b> Assisted rural CALD women to attend IWSA's consultation conference on CALD Women's Needs and Gaps in Services, held in Coffs Harbour Sept 05	\$500
<b>National Council for Women</b> Sponsor of Tertiary student for NSW Australia Day Award	\$1,000
<b>Department of Primary Industries</b> Sponsored RIRDC NSW Rural Women's Award 2006	\$2 200
<b>Liverpool Women's Health Centre</b> Contribution to conference 'Refocusing Women's Experiences of Violence'	\$4,500
<b>Tresillian Family Care Centre</b> Parenting DVD — The project will produce and distribute a DVD aimed at assisting first-time parents to better support their children's development by improving their relationship and communication skills	\$12 000
<b>Australian Research Council Linkage projects</b> The Girls and Information Technology project aims to identify factors contributing to gender-based inequalities in ICT (Information and Communications Technology) enrolments in secondary and tertiary level studies	\$5,000
The Negotiating Caring and Employment project will adopt a life-course perspective to study the effects of combining employment with caring for adults or children with disabilities or family members who are frail aged	\$5,000

Organisation and nature of project	Amount
Understanding the impact of gender diversity on regional board performance is a project that investigates the impact of gender diversity on regional board performance. The project will finish in December 2007	\$2500
The Parental Leave: Access, Utilisation and Efficacy in Australia project — aims to provide comprehensive benchmark information on access to and utilisation of various forms of parental leave in Australia	\$5000
<b>Youth Action and Policy Association</b> Girls@Work — getting a fair go, aims to improve employment outcomes of young women by increasing their awareness and understanding of workplace rights and entitlements	\$50,000
<b>Asian Women at Work</b> Community Capacity Building for Asian Women Workers — This project aims to build the capacity of bi-lingual community workers and English language teachers to impart accurate employment rights information to women facing language and cultural barriers	\$55,000
<b>Inner City Legal Centre</b> Women's Employment Rights Project — aims to develop capacity of the non-government sector to provide women with information and advice on employment rights issues	\$100,000
<b>TOTAL</b>	<b>\$242 700</b>

### International Women's Day Grants to Local Councils

A total of \$71,100 was spent on International Women's Day grants to 79 local councils across NSW. Each of the following received \$900:

Name of council
Albury City Council
Ashfield Municipal Council
Ballina Shire Council
Balranald Shire Council
Bankstown City Council
Bathurst City Council
Baulkham Hills Shire Council
Bega Valley Shire Council
Blacktown City Council
Bland Shire Council
Bombala Council
Bourke Shire Council
Burwood Council
Camden Council
Campbelltown City Council
Canada Bay

Name of council
Canterbury City Council
Carrathool Shire Council
City Of Lithgow
Clarence Valley Council
Cobar Shire Council
Coonamble Shire Council
Conargo Shire Council
Corowa Shire Council
Cowra Shire Council
Dubbo City Council
Dungog Shire Council
Gilgandra Shire Council
Glen Innes Severn Council
Goulburn Mulwaree Council
Gosford City Council
Greater Taree City Council
Griffith City Council
Gunnedah Shire Council
Guyra Shire Council
Gwydir Shire Council
Hay Shire Council
Holroyd City Council
Kempsey Shire Council
Kogarah Council
Ku-ring-gai Council
Kyogle Council
Lachlan Shire Council
Lake Macquarie City Council
Lane Cove Council
Leeton Shire Council
Liverpool Council
Liverpool Plains Shire Council
Maitland City Council
Manly Council — Library
Moree Plains Shire Council
Mosman Council
Murray Shire Council
Murrumbidgee Shire Council
Muswellbrook Shire Council (Upper Hunter Library)
Narrabri Shire Council
Narrandera Shire Council
Newcastle City Council
Orange City Council
Parkes Shire Council
Penrith City Council
Pittwater Council
Port Macquarie Hastings

Name of council
Randwick City Council
Rockdale City Council
Shellharbour City Council
Singleton Council
Snowy River Shire Council
Strathfield Municipal Council
Tamworth Regional Council
Temora Shire Council
Tweed Shire Council
Upper Hunter Shire Council
Wakool Shire Council
Warrumbungle Shire Council
Wollongong City Council
Woollahra Municipal Council
Wyong
Yass Valley Council

### Rural and Regional Miscellaneous grants

Organisation and nature of grant	Amount
<b>Lansdowne Community Centre</b> Outdoor area for Lansdowne Community Centre	\$10,000
<b>1st Nelson Bay Sea Scouts</b> Upgrade Scout boat shed	\$5,100
<b>Active TV Pty Ltd</b> Carols in the Domain — Christmas 2005	\$50,000
<b>Apollo House</b> Purchase of school education programs for computers for the Homework Centre for Indigenous children	\$2,000
<b>Ballina Tennis Club Inc</b> Construction of a pergola shade facility	\$5,000
<b>Bentley Public Hall Trust</b> Urgent kitchen upgrade to OH&S standards	\$3,432
<b>Berkeley Vale Public School</b> Refurbishment of the outdoor stage area	\$5,000
<b>Bilambil Terranora Junior Jets RLFC</b> Grant to construct disability access to clubrooms	\$4,800
<b>Binalong Mechanics Institute</b> Refurbish Binalong Mechanics Institute Hall	\$7,500
<b>Blayney Public School Concert Band</b> Acquisition of musical equipment	\$2,000
<b>Bogan Gate War Memorial Hall Committee</b> Grant to replace hall equipment	\$7,000
<b>Bolivia Progress Association</b> Upgrade kitchen at the Bolivia Community Hall	\$5,000
<b>Boorowa Mentor's Den Incorporated</b> Purchase of equipment for meeting area	\$20,000
<b>Brunswick Valley Woodchip and Entertainment Committee Inc</b> Replace existing fencing with new demountable fencing	\$7,648

Organisation and nature of grant	Amount
<b>Bulli Seniors Computer Club</b> Building of five computer cupboards	\$3,000
<b>Bulli Surf Life Saving Club</b> Grant to purchase surf rescue equipment	\$2,500
<b>Burcher Progress Association</b> Grant to purchase a rainwater tank	\$4,550
<b>Cabarita Beach SLSC</b> Grant to pay for installation of awnings on clubhouse	\$5,000
<b>Cabonne Shire Council</b> Flood relief appeal	\$25,000
<b>Camp Quality — Tweed Heads</b> Purchase of catering equipment	\$368
<b>Capertee &amp; District Progress Association Inc</b> Installation of a flagpole	\$850
<b>Cardiff Netball Club Inc</b> Provision of concrete area for spectators	\$5,000
<b>Catherine Hill Bay SLSC</b> Grant to purchase equipment	\$10,000
<b>Central West Motor Cycle Safety and Tourism Group</b> Sponsorship support for the Central West Motorcycle Awareness Ride	\$1,000
<b>Clarence Valley Vietnam Veterans Association</b> Establishment of the Clarence Valley Memorial, Memorial Park, Grafton	\$2,000
<b>Coboco Hall Committee</b> Refurbish Coboco Hall — external wall and kitchen floor	\$8,000
<b>Coledale Community Centre</b> Grant to enable the purchase of a community bus	\$18,000
<b>Consulate-General of Pakistan</b> Financial assistance for victims	\$100,000
<b>Cooks Hill Surf Life Saving Club</b> Assistance to refurbish female toilet facilities	\$5,000
<b>Coonamble Kids Club</b> Replace damaged and destroyed equipment	\$1,800
<b>Cootamundra Centenary Pre-School Association</b> Replace roof on the pre-school	\$10,000
<b>Corrimal Surf Life Saving Club</b> Grant to purchase surf rescue equipment	\$2,500
<b>Country Women's Association, Wallerawang/Lidsdale Branch</b> Roof repairs to CWA rooms in Tweedie Street Wallerawang	\$4,300
<b>Cudgen RLFC</b> Grant to assist purchase of gymnasium equipment	\$4,000
<b>CWA Umina Beach Branch</b> Replace vandalised fence	\$2,000
<b>Dangarsleigh Local Area Group</b> Upgrade Dangarsleigh Hall	\$5,000

