

## WHO WE ARE

The Premier's Department of New South Wales (NSW) 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 positive community outcomes through 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 to ensure a whole-of-government approach to policy development, service provision, effective management of public sector staff and resources

Our services focus on:

- whole-of-government coordination of major business, investment, infrastructure and community proposals and initiatives
- leading and facilitating whole-of-government efforts to strengthen communities
- 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

## OUR HISTORY

The Premier's Department 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 and assisting the Premier on sensitive issues.

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

## CONTACT INFORMATION

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

Telephone: (02) 9228 5555

Facsimile: (02) 9228 3522

TTY: (02) 9248 3544

Email: [info@premiers.nsw.gov.au](mailto:info@premiers.nsw.gov.au)

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 of the back cover.

## 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 impact on our work, alert people who will be affected and equip them to manage the situation

### 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



Premier's Department  
New South Wales

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

Dear Premier

I am pleased to enclose the 2004–05 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 Premier's 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 2005

# Director General's highlights



The New South Wales Premier's Department has enjoyed a successful year, undertaking a great variety of productive activities. The department has always prided itself on its ability to ensure the smooth running of government and to coordinate collaborative strategies to facilitate the efficient operation of the state of NSW. The major successes and initiatives of the department's various divisions illustrate its ongoing commitment to provide services to the people of NSW.

## Improving public sector performance

The department has continued to play a leading role improving public sector efficiency and effectiveness. It has achieved these aims by implementing changes to the workforce and leadership structures of public agencies. The department has consistently provided leadership and support for public agencies in their employment planning processes, addressing occupational shortages and skill gaps. The most significant achievement in this area was the implementation of the Workforce Planning Strategic Framework and Action Plan. This plan responded to key findings of the workforce planning survey, developed a workforce projection model for the sector and conducted a survey of retirement intentions. The department has also established a suite of online services for public sector staff, streamlining access to information about conditions and entitlements, facilitating the achievement of equal employment opportunity targets and providing information about employment and career opportunities within the sector.

The sector's leadership and government arrangements have also been strengthened, and Chief Executive Officer forums have been increasingly utilised to improve public sector coordination and service delivery. A report of an audit of 100 regional and multi-agency initiatives was produced and distributed across the public sector. The audit identified policy and practice

lessons that will enhance the design, management and coordination of cross-agency activities. The department addressed specific issues identified in reviews, including improving the operations of the State Electoral Office and restructuring the Department of Aboriginal Affairs. These reforms have ensured a greater focus on policy coordination and regional service delivery in the NSW public sector.

The department has worked collaboratively with public agencies and private investors on major industrial developments across NSW. These include the proposed \$450 million pulp and paper mill expansion at Tumut, the \$330 million Cowal gold mine project near West Wyalong, and the \$150 million mineral sands deposit and separation plant at Broken Hill. These major projects will produce jobs and encourage investment in NSW and enhance the state's rural economy.

## Managing complex issues

The department provides the Premier with a capacity to manage complex projects and issues. This year positive benefits were achieved for regional communities by managing issues relating to the impact of the drought, cross-border service delivery and the needs of Aboriginal communities.

## Protecting the state and the community

As well as developing the state's critical infrastructure, the department has also worked cooperatively with Commonwealth, state and territory agencies to develop nationally-consistent guidelines for the protection of that infrastructure. The department has created in collaboration with NSW Police, a NSW counter terrorism and disaster recovery framework, launched by the Premier in February 2005. A state-of-the-art Coordination Centre was established, to centralise information and support decision makers in the event of a terrorist threat or natural disaster. A Public Information Coordination Centre was also established to facilitate public information in the event of any incident.

The protection of the community through the development of drug awareness is also a key priority for the department, a notable achievement being the impact of community drug information delivered through the NSW Cannabis Information Campaign. Evaluation of the campaign showed a significant increase in teenagers' awareness that cannabis is a major cause of social problems and has serious negative health effects.

The department advised and supported the Premier, Cabinet and government agencies in relation to crime, community safety and related social issues. The department enabled cross-government responses to crime prevention issues and supported multi-agency initiatives in specific locations, eg Redfern and West Dubbo.