Organisation and nature of grant	Amount
<b>Dapto Agricultural and Horticultural Society Inc</b> Financial support for the 150th Anniversary of the Dapto Show	\$2,000
<b>Dixon Park Surf Life Saving Club</b> Assistance to refurbish the club's kitchen facilities	\$5,000
<b>Dundurrabin Community Centre</b> Dundurrabin Community Hall heating project	\$9,000
<b>East Gosford Public School</b> Upgrading of 'Special Education' facilities	\$11,000
<b>Equex Outdoor Association</b> Grant to enable completion of perimeter fencing at the Wagga Wagga Equex Centre	\$5,000
<b>Ettalong Public School</b> Grant to re-carpet some classroom areas	\$5,000
<b>Fingal Rovers Surf Life Saving Club</b> Grant to purchase portable radios	\$1,731
<b>Friends of the Old Teacher's College Armidale Inc</b> Audio visual display and seating for the College's history room	\$1,000
<b>Goolma Amenities Committee</b> Contribution toward upgrade costs of community amenities	\$10,000
<b>Gresford District Agriculture Society</b> Restoration of cattle yards and the kiosk building at Gresford Showground	\$5,000
<b>Griffith City Council</b> Interpretative signage at Hermit's Cave Scenic Hill	\$15,000
<b>Gunnedah District Historical Society</b> Purchase of a new photocopier	\$2,000
<b>Gwydir Shire Council on behalf of the Bingara Sporting Club Ltd</b> Upgrade kitchen facilities at the club	\$15,000
<b>Helensburgh Lions Club</b> Grant to support the erection of a community billboard	\$5,000
<b>Hunter Wetlands Centre</b> Repairs to feral proof fence	\$15,000
<b>Karuah Progress Association</b> Financial assistance to construct an outdoor stage at Longworth Park Karuah	\$10,000
<b>Kiama Municipal Council/Surf Life Saving South Coast Branch</b> Purchase of personal water craft	\$10,000
<b>Lake Cargellico Memorial Hall Committee</b> Grant to replace hall equipment	\$6,000
<b>Lions Club, Parkes</b> Purchase of equipment and furnishings for the new driver revivor centre	\$4,000
<b>Macedonian Orthodox Community of Queanbeyan and District</b> Grant to enable upgrade of the community centre	\$10,000



Organisation and nature of grant	Amount
<b>Manilla Health Service Advisory Committee</b> Grant toward the purchase of a new community bus	\$5,000
<b>Mr Matthew Irwin</b> Funding support to attend Stockholm International Youth Science Seminar and Nobel Prize Ceremony	\$3,000
<b>Nundle Sport and Recreation Club Limited</b> Assistance to stage 'Jazz on the Course' — hire of equipment	\$2,000
<b>Orana Early Intervention and Childhood Centre</b> Purchase of video equipment	\$3,000
<b>Oxfam Community Aid Abroad</b> Annual grant	\$50,000
<b>Palerang Shire Council</b> Financial support to rebuild bus shelters	\$10,000
<b>Picton District AH&amp;I Society Inc</b> Grant to restore Picton Pavilion	\$20,000
<b>Port Kembla Junior Rugby League Club</b> Lighting poles for Darcy Wentworth Oval, Port Kembla	\$10,000
<b>Port Macquarie Surf Life Saving Club Inc</b> Financial assistance to enable renovations to their clubhouse	\$12,000
<b>Port Macquarie-Hastings Council</b> Grant to link the walkway between Windmill Hill and Flynn's Beach	\$10,000
<b>Port Macquarie-Hastings Council</b> North Shore Community Centre Feasibility Study	\$5,000
<b>Port Stephens Family Support Service</b> Grant to enable minor capital works to PSFSS's premises	\$1,196
<b>Port Stephens Family Support Service</b> Grant to enable minor capital works to PSFSS's premises	\$4,254
<b>Refused and Reused Community Recycling</b> Cyclone fencing to prevent unlawful entry by vandals Centre, Salamander Bay	\$2,000
<b>Royal Far West Children's Health Scheme</b> Roof and gutter repairs to premises	\$2,695
<b>RSL Laurieton Sub Branch</b> Contribution toward the construction of a War Memorial Wall	\$2,000
<b>RSL Maitland Branch on behalf of the 234 Regional Cadet Unit — Maitland</b> Repairs to hall following fire damage	\$8,000
<b>Scully Park Amateur Swimming and Life Saving Club Inc</b> Financial assistance to upgrade starting platforms	\$3,150
<b>Shoalhaven Heads Golf Club</b> Grant to construct a toilet block and storage sheds	\$10,000
<b>South Gundurimba Hall Inc</b> Urgent repairs to hall	\$2,560

Organisation and nature of grant	Amount
<b>South Tamworth Girl Guides</b> Grant to cover funding shortfall for the installation of air conditioning at the South Tamworth Girl Guides hall	\$4,000
<b>Sydney Swans Ltd</b> Financial Support for the regional tour of the AFL Premiership Cup	\$40,000
<b>Sylvia Smith Singers</b> Financial support to enable purchase of a portable piano	\$3,000
<b>The CROC Festival</b> Grant to support costs of staging the 2006 CROC	\$100,000
<b>The Womens Gathering</b> Contribution toward the costs of staging the Annual Women's Gathering	\$2,497
<b>Tomaree Breast Cancer Support Group</b> To enable the support group to produce and distribute protective apparel for breast cancer sufferers	\$2,200
<b>Toronto Amateur Sailing Club Inc</b> Renovations and improvements to the clubhouse hall	\$12,000
<b>Towradgi Surf Life Saving Club</b> Grant to purchase rescue equipment	\$2,500
<b>Tweed Coast Food Services Inc — Meals on Wheels</b> Grant to support the Meals on Wheels service	\$2,280
<b>Tweed Shire Women's Service Inc</b> Installation of air conditioning in the children's support area of their premises	\$1,314
<b>Valentine Eleebana Junior Rugby League Club Inc</b> Grant to enable provision of spectator seating	\$5,000
<b>Vermont Hill Sport and Recreation Ground Committee</b> Grant to purchase outdoor seating	\$2,000
<b>Wade High School Griffith P&amp;C</b> Sound proof industrial arts room	\$6,000
<b>Wagga Historic Engine Club Inc</b> Refurbish a Robey traction engine	\$5,000
<b>Warilla Barrack Point SLSC</b> Refurbish and upgrade amenities	\$10,000
<b>Winter Warmers</b> Financial support for the Winter Warmers Event on 17 June 2006	\$1,971
<b>Woodville School of Arts Committee</b> Refurbish kitchen	\$10,000
<b>Woonona Surf Life Saving Club</b> Grant to purchase rescue equipment	\$2,500
<b>Yeoval Pre-School</b> Purchase of outdoor/play equipment	\$3,000
<b>Yetman Hall and Progress Association</b> Funding support to purchase a second hand bus	\$35,000

Organisation and nature of grant	Amount
<b>Yetman Hall and Progress Association</b> Funding to assist with renovations to the Yetman hall	\$10,000
<b>Young Pre-School Kindergarten</b> Refurbishment of shower and disabled toilet facilities	\$10,000
<b>TOTAL</b>	<b>\$937,096</b>

### Other grants

Organisation and nature of grant	Amount
<b>National Equine Centre</b>	\$3,350,000
<b>TOTAL</b>	<b>\$3,350,000</b>

### Strategic Projects Division

Funds granted to non-government organisations.

Organisation and nature of grant	Amount
<b>Barwon Darling Alliance</b> Community Facilitators — Murdi Paaki Partnership Project	\$500,000
<b>Central Coast Community Council</b> Transport Brokerage Funding	\$9,092
<b>Delegate Progress Association Inc</b> Snowy River 90th Anniversary Commemoration	\$2,909
<b>Greater Western Sydney Economic Development Board</b> Sponsorship for Eco Profile 2006	\$1,200
<b>Henry Lawson Festival of the Arts</b> Henry Lawson Festival	\$1,000
<b>Illawarra Aboriginal Corporation</b> Community-based Working Group Operational Expenses Contribution	\$1,000
<b>Illawarra Forum</b> Illawarra Regional Social Policy Conference	\$1,100
<b>Lightning Ridge and Region Transcultural Community Council</b> Multicultural Cookbook	\$1,000
<b>Link Up NSW Aboriginal Corporation</b> Funding for Trust Account Position	\$50,000
<b>Liverpool Business Growth Centre</b> Building Youth Jobs Project	\$5,000
<b>Mamre Plains Pty Ltd</b> Department of Transport and Regional Services (DOTARS) Regional Partnership	\$10,000
<b>Mensheds Pty Ltd</b> Men's Shed Project	\$20,000
<b>Migrant Resource Centre</b> Cultural Awareness Forum — Working with African Communities	\$5,000
<b>Mungo Festival Inc</b> Mungo Festival Coordination Grant	\$10,000
<b>Nimbin Neighbourhood and Information Centre</b> Integrated Service Delivery Project Nimbin	\$1,091

Organisation and nature of grant	Amount
<b>NSW Women in Agriculture Inc</b> Sponsorship 2006 Conference	\$1,000
<b>Penlink Inc</b> Publishing and distribution of the <i>Local Directory Peninsula Edition</i>	\$1,500
<b>Penlink Inc</b> Seed Funding	\$10,000
<b>Regional Extended Family Services Inc</b> Social Leadership Network	\$13,000
<b>Regional Extended Family Services Inc</b> Street Beat Program	\$2,000
<b>Regional Extended Family Services Inc</b> Rural Communities Leadership Program	\$8,000
<b>Shared Vision Aboriginal Corporation</b> Aboriginal Engagement Processes — Bundjalung Elders Project	\$15,000
<b>Shared Vision Aboriginal Corporation</b> Management Fees Aboriginal Elders	\$4,000
<b>Shared Vision Aboriginal Corporation</b> Contribution to Bundjalung Elders Council 2006	\$1,500
<b>Shared Vision Aboriginal Corporation</b> Core Funding 2006 Contribution	\$15,000
<b>Shoalhaven Community Development Aboriginal Corporation</b> Joint Consultative Program	\$2,500
<b>Shoalhaven Community Development Aboriginal Corporation</b> Engagement Structures for Queanbeyan Region	\$2,500
<b>South Coast Medical Service Aboriginal Corporation</b> Shoalhaven Safe Communities Aboriginal Partnership	\$1,000
<b>Uniting Care Burnside</b> Community Gardens — Lightning Ridge and Gulargambone	\$15,000
<b>Uniting Care Burnside</b> Community Garden — East Dubbo	\$5,000
<b>University of Newcastle</b> Social Impact Assessment Lower Hunter Regional Strategy	\$5,000
<b>Upper Snowy Landcare Committee</b> Calendar Sponsorship	\$500
<b>Walgett Aboriginal Medical Service</b> Sponsorship 20 Year Celebration	\$1,000
<b>TOTAL</b>	<b>\$721,892</b>

### Consultancies

#### Consultancies equal to or more than \$30,000

Category	Cost	Title/nature
<b>Total number of consultancies equal to or more than \$30,000 is 1</b>	<b>\$31,616</b>	Open Mind Research Group — Advice on NSW State Plan communication and consultation strategy

## Consultancies less than \$30,000

Category	Cost
<b>Finance and accounting</b>	
Mercer — Transition to Retirement — Preliminary Investigation	\$1,412
Mercer — Transition to Retirement Models	\$19,000
KPMG — Relocation Benefits Advice	\$3,500
KPMG — Remote Areas Pilot Program for Caseworkers	\$15,000
Cumpston Sarjeant P/L — Actuarial — Family Law	\$9,765
<b>Organisational review</b>	
Performance Development Solutions — SES Guidelines	\$10,752
Bonaventure Consultants Pty Ltd — PEO Structural review	\$27,102
<b>Information technology</b>	
TND Computing — development of Critical Infrastructure database	\$9,000
<b>Management services</b>	
Julie Haress Associates — publications advice	\$10,000
Dixon Advisory — SES advice	\$500
Law Society — advice	\$219
<b>Total number of consultancies less than \$30,000 is 11</b>	<b>\$106,250</b>
<b>Total number of all consultancies 12</b>	<b>\$137,866</b>

# FINANCIAL STATEMENTS



PREMIER'S DEPARTMENT  
NEW SOUTH WALES

Telephone: 02 9221 5286  
Facsimile: 02 9221 5157  
Internet: [www.premiersdepartment.nsw.gov.au](http://www.premiersdepartment.nsw.gov.au)

GOVERNMENT ACCOUNTS OFFICER  
TREASURY DEPT  
CANBERRA ACT 2600

## Statement by the Director General of the Premier's Department

Pursuant to section 45F of the *Public Finance and Audit Act 1993*, I state in 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 1993*, the *Financial Reporting Code for Budget Dependent General Government Sector Agencies*, the applicable clauses of the *Public Finance and Audit Regulation 2005* and the Treasurer's Directions;
- b) The statements exhibit a true and fair view of the financial position of the Premier's Department as at 30 June 2006, 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.

C Gellatly  
Director General

19 October 2006



GPO BOX 11  
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 (the Department)

- presents fairly the Department's financial position as at 30 June 2006 and its performance for the year ended on that date, in accordance with Accounting Standards and other mandatory financial reporting requirements in Australia, and
- complies with section 151 of the Public Finance and Audit Act 1983 (the Act) and the Public Finance and Audit Regulation 2005.

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

### Scope

#### *The Financial Report and Director-General's Responsibility*

The financial report comprises the operating statement, statement of changes in equity, balance sheet, cash flow statement, program statement - expenses and revenues, summary of compliance with financial directives and accompanying notes to the financial statements for the Department, for the year ended 30 June 2006.

The Director-General is responsible for the preparation and true and fair presentation of the financial report in accordance with the Act. This includes responsibility for the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and for the accounting policies and accounting estimates inherent in the financial report.