### **Improving the status of women**

The department has continued to support the strengthening of the status of women in the public and private sectors by providing a range of activities and services to young women. The department's Lucy Mentoring Program carefully matches university undergraduates with successful women in the business, finance, economics, accounting and legal spheres. Providing inspiration, motivation, vision, framework and experience to young women is a key outcome of the Lucy Program. In addition to Lucy, the department also continued to support GirlSavvy, one-day workshops for women in mid to senior high school. Workshop activities aim to inform young women of the diversity of job options available and focus on the benefits of good financial planning for greater independence and improved quality of life.

### **Organising the state's special events**

The department has once again shown its ability to successfully organise and execute major special events in NSW, from creative development through to marketing, communications, operations and delivery stages. The extraordinary success of the National Olympic and Paralympic Welcome Home Parades, the Tsunami National Day of Mourning, and Sydney's Australia Day and New Year's Eve celebrations is a testament to the department's ability to deliver quality special events for NSW. The department's expertise in events organisation received international recognition when a delegation was invited to advise the Singapore government on major event coordination and management issues.



2004 Paralympic athletes at the Welcome Home Parade

### **Serving Premier as Head of Government**

During the year the department finalised new arrangements for media monitoring, marking a significant change to the way the government receives broadcast media monitoring services. The department also expanded its role as a provider of office and information technology support to the Minister's offices, enabling it to more effectively manage the provision of staff support, equipment maintenance and replacement and other office services. These changes have allowed for a more centralised and efficient parliamentary services system.

The combined efforts of the department over the past year have strengthened the NSW public sector. This has been done by implementing collaborative strategies for improving service delivery and efficiency.

I would like to take this opportunity to thank all staff members for their superlative efforts over the past year and express my confidence in their ability to continue their good work in the year ahead.

**Col Gellatly**

# Our corporate framework

To improve on its performance, the department has developed, like other NSW public agencies, a Results and Services Plan. This plan builds upon the corporate framework and has a number of wording and structural differences. Two of the framework's key results areas have been renamed to more clearly describe the services provided and planned results.

Key result area 1 has been split into: improved workforce capacity to support service delivery (PRA 1), and improved service delivery and accountability (PRA 2). An additional planned result area has been defined by disaggregating services from all five key result areas.

Lastly, the internal key result area to improve our capability and capacity to deliver has been renamed capability to deliver.

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

### 2004–05 Planned outcomes and achievements

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#### Progress major industrial issues, agreements, awards and policies (Public Employment Office — PEO)

- Managed and coordinated sector-wide wages and salary claims eg nurses, health staff, teachers promotional positions, police, public servants
- Managed and presented the government case to the Industrial Relations Commission in response to Labor Council's application for a security of employment clause to be inserted into *Crown Conditions of Employment Award*
- Managed the redeployment and/or outplacement of all remaining staff of the Residual Management Business Corporation following the closure of the Pacific Power Authority and the sale of Pacific Power International
- Coordinated and/or appeared in over 55 award reviews to modernise and simplify public sector awards, eg review of the *Crown Employees (Conditions of Employment) Award* and the Public Service Association's *Salaries Award*

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

- Conducted the Chief Executive Officer (CEO) Survey on Workforce Planning and produced an overview report and benchmarking reports
- Developed a sector-wide Retirement Intentions Survey and commenced developing a workforce projections model for the public sector
- Conducted regular data collections on the characteristics of the sector and published the Workforce Profile Overview and CEO reports

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

- Implemented Learning and Development Network Forum
- Reviewed the national Public Sector Management Program (PSMP) curriculum and introduced new program supplements to benefit middle managers
- Allocated central funding to 42 agencies for 100 places across a suite of Executive Development Initiative programs
- Organised the 2004 Premier's Public Sector Awards comprising 43 awards in eight categories recognising public sector excellence across government

#### Review the range of Equal Employment Opportunity (EEO) programs offered. Implement streamlined and improved processes for annual EEO management reports and plans. Encourage the employment of target groups through specific employment strategies such as the Aboriginal Employment Strategy, the Disability Program and programs aimed at women (PEO)