#### *Audit Approach*

I conducted an independent audit in order 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 Standards and statutory requirements, and I:

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

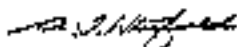
My opinion does not provide assurance:

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

#### 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. Whiffield  
Deputy Auditor-General

SYDNEY  
20 October 2006

## Operating Statement for the year ended 30 June 2006

	Notes	Actual	Budget	Actual
		2006 \$'000	2006 \$'000	2005 \$'000
<b>Expenses excluding losses</b>				
Operating expenses				
Employee related expenses	2(a)	72,070	70,087	61,188
Other operating expenses	2(b)	57,451	55,315	51,739
Depreciation and amortisation expenses	2(c)	3,747	1,778	3,279
Grants and subsidies	2(d)	12,777	13,363	13,619
Other expenses	2(e)	2,870	2,322	2,351
<b>Total Expenses excluding losses</b>		<b>148,915</b>	<b>142,865</b>	<b>132,176</b>
Less:				
<b>Revenue</b>				
Sale of goods and services	3(a)	2,835	250	1,799
Investment revenue	3(b)	255	300	177
Grants and contributions	3(c)	4,790	1,532	6,876
Other revenue	3(d)	1,840	3,040	1,705
<b>Total Revenue</b>		<b>9,720</b>	<b>5,122</b>	<b>10,557</b>
<b>Gain/(loss) on disposal</b>	4	<b>(2,177)</b>	-	(7)
<b>Other gains/(losses)</b>	5	<b>(255)</b>	-	-
<b>Net Cost of Services</b>	22	<b>141,627</b>	<b>137,743</b>	<b>121,626</b>
<b>Government Contributions</b>				
Recurrent appropriations	6	139,784	129,627	112,831
Capital appropriations (Asset sale proceeds transferred to the Crown Entity)	6	4,317	1,344	5,373
Acceptance by the Crown Entity of employee benefits and other liabilities	7	4,440	-	7,403
<b>Total Government Contributions</b>		<b>148,541</b>	<b>130,971</b>	<b>125,607</b>
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>6,914</b>	<b>(6,772)</b>	<b>3,981</b>

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## Statement of changes in equity for the year ended 30 June 2006

	Notes	Actual	Budget	Actual
		2006 \$'000	2006 \$'000	2005 \$'000
Surplus/(Deficit) for the year		6,914	(6,772)	3,981
<b>TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR</b>	17	<b>6,914</b>	<b>(6,772)</b>	<b>3,981</b>
		<b>6,914</b>	<b>(6,772)</b>	<b>3,981</b>

## Balance sheet as at 30 June 2006

	Notes	Actual	Budget	Actual
		2006 \$'000	2006 \$'000	2005 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and cash equivalents	9	13,670	2,412	1,977
Receivables	10	3,643	4,886	5,689
<b>Total Current Assets</b>		<b>17,313</b>	7,298	7,666
<b>Non-Current Assets</b>				
Plant and equipment	11	10,574	11,919	12,497
Intangible assets	12	872	215	215
<b>Total Non-Current Assets</b>		<b>11,446</b>	12,134	12,712
<b>Total Assets</b>		<b>28,759</b>	19,432	20,378
<b>Current Liabilities</b>				
Payables	14	6,294	7,589	7,589
Provisions	15	8,769	7,019	7,143
Other	16	1,358	-	-
<b>Total Current Liabilities</b>		<b>16,421</b>	14,608	14,732
<b>Non-Current Liabilities</b>				
Provisions	15	1,132	1,428	1,428
<b>Total Non-Current Liabilities</b>		<b>1,132</b>	1,428	1,428
<b>Total Liabilities</b>		<b>17,553</b>	16,036	16,160
<b>Net Assets</b>		<b>11,206</b>	3,396	4,218
<b>EQUITY</b>				
Accumulated funds	17	11,206	3,396	4,218
<b>Total Equity</b>		<b>11,206</b>	3,396	4,218



## Cash Flow Statement for the year ended 30 June 2006

		Actual	Budget	Actual
	Notes	2006 \$'000	2006 \$'000	2005 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee related		(65,657)	(63,554)	(54,866)
Grants and subsidies		(12,777)	(13,363)	(13,619)
Other		(67,828)	(60,916)	(64,836)
<b>Total Payments</b>		<b>(146,262)</b>	<b>(137,833)</b>	<b>(133,321)</b>
<b>Receipts</b>				
Sale of goods and services		5,680	250	4,212
Interest received		247	300	280
Other		11,464	8,091	14,508
<b>Total Receipts</b>		<b>17,391</b>	<b>8,641</b>	<b>19,000</b>
<b>Cash Flows from government</b>				
Recurrent appropriation	6	141,110	129,627	112,831
Capital appropriation	6	4,317	1,344	5,373
Cash reimbursements from the Crown Entity		-	-	2,881
Cash transfers to the Consolidated Fund		-	-	(507)
<b>Net Cash Flows from government</b>		<b>145,427</b>	<b>130,971</b>	<b>120,578</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	22	<b>16,556</b>	<b>1,779</b>	<b>6,257</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Purchases of plant and equipment		(4,863)	(1,344)	(5,189)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<b>(4,863)</b>	<b>(1,344)</b>	<b>(5,189)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Payment to Crown Finance Entity		-	-	(250)
Payment from Sydney Cricket and Sports Ground Trust		-	-	250
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>		<b>-</b>	<b>-</b>	<b>-</b>
<b>NET INCREASE IN CASH</b>		<b>11,693</b>	<b>435</b>	<b>1,068</b>
Opening cash and cash equivalents		1,977	1,977	624
Cash transferred in as a result of administrative restructuring	18	-	-	285
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	9	<b>13,670</b>	<b>2,412</b>	<b>1,977</b>

## Program Statement — Expenses and Revenues for the year ended 30 June 2006

	Program 4.1.1 Services for the Governor's Office *		Program 4.1.2 Services for the leaders of the opposition *		Program 4.1.3 Performance Development *		Program 4.1.4 Ministerial and Parliamentary Services *		Program 4.1.5 Public Employment Office *	
	2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000
<b>AGENCY'S EXPENSES AND REVENUES</b>										
<b>Expenses excluding losses</b>										
<b>Operating expenses</b>										
• Employee related expenses	1,118	862	1,408	1,353	3,008	2,915	38,212	25,243	7,333	8,276
• Other operating expenses	1,158	1,004	441	480	255	349	23,871	15,700	5,191	3,292
Depreciation and amortisation expenses	15	14	8	21	178	200	1,264	1,142	356	348
Grants and subsidies	-	-	-	-	-	-	-	-	1,081	2,179
Other expenses	-	-	-	-	-	-	412	403	-	-
<b>Total Expenses excluding losses</b>	<b>2,291</b>	<b>1,880</b>	<b>1,857</b>	<b>1,854</b>	<b>3,441</b>	<b>3,464</b>	<b>63,759</b>	<b>42,488</b>	<b>13,961</b>	<b>14,095</b>
<b>Revenue</b>										
Sale of goods and services	-	-	-	-	223	69	43	5	1,135	855
Investment revenue	-	-	-	-	-	-	-	-	-	-
Grants and contributions	-	-	-	-	-	-	-	-	1,172	1,617
Other revenue	-	-	-	-	-	-	965	1,188	-	197
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>223</b>	<b>69</b>	<b>1,008</b>	<b>1,193</b>	<b>2,307</b>	<b>2,669</b>
Gain/(loss) on disposal	-	-	-	-	(14)	(2)	-	(4)	-	-
Other gains/(losses)	-	-	-	-	-	-	(86)	-	(60)	-
<b>Net Cost of Services</b>	<b>2,291</b>	<b>1,880</b>	<b>1,857</b>	<b>1,854</b>	<b>3,232</b>	<b>3,397</b>	<b>62,837</b>	<b>41,299</b>	<b>11,714</b>	<b>11,426</b>
Government contributions **										
<b>NET EXPENDITURE/(REVENUE) FOR THE YEAR</b>	<b>2,291</b>	<b>1,880</b>	<b>1,857</b>	<b>1,854</b>	<b>3,232</b>	<b>3,397</b>	<b>62,837</b>	<b>41,299</b>	<b>11,714</b>	<b>11,426</b>

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

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

Program 4.1.6 Strategic Projects *		Program 4.1.7 State Administration Services *		Program 4.1.8 Office for Women*		Not Attributable		Total	
2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000
7,472	10,149	11,992	10,650	1,527	1,740	-	-	72,070	61,188
2,195	4,076	24,176	26,332	346	506	(182)	-	57,451	51,739
705	627	1,171	843	50	84	-	-	3,747	3,279
2,555	4,301	8,794	6,141	347	998	-	-	12,777	13,619
-	-	2,458	1,947	-	1	-	-	2,870	2,351
12,927	19,153	48,591	45,913	2,270	3,329	(182)	-	148,915	132,176
173	81	1,416	787	27	2	(182)	-	2,835	1,799
-	-	255	176	-	1	-	-	255	177
608	1,228	3,010	4,031	-	-	-	-	4,790	6,876
215	126	615	123	45	71	-	-	1,840	1,705
996	1,435	5,296	5,117	72	74	(182)	-	9,720	10,557
(232)	(1)	(1,925)	-	(6)	-	-	-	(2,177)	(7)
(23)	-	(86)	-	-	-	-	-	(255)	-
12,186	17,719	45,306	40,796	2,204	3,255	-	-	141,627	121,626
						148,541	125,607	148,541	125,607
12,186	17,719	45,306	40,796	2,204	3,255	(148,541)	(125,607)	(6,914)	(3,981)

## Summary of Compliance with Financial Directives for the year ended 30 June 2006

	2006				2005			
	Recurrent Appropriation	Expenditure / Net Claim on Consolidated Fund	Capital Appropriation	Expenditure / Net Claim on Consolidated Fund	Recurrent Appropriation	Expenditure / Net Claim on Consolidated Fund	Capital Appropriation	Expenditure / Net Claim on Consolidated Fund
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ORIGINAL BUDGET APPROPRIATION/EXPENDITURE</b>								
• Appropriation Act	128,255	128,255	1,317	1,317	94,009	93,822	3,364	3,364
• Additional Appropriations	-	-	-	-	-	-	-	-
• s24 PF&AA — transfers of functions between departments	(2,901)	(2,901)	27	27	620	620	-	-
	125,354	125,354	1,344	1,344	94,629	94,442	3,364	3,364
<b>OTHER APPROPRIATIONS/ EXPENDITURE</b>								
• Treasurer's Advance	14,973	11,812	2,973	2,973	11,679	11,288	3,562	2,009
• Section 22 — expenditure for certain works and services	-	-	-	-	2,000	2,000	-	-
• Transfers to/from another agency (s28 of the Appropriation Act)	3,218	2,618	-	-	5,101	5,101	-	-
	18,191	14,430	2,973	2,973	18,780	18,389	3,562	2,009
<b>Total Appropriations/ Expenditure/Net Claim on Consolidated Fund (includes transfer payments)</b>	143,545	139,784	4,317	4,317	113,409	112,831	6,926	5,373
<b>Amount draw down against Appropriation</b>		141,110		4,317		112,831		5,373
<b>Liability to Consolidated Fund*</b>		(1,326)		-		-		-

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

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

# Notes to the financial statements for the year ended 30 June 2006

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

The consolidated financial report for the year ended 30 June 2006 has been authorised for issue by the Director-General on 19 October 2006.

### (b) Basis of preparation

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

- Applicable Australian Accounting Standards (which include Australian Equivalents to International Financial Reporting Standard (AEIFRS))
- The requirements of the Public Finance and Audit Act and Regulation
- The Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer

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

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

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

### (c) Statement of Compliance

The consolidated and parent entity financial statements and notes comply with Australian Accounting Standards, which include AEIFRS.

This is the first financial report prepared based on AEIFRS and comparatives for the year ended 30 June 2005 have been restated accordingly, except as stated below.

In accordance with AASB 1 First-time Adoption of Australian Equivalents to International Financial Reporting Standards and Treasury Mandates, the date of transition to AASB 132 Financial Instruments: Disclosure and Presentation and AASB 139 Financial Instruments: Recognition and Measurement was deferred to 1 July 2005. As a result, comparative information for these two Standards is presented under the previous Australian Accounting Standards which applied to the year ended 30 June 2005.

The basis used to prepare the 2004–05 comparative information for financial instruments under previous Australian Accounting Standards is discussed in Note 1(u) below. The financial instrument accounting policies for 2005–06 are specified in Notes 1(o) and (r), below.

Reconciliations of AEIFRS equity and surplus or deficit for 30 June 2005 to the balances reported in the 30 June 2005 financial report are detailed in Note 24. This note also includes separate disclosure of the 1 July 2005 equity adjustments arising from the adoption of AASB 132 and AASB 139.

### (d) Income recognition

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

#### (i) Parliamentary appropriations and contributions

Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as income when the agency 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, unspent appropriations are accounted for as liabilities rather than revenue.

The liability is disclosed in Note 16 as part of 'Current liabilities — Other'. The amount will be repaid and the liability will be extinguished next financial year. Any liability in respect of transfer payments is disclosed in 'Administered assets and liabilities'.

#### **(ii) Sale of goods**

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

#### **(iii) Rendering of services**

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

#### **(iv) Investment revenue**

Interest revenue is recognised using the effective interest method as set out in AASB 139 Financial Instruments: Recognition and Measurement. Rental revenue is recognised in accordance with AASB 117 Leases on a straight-line basis over the lease term. Royalty revenue is recognised in accordance with AASB 118 Revenue on an accrual basis in accordance with the substance of the relevant agreement. Dividend revenue is recognised in accordance with AASB 118 when the agency's right to receive payment is established.

### **(e) Employee benefits and other provisions**

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

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

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

The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised.

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

The department's liabilities for long service leave and defined benefit superannuation are assumed by the Crown Entity. The department accounts for the liability as having been extinguished resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown Entity of employee benefits and other liabilities'. Prior to 2005–06 the Crown Entity also assumed the defined contribution superannuation liability.

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 06/09) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

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

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

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

Any provisions for restructuring are recognised only when the department has a detailed formal plan and the department has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring by starting to implement the plan or announcing its main features to those affected.

### **(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) Acquisitions of Assets**

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

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and revenues at their fair value at the date of acquisition (see also assets transferred as a result of an administrative restructure — Note (q)).

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

Where payment for an item is deferred beyond normal credit terms, its cost is the cash price equivalent, ie the deferred payment amount is effectively discounted at an asset-specific rate.

#### **(i) Capitalisation Thresholds**

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

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

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

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

Except for certain heritage 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 agency.

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

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

#### **(l) Restoration cost**

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

#### **(m) Leased assets**

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

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

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

#### **(n) Intangible assets**

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

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

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

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

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

#### **(o) Loans and receivables — year ended 30 June 2006 (refer Note 1(u) for 2004–05 policy)**

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

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

#### **(p) Other assets**

Other assets are recognised on a cost basis.

#### **(q) Equity transfers**

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

Transfers arising from an administrative restructure between government departments are recognised at the amount at which the asset was recognised by the transferor government department immediately prior to the restructure. In most instances this will approximate fair value. All other equity transfers are recognised at fair value.

#### **(r) Payables — year ended 30 June 2006 (refer Note 1(u) for 2004–05 policy)**

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

#### **(s) Budgeted amounts**

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

The budgeted amounts in the Operating Statement and the Cash Flow Statement are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Balance Sheet, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts; i.e. per the audited financial statements (rather than carried forward estimates).

#### **(t) Comparative information**

Comparative figures have been restated based on AEIFRS with the exception of financial instruments information, which has been prepared under the previous AGAAP Standard (AAS 33) as permitted by AASB 1.36A. (refer para (u) below). The transition to AEIFRS for financial instruments was 1 July 2005. The impact of adopting AASB 132 / 139 is further discussed in Note 24.