- Reviewed EEO reporting and evaluation to ensure reporting and assessment processes align with Central Agency, statutory and agency requirements
- Evaluated Aboriginal and Torres Strait Islander employment programs to ensure consistency with Commonwealth funding guidelines. Placements continued in line with The DAA Plan Two Ways Together, 35 cadets were placed under the Cadetship Program and 58 trainees were assisted through the Aboriginal Employment in Practice Support Strategy
- Administered the Disability Employment Program in partnership with the Motor Accident Authority and the Public Trustee
- Developed and implemented a networking framework to improve the retention and progression of women in frontline positions in emergency services

#### Manage Nanbaree Child Centre in accordance with best practice (Management Services — MS)

- Nanbaree is operating at near full capacity with a high level of parent satisfaction. The centre continues to retain the highest level of national quality accreditation

#### Provide efficient and consistent source of advice and support on all public sector employment and human resource matters (PEO)

- Provided advice and assistance to agencies in organisational change and restructures to ensure compliance with government policy, eg transfer of Kariiong Juvenile Justice Centre to the Department of Corrective Services and amalgamation of agencies that formed the Department of Environment and Conservation
- Provided advice to government on the implications for the NSW public sector of the proposed federal government's unitary industrial relations system
- Assisted WorkCover in the 2005–08 strategy for Taking Safety Seriously, Working Group on Alcohol Related Trauma in the Workplace, Safe Design Advisory Group and Management of Injured Workers

## 2004–05 Planned outcomes and achievements

- Established the Integrity in Government Coordination Group to promote a cohesive sector-wide approach to ethics and corruption resistance on issues of significance
- Developed superannuation policy and proposals for legislative changes to superannuation. Provided expert advice on the development of new Death and Disability Scheme for Police Officers
- Launched a sector-wide redeployment online matching system for agencies to facilitate improved redeployment opportunities across the sector
- Managed the recruitment and appointment of CEO positions across the sector. Provided strategic policy advice and operational support to agencies on executive matters. For example, Department of Primary Industries; Department of Infrastructure, Planning and Natural Resources; and Health Care Complaints Commission

### Targets for 2005–06

Support and guide continuous improvement of NSW public sector agencies and their workforce by:

- managing major industrial issues, claims and test cases across the sector (PEO)
- continuing the process of refining awards, industrial agreements and employment policies (PEO)
- monitoring the *Public Sector Employment & Management Act 2002* and superannuation legislation (PEO)
- utilising workforce profile collection and other tools to facilitate workforce planning initiatives across the public sector (PEO)
- continuing to operate Nanbaree Child Centre within budget at full capacity (MS)
- driving sector-wide strategy and management of education and training options which support workforce development (PEO)

- Introduced an Advice Database to monitor and enhance the quality of advice provided to agencies

### Develop and implement Business Continuity planning regime for government agencies (Counter Terrorism and Disaster Recovery — CT&DR)

- Business Continuity Plans developed to enable agencies to continue to provide services if their normal operations were disrupted by a terrorist incident

### Develop and implement in consultation with Protective Security Coordination Centre (PSCC), NSW Police and NSW agencies a training program for the State Coordination Centre (SCC) and interaction with State Operations Centre (SOC) (CT&DR)

- Training program being developed for implementation in new relocated SCC to enable staff to operate the centre effectively in a crisis

- improving human resource capacity and practice of agencies (PEO)
- providing a high quality employment advice and casework service for the sector (PEO)
- providing strategic support to agencies on employee-relations aspects of organisational change and sector-wide redeployment (PEO)
- providing strategic advice and operational support on executive employment (PEO)
- supporting the sector in achieving effective recruitment, ethical and safe work practices (PEO)
- Advise on sector-wide corporate governance and machinery-of-government issues (PEO)
- maintaining up to date Business Continuity Plans (BCP) and implementing training and exercise programs for new relocated SCC (CT&DR)
- retaining license for Nanbaree Child Centre (MS)

## 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

## 2004–05 Planned outcomes and achievements

### In partnership with the Central Corporate Services Unit (CCSU), improve corporate services systems and processes to maximise service delivery with finite resources (Ministerial & Parliamentary Services — MaPS)

- Worked with CCSU to facilitate MaPS' service delivery to Ministers' offices, including conformance to electronic information security standard

### Agencies and practices reviewed and performance measured (Performance Development Division — PDD)

- Progressed reviews on central reporting requirements to reduce the burden of reporting for agencies for the Chief Executive Committee (CEC) and an evaluation of the Indent music program (for the Communities Division, DoCS)

- Completed four performance and special reviews for the Council on the Cost and Quality of Government: Board of Studies, Department of Aboriginal Affairs, State Electoral Office, and Legal Services in the NSW Public Sector, and completed evaluations of the Youth Partnership for Arab Speaking Young People (the Premier's Department) and a review of permits for the Marine Parks Authority

### Coordinate whole-of-government service delivery and performance strategies (PDD)

- Developed website to provide information on all NSW government funding programs and a model funding agreement for community funding programs

### 2004–05 Planned outcomes and achievements

- Strengthened sector-wide leadership and governance arrangements to improve coordination and service delivery by supporting the CEC, the CEO Network and an annual CEO forum and developed *Principles for the Operation and Conduct of Meetings of Senior Officer Groups* established to support the CEC
- Provide guidance material for the sector including the development of the *Intellectual Property Management Framework for the NSW Public Sector* to assist agencies effectively manage their intellectual property

#### Assist agencies to develop key performance measures (PDD)

- Prepared the Council on the Cost and Quality of Government annual *Overview of Government Services Draft Report* and produced a whole-of-government outcomes hierarchy framework for agencies as a basis for developing key indicators
- Developed a set of principles on sustainability for government consideration

#### Implement and monitor innovative multi-agency approaches to service delivery and community development and identify results, policy and practice lessons (Strategic Projects Division — SPD)

- An audit of 100 Regional Coordination Program (RCP) projects identified results, policy and practice lessons; a report was provided to central and line agencies and agency clusters
- Under the Murdi Paaki Partnership Project, state government agencies worked with the Australian government and Aboriginal communities to improve the delivery and coordination of services (RCP, Western NSW)
- The Pilliga Community-Link Centre opened in May 2005. It provides a new model of service delivery and information access for remote communities (RCP, New England NSW)
- The RCP worked with Delfin Lend Lease, government agencies and Blacktown and Penrith city councils to enhance the planning and delivery of human services for the ADI site redevelopment (RCP, Western Sydney NSW)
- Under the Redfern Waterloo Partnership Project an integrated plan was developed to address infrastructure, human services, employment and community safety issues

#### Improve the capacity of government agencies to respond to regional, rural and multi-stakeholder issues (SPD)

- The RCP provided the Premier and Director General with direct senior level representation across regional and metropolitan NSW. A state-wide network of 10 Regional Coordinators facilitated the multi-agency implementation of key priorities set by government. In 2004–05 Regional Coordinators provided support for Regional Coordination Management Groups (RCMGs) consisting of regional managers of state government agencies. They prioritised and managed issues impacting on communities
- As part of the Regional Strategic Management Framework multi-agency regional work plans were developed and implemented across all regions
- Recommendations in the Government Response to Drugs and Community Action Strategy Evaluation were implemented

#### Actively support major information and communication technology (ICT) initiatives (SPD)

In 2004–05 the division:

- Developed in partnership with Department of Commerce a 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 digital media content production, mobile telecommunications infrastructure and emergency services information management
- Facilitated the development, implementation and governance of the NSW State Broadband Service

#### Support corporate governance of department through Management Board, Process Review Group, Joint Consultative Committee, Equity and Diversity Committee, and occupational health and safety (OH&S) working party activities (MS)

- Corporate governance effectively supported
- Business Continuity Plan (BCP) developed
- Comprehensive department-wide risk management assessment undertaken and strategy being developed
- Conducted organisational Climate Survey and actioned cross-agency strategies to address issues raised
- Training of all managers and supervisors conducted to support implementation of *Harassment Free Workplace Policy: combating harassment and bullying*
- Safe Driving Policy produced; 26 new first aid officers trained; two defibrillators purchased and four staff operators trained; workers compensation claims rate maintained at seven percent of total staff with an improvement of 18 percent in the rate of finalisation of claims

#### Ensure the provision of essential corporate services eg financial, audit, human resources, OH&S, information technology, communications, accommodation, internal and disclosure reporting and individual advice and support and improve organisation of corporate services systems within the department. Establish management services networks and obtain systematic feedback on Management Service's role within the department (MS)

- Continued to ensure the delivery of essential corporate services primarily through partnership with CCSU
- New Information Management and Technology (IM&T) strategic plan developed
- Corporate services network established across the department and effectiveness rated highly by divisional executives
- Improved budgeting tools being introduced with CCSU