#### **(u) Financial instruments accounting policy 2004–05 comparative**

##### **Investment income**

Interest revenue is recognised as it accrues. Royalty revenue is recognised on an accrual basis in accordance with the substance of the relevant agreement. Dividend revenue is recognised when the department's right to receive payment is established.

##### **Receivables**

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



## 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.

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

The following Accounting Standard has not been applied and is not yet effective: AASB1004 Contributions- not-for-profit entities only — refer NSW Treasury Mandate TC 06/14. The possible impact of this Standard in the period of initial application is discussed in Note 24, along with the other AEIFRS impacts.

## 2 Expenses excluding losses

### (a) Employee related expenses

	2006 \$'000	2005 \$'000
Salaries and wages (including recreation leave)	58,219	49,393
Superannuation — defined benefit plans	1,403	1,534
Superannuation — defined contribution plans	3,558	2,881
Long service leave	2,739	2,723
Workers compensation insurance	379	215
Payroll tax and fringe benefit tax	5,772	4,442
	72,070	61,188

### (b) Other operating expenses include the following:

Auditor's remuneration — audit or review of the financial reports	146	130
Consultancy costs	138	188
Contractors	5,172	6,157
Fees for services rendered	3,343	3,349
Insurance	110	79
Legal costs	2,432	3,437
Motor vehicle expenses	2,761	2,598
Operating lease rental expense— minimum lease payments	15,948	13,178
Telephone	2,424	1,661
Printing	1,286	1,212
Training (staff development)	427	411
Travel	2,342	2,125
Other expenses	5,706	4,628
Advertising and community information	2,265	1,172
Committee fees and expenses	207	179
Corporate services	8,683	8,059
Security	2,191	1,562
Special functions	1,214	1,029
Maintenance expenses *	656	585
	57,451	51,739
<b>* Reconciliation — total maintenance</b>		
Maintenance expense — contracted labour and other (non-employee related), as above	656	585
Total maintenance expenses included in Note 2(a) + 2(b)	656	585

**(c) Depreciation and amortisation expenses**

	2006 \$'000	2005 \$'000
Depreciation		
Plant and equipment	1,422	1,202
Total depreciation	1,422	1,202
Amortisation — leasehold improvements		
Leasehold improvements	2,195	1,953
Intangible	130	124
	3,747	3,279

**(d) Grants and subsidies**

Miscellaneous grants approved by the Premier	1,703	4,963
Grants to other budget sector agencies	2,133	2,985
Grants to external organisations	7,747	4,698
Regional and Rural Miscellaneous grants	937	973
Aboriginal Trust Fund Repayment Scheme	257	-
	12,777	13,619

**(e) Other expenses**

Australia Day Council	757	735
Parliamentary Remuneration Tribunal	107	107
Protocol expenses	1,701	1,212
Special reports and unforeseen expenses	305	297
	2,870	2,351

**3 Revenues****(a) Sale of goods and services**

Administrative services and projects	1,543	250
Publication sales	1	3
Training/seminars	862	735
Functions and events	202	355
Fees general	10	70
Other	217	386
	2,835	1,799

**(b) Investment income**

Interest	255	177
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**(c) Grants and contributions**

Commonwealth Government	1,509	2,110
Local Councils	-	25
NSW Budget sector entities	54	424
NSW Non Budget sector entities	5	13
Private sector	2,928	3,968
Public Trading Enterprises	294	336
	4,790	6,876

**(d) Other revenue**

Motor Services Unit recovery	859	1,134
Other	981	571
	1,840	1,705

#### 4 Gain/(Loss) on Disposal of Non-Current Assets

	2006 \$'000	2005 \$'000
Gain/(loss) on disposal of plant and equipment		
Proceeds from disposal	2	-
Written down value of intangible assets disposed	(1,900)	-
Written down value of assets disposed	(279)	(7)
Net gain/(loss) on disposal of plant and equipment	(2,177)	(7)

\$1.9 million of Records Information Management System was transferred to contributing agencies associated with the project.

#### 5 Other Gains/(Losses)

Impairment of receivables	(255)	-
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#### 6 Appropriations

<b>Recurrent appropriations</b>		
Total recurrent drawdowns from NSW Treasury (per Summary of Compliance)	141,110	112,831
Less: Liability to Consolidated Fund (per Summary of Compliance)	1,326	-
	139,784	112,831
Comprising:		
Recurrent appropriations (per Operating Statement)	139,784	112,831
	139,784	112,831
<b>Capital appropriations</b>		
Total capital drawdowns from NSW Treasury (per Summary of Compliance)	4,317	5,373
	4,317	5,373
Comprising:		
Capital appropriations (per Operating Statement)	4,317	5,373
	4,317	5,373

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

The following liabilities and/or expenses have been assumed by the Crown Entity:

Superannuation	1,403	4,415
Long Service Leave	2,739	2,723
Payroll tax	298	265
	4,440	7,403

#### 8 Programs/Activities of the Agency

##### (a) 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.

##### (b) Program 4.1.2 Services for the leaders of the opposition

###### Objective:

To support the leaders of the opposition in performing their parliamentary duties.

##### (c) Program 4.1.3 Performance Development

###### Objective:

To review, measure and report public sector performance and develop reform initiatives to improve quality and value for money, including service delivery initiatives.

##### (d) Program 4.1.4 Ministerial and Parliamentary Services

###### Objective:

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

#### (e) Program 4.1.5 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.

#### (f) Program 4.1.6 Strategic Projects

**Objective:**

To manage complex issues and projects involving multiple stakeholders through strategic and multi-agency responses for the benefit of communities at state, regional and local levels.

#### (g) Program 4.1.7 State Administration Services

**Objective:**

To support the Premier in his role as Head of Government, manage State protocol, honours and diplomatic issues. To coordinate counter-terrorism planning and the response to major emergencies.

#### (h) Program 4.1.8 Office for Women

**Objective:**

To provide leadership on whole of government policy formulation, programs and initiatives for women.

### 9 Current Assets — cash and cash equivalents

	2006 \$'000	2005 \$'000
Cash at bank and on hand	13,670	1,977
For the purposes of the Cash Flow Statement, cash and cash equivalents include cash at bank, and cash on hand.		
Cash and cash equivalent assets recognised in the Balance Sheet are reconciled at the end of the financial year to the Cash Flow Statement as follows:		
Cash and cash equivalents (per Balance Sheet)	13,670	1,977
Closing cash and cash equivalents (per Cash Flow Statement)	13,670	1,977

### 10 Current Assets — receivables

Sale of goods and services	2,229	3,311
Less: allowance for impairment	(411)	(156)
Goods and Services Tax recoverable from ATO	1,033	1,755
Other debtors	639	621
Prepayments	153	158
	3,643	5,689
	3,643	5,689

### 11 Non-Current Assets — property, plant and equipment

	Plant and equipment \$'000
<b>At 1 July 2005</b>	
At gross carrying amount	22,923
Less: accumulated depreciation	(10,426)
Net carrying amount at fair value	12,497
<b>At 30 June 2006</b>	
At gross carrying amount	24,056
Less: accumulated depreciation	(13,482)
Net carrying amount at fair value	10,574

## Reconciliation

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

	Plant and equipment \$'000
<b>Year ended 30 June 2006</b>	
Net carrying amount at start of year	12,497
Additions	4,432
Transfer WIP to Intangible software	(2,500)
Disposals	(1,137)
Acquisitions through administrative restructures	105
Other movements	(65)
Depreciation and amortisation expenses	(3,617)
Accumulated depreciation written back on disposal	859
Net carrying amount at end of year	10,574
<b>At 1 July 2004</b>	
At gross carrying amount	18,184
Less: accumulated depreciation	(8,396)
Net carrying amount at fair value	9,788
<b>At 30 June 2005</b>	
At gross carrying amount	22,923
Less: accumulated depreciation	(10,426)
Net carrying amount at fair value	12,497

## Reconciliation

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

<b>Year ended 30 June 2005</b>	
Net carrying amount at start of year	9,788
Additions	5,684
Disposals	(1,064)
Acquisitions through administrative restructures	405
Depreciation and amortisation expenses	(3,119)
Accumulated depreciation written back on disposals	1,057
Software transferred to intangibles	(611)
Accumulated amortisation transferred to Intangibles	272
Restoration provision — leasehold improvements	161
Accumulated amortisation on restoration	(44)
Other movements	(32)
Net carrying amount at end of year	12,497

## 12 Intangible Assets

	Software \$'000
<b>At 1 July 2005</b>	
Gross carrying amount	611
Accumulated amortisation and impairment	(396)
Net carrying amount at fair value	215

	Software \$'000
<b>At 30 June 2006</b>	
Gross carrying amount	1,389
Accumulated amortisation and impairment	(517)
Net carrying amount at fair value	872
<b>Year ended 30 June 2006</b>	
Net carrying amount at start of year	215
Additions	1,012
Transfer from WIP	1,676
Impairment losses	-
Amortisation (recognised in depreciation and amortisation)	(130)
Accumulated amortisation written back on disposal	10
Disposal	(1,911)
Net carrying amount at end of year	872
<b>At 30 June 2005</b>	
Gross carrying amount	611
Accumulated amortisation and impairment	(396)
Net carrying amount at fair value	215
<b>Year ended 30 June 2005</b>	
Net carrying amount at start of year	-
Additions	611
Amortisation	(124)
Transfer accumulated amortisation from software	(272)
Net carrying amount at end of year	215

The disposal of intangible assets includes \$1.9 million disbursement of Records and Information Management Systems (RIMS) software to various agencies.

### 13 Restricted Assets

	2006 \$'000	2005 \$'000
Cash	2,946	106
Liability to Consolidated Fund	1,326	-
	4,272	106

In 2005–06 restricted cash related to the Aboriginal STEP's Commonwealth funding, and Aboriginal Trust Fund Repayment Scheme, that remained unspent as at 30 June 2006.

### 14 Current Liabilities — payables

Accrued salaries, wages and on-costs	2,193	1,318
Creditors	4,101	6,271
	6,294	7,589

### 15 Current/Non Current Liabilities — provisions

<b>Current</b>		
<b>Employee benefits and related on-costs</b>		
Recreation leave	7,577	6,906
Payroll tax	548	9
Fringe benefits tax	483	67
	8,608	6,982

	2006 \$'000	2005 \$'000
<b>Current</b>		
<b>Other provisions</b>		
Restoration Cost	161	161
	161	161
	8,769	7,143
<b>Non-current</b>		
<b>Employee benefits and related on-costs</b>		
Recreation leave	92	362
Long service leave	293	158
Payroll tax	747	908
	1,132	1,428

#### Aggregate employee benefits and related on-costs

Provisions — current	8,608	6,982
Provisions — non-current	1,132	1,428
Accrued salaries, wages and on-costs	2,193	1,318
	11,933	9,728

From the current provisions of \$8.608 million (2005 \$6.982 million), \$1.755 million is payable later than 12 months (2005 \$2.469 million).

#### 16 Current Liabilities — other

Liability owing to consolidated fund	1,326	-
Crown Finance Entity	32	-
	1,358	-

#### 17 Changes in Equity

	Accumulated Funds		Total Equity	
	30 June 2006 \$'000	30 June 2005 \$'000	30 June 2006 \$'000	30 June 2005 \$'000
<b>Entity</b>				
Balance at the beginning of the year	4,218	158	4,218	158
<b>Changes in equity — transactions with owners as owners</b>				
Increase/in net assets from equity transfers	74	79	74	79
<b>Changes in equity — other than transactions with owners as owners</b>				
Surplus/(deficit) for the year	6,914	3,981	6,914	3,981
Balance at the end of the financial year	11,206	4,218	11,206	4,218

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

	2006 \$'000	2005 \$'000
<b>Assets</b>		
Cash	237	285
Receivables	-	457
Receivables — adjustment of 03–04 Office of Western Sydney transfer in	(31)	-
Plant and equipment transfer in	105	402
	311	1,144

	2006 \$'000	2005 \$'000
<b>Liabilities</b>		
Payables	-	(432)
Employee entitlements	(237)	(634)
	(237)	(1,066)
Total	74	78

(a) Ministers offices were transferred to the Premier's Department from various departments

(b) Community Drug Strategies unit was transferred to NSW Department of Health from the Premier's Department.

Description of the purposes of the above programs are set out in Note 8.

<b>Responsibility assumed from Ministers offices transfer in (a)</b>		
Assets transferred from Minister's office		
Plant and equipment	105	-
Cash	237	-
Liabilities transferred from Ministers offices	-	-
Provision for employee benefits	(237)	-
	105	-
<b>Responsibility relinquished for Community Drug Strategies unit (b)</b>		
Payables	(131)	-
Liabilities transferred to NSW Department of Health	-	-
Provision for employee benefits	131	-
	-	-
Increase in net assets from administrative restructuring	105	-

## 19 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:

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	380	281
Total (including GST)	380	281

### (c) Operating Lease Commitments

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

Not later than one year	16,951	13,003
Later than one year and not later than five years	60,804	31,794
Later than five years	40,472	5,083
Total (including GST)	118,227	49,880

The operating lease commitments relate to leasing of office space and motor vehicles. The expenditure above includes input tax credits of \$10.748 million that are expected to be recoverable from the ATO (2005 \$4.535 million).

### (d) Grants Commitments

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

Not later than one year	3,377	1,393
Later than one year and not later than five years	2,297	1,298
Total (including GST)	5,674	2,691



The expenditure above includes input tax credits of \$0.516 million that are expected to be recoverable from the ATO (2005 \$0.245 million).

## 20 Contingent liabilities and contingent assets

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

## 21 Budget review

### Net cost of services

Actual Net Cost of Services exceeded budget by \$3.884 million. This was due to a \$6.050 million increase in expenditure, and a \$2.177 million loss on retirement of non-current assets, being off-set by an increase in revenue of \$4.598 million.

Over expenditure is due to increase in other operating expenses (\$2.136 million), employee related (\$1.983 million), and non-cash depreciation expenditure (\$1.969 million).

### Assets and liabilities

Current assets exceed budget by \$10.015 million. This was due to an increase in cash of \$11.258 million, which was off-set by a decrease in receivables of \$1.243 million.

Current Liabilities exceed budget by \$1.813 million. This was due to the transfer into the department of provisions and liabilities associated with restructures.

### Cash flows

Net Cash Flow from Operating Expenses exceeded budget by \$14.777 million. This was due to recurrent expenditure associated with approved funding supplementations.

Net Cash Flow from Investing Activities exceeded budget by \$3.519 million. This was due to capital expenditure associated with approved funding supplementations.

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

	2006 \$'000	2005 \$'000
Net cash flows from operating activities	16,556	6,257
Cash flows from Government/Appropriations	(145,427)	(120,578)
Acceptance by the Crown Entity of employee benefits and other liabilities	(4,440)	(4,522)
Cash transferred in from administrative restructure	-	285
Allowance for impairment	(3,747)	(3,279)
Decrease/(increase) in provisions	(939)	(1,953)
Increase/(decrease) in prepayments and other assets	(1,934)	(94)
Decrease/(increase) in creditors	481	2,265
Net loss on sale of plant and equipment	(2,177)	(7)
Net cost of services	(141,627)	(121,626)

## 23 Financial instruments

The department's principal financial instruments are outlined below. These financial instruments arise directly from the department's operations or are required to finance the department's operations. The department does not enter into or trade financial instruments for speculative purposes. The department does not use financial derivatives.