## 2004–05 Planned outcomes and achievements

### Targets for 2005–06

- Undertake up to six reviews of agencies or cross-sector issues for the Council on the Cost and Quality of Government, the Premier, the Director General, or Ministers/CEOs (PDD)
- Develop a better practice guide for funding program administration in NSW and a model for cross-recognition of NGO service standards for human services funding programs (PDD)
- Support sector-wide leadership and governance arrangements (PDD)
- Upgrade the Strategic Management Framework and Calendar as a single repository for central reporting requirements (PDD)
- Establish a whole-of-government framework for sustainability (PDD)
- Improve the capacity of government agencies to respond to regional, rural and multi-stakeholder issues (SPD)
- Implement and review innovative multi-agency approaches to service delivery and identify results and policy and practice lessons (SPD)
- Facilitate the strategic use of information and communication technology (ICT) to enable more efficient operation of government and better service delivery (MS)
- Test and refine the department's BCP (MS)
- Finalise and implement the risk management strategy (MS)
- Finalise implementation of new budgeting tool (MS)
- Implement IM&T strategies within available financial resources (MS)
- Introduce replacement correspondence registration and tracking system (MS)
- Develop Workforce Plan for the department and submit to PEO (MS)

## 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

## 2004–05 Planned outcomes and achievements

### Advice, resources and systems support for executive government and the Governor (MaPS)

- Managed the employment of staff in Ministers' offices, provided host agency services for the offices of the Premier, nominated Ministers, Leaders of the Opposition, and former office holders, monitored compliance with resource management requirements in Ministers' offices, provided Ministers' office accommodation, including relocating and modifying Ministers' offices, facilities and services, and completed review of Ministers' IT services
- Prepared responses to 28 Questions on Notice to the Premier. Coordinated production of the Premier's Parliamentary Estimates Committee Hearing folder and prepared answers to supplementary questions asked at the Hearings. Coordinated production of documents from agencies across the entire public sector on 33 separate occasions in response to the Legislative Council's call for papers under Standing Order 52
- Provided office management support for the Office of the Consulate General Democratic Republic of Timor-Leste, including a plan to transfer responsibility of administration to Timor-Leste
- Provided executive support for the Sesquicentenary of Responsible Government History Project Committee and Trust, including the completion of the website during 2004
- Maintained the *Ministers' Office Administration Handbook*, and the guidelines on the engagement and use of consultants, on overseas projects and on transport for public officials (PEO)

### Transport and vehicle management services for the Governor, Premier, Ministers, Opposition Leaders and other VIPs (MaPS)

- 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

### Advice to the Premier and the Minister for Women on issues of concern to women (Office for Women — OFW)

- The Premier's Council for Women focussed on the needs of older women, particularly regarding housing and neighbourhood design. There has been consultation with diverse groups of women in metropolitan and regional NSW
- The findings of the Council will inform the Women, Ageing and Housing Seminar planned for July 2005. The seminar will bring together property industry representatives to consider how to best provide housing choices that consider the requirements of women

### Parliamentary and Ministerial support for Minister for Women (OFW)

- The division contributed and/or originated 248 ministerial replies, 23 cabinet minutes, 137 briefs, 23 speeches, 39 house notes and 28 estimates committee briefs

**2004–05 Planned outcomes and achievements**

**Advice and support for remuneration tribunals, administration of appointments of members to boards and committees, media monitoring services and freedom of information services (MaPS)**

- The Statutory and Other Offices Remuneration Tribunal and the Local Government Remuneration Tribunal completed their annual determinations within the statutory timeframe. The Parliamentary Remuneration Tribunal sought and was granted, in accordance with the legislation, an extension from the President of the Industrial Relations Commission. The Statutory and Other Offices Remuneration Tribunal also completed one special determination within the specified timeframe
- Managed the public sector media monitoring contract, including developing and implementing work arrangements to support the single-customer, electronic media monitoring service (broadcast media)
- Provided freedom of information (FOI) and privacy services within specified timeframes including maintenance of the FOI website and prompt response to FOI hotline inquiries. *FOI Summary of Affairs* produced and published as required by the legislation
- Continued to promote, implement and improve strategies to achieve the government's objective