### Cash

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

The average rate over the year was 4.54 percent (4.33 percent in 2005), and the rate at year end was 4.75 percent (4.5 percent in 2005)

### 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 uncollectable are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. The credit risk is the carrying amount (net of any allowance for impairment). No interest is earned on trade debtors. The carrying amount approximates net fair value. Sales are made on 30 day terms.

## 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.

## 24 Impact of adoption of AEIFRS

The department has applied the AEIFRS for the first time in 2005–06 financial report. The key areas where changes in accounting policies have impacted the financial report are disclosed below. Some of these impacts arise because AEIFRS requirements are different from previous AASB requirements (AGAAP). Other impacts arise from options in AEIFRS that were not available or not applied under previous AGAAP. The department has adopted the options mandated by NSW Treasury for all NSW public sector agencies. The impacts below reflect Treasury's mandates and policy decisions.

The impacts of adopting AEIFRS on total equity and surplus/(deficit) as reported under previous AGAAP are shown below: There are no material impacts on premier's department's cash flows.

### Reconciliation — 1 July 2004 and 30 June 2005

#### Reconciliation of equity under previous Accounting standards (AGAAP) to equity under AEIFRS

	30 June 2005** \$'000	1 July 2004* \$'000
Total Equity under AGAAP	4,262	167
Adjustments to accumulated funds		
Recognition of restoration costs	(44)	-
Total equity under AEIFRS	4,218	167

\* = adjustments as at the date of transition.

\*\* = cumulative adjustments as at date of transition plus the year ended 30 June, 2005

#### Reconciliation of surplus/(deficit) under previous AGAAP to surplus/(deficit) under AEIFRS:

	30 June 2005 \$'000
<b>Year ended 30 June 2005</b>	
<b>Surplus/(deficit) under AGAAP</b>	<b>4,017</b>
Recognition of depreciation and finance costs for the provision for restoration costs	(36)
<b>Surplus/(deficit) under AEIFRS</b>	<b>3,981</b>
Based on the above, application of AEIFRS in 2004–05 has increased the Net Cost of Services from \$121,590 to \$121,626.	

#### Notes to tables above

(a) AASB 116 requires the cost and fair value of property, plant and equipment to be increased to include the estimated restoration costs, where restoration provisions are recognised under AASB 137 Provisions, Contingent Liabilities and Contingent Assets. This treatment was not required under previous AGAAP. As a result the provisions, net carrying amount of property, plant and equipment, depreciation expense and finance costs related to the unwinding of the restoration provision have all increased.

#### (b) Grant recognition

The department, as a not-for-profit entity has applied the requirements in AASB 1004 Contributions regarding contributions of assets (including grants) and forgiveness of liabilities. There are no differences in the recognition requirements between the new AASB 1004 and the previous AASB 1004. However, the new AASB 1004 may be amended by proposals in ED 147 Revenue from Non-Exchange Transactions (Including Taxes and Transfers). If the ED 147 approach is applied, revenue and/or expense recognition will not occur until either the department supplies the related goods and services (where grants are in-substance agreements for the provision of goods and services) or until conditions are satisfied. ED 147 may therefore delay revenue recognition compared with AASB 1004, where grants are recognised when controlled. However, at this stage, the timing and dollar impact of these amendments is uncertain.

## 25 AFTER BALANCE DATE EVENTS

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

## End of audited financial statements



# ACRONYMS

<b>AAPCC</b>	Aboriginal Affairs Plan Coordinating Committee
<b>ADI</b>	Australian Defence Industries
<b>ADT</b>	Administrative Decisions Tribunal
<b>ANZSCO</b>	Australian and New Zealand Standard Classification of Occupations
<b>APEC</b>	Asia Pacific Economic Community
<b>ATSI</b>	Aboriginal and Torres Strait Islander
<b>BCP</b>	Business Continuity Plan
<b>CBD</b>	Central Business District
<b>CCQG</b>	Council on the Cost and Quality of Government
<b>CCSU</b>	Central Corporate Services Unit
<b>CEO</b>	Chief Executive Officer
<b>COAG</b>	Council of Australian Governments
<b>CPC</b>	Corporate Partners for Change
<b>CT&amp;DRD</b>	Counter Terrorism and Disaster Recovery Directorate
<b>DAA</b>	Department of Aboriginal Affairs
<b>DET</b>	Department of Education and Training
<b>DIMWG</b>	Data and Information Management Working Group
<b>DOTARS</b>	Department of Transport and Regional Services
<b>E&amp;DCC</b>	Equity and Diversity Consultative Committee
<b>EDP</b>	Executive Development Program
<b>EEO</b>	Equal Employment Opportunity
<b>FOI</b>	Freedom of Information
<b>GMT</b>	Governor Macquarie Tower
<b>IAAG</b>	Infrastructure Assurance Advisory Group
<b>ICT</b>	Information and Communication Technology
<b>IIG</b>	Infrastructure Implementation Group
<b>JCC</b>	Joint Consultative Committee
<b>L&amp;D</b>	Learning and Development
<b>M&amp;PS</b>	Ministerial and Parliamentary Services
<b>MAIR</b>	Multi-Agency Initiatives Report
<b>MPA</b>	Marine Parks Authority
<b>MS</b>	Management Services
<b>NCOSS</b>	Council of Social Science of New South Wales
<b>NGO</b>	Non-Government Organisation
<b>OCG</b>	Office of the Coordinator General
<b>OFW</b>	Office for Women
<b>OH&amp;S</b>	Occupational Health and Safety
<b>OIICAC</b>	Office of the Inspector for the Independent Commission Against Corruption
<b>OPSE</b>	Office of Protocol and Special Events
<b>PDD</b>	Performance Development Division
<b>PDU</b>	Premier's Delivery Unit
<b>PEO</b>	Public Employment Office
<b>PPIPA</b>	<i>Privacy and Personnel Information Protection Act</i>
<b>RCP</b>	Regional Coordination Program
<b>SCC</b>	State Coordination Centre
<b>SES</b>	Senior Executive Service
<b>SPD</b>	Strategic Projects Division
<b>TOELA</b>	<i>Transferred Officer's Extended Leave Act</i>
<b>WYD</b>	World Youth Day



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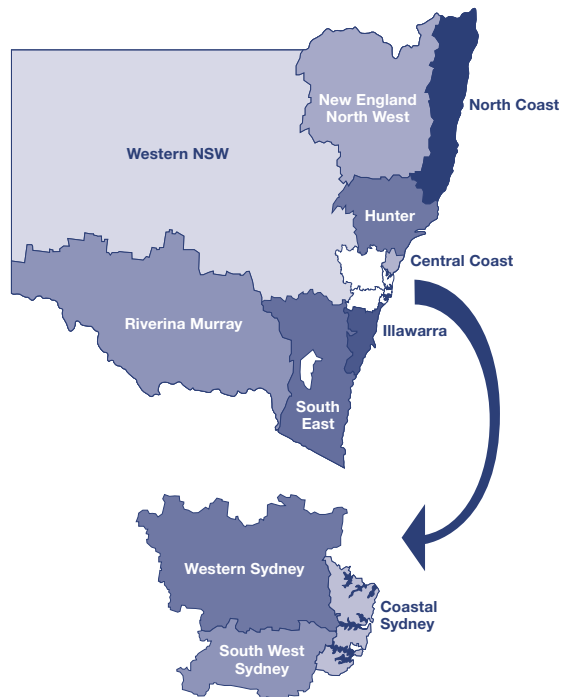
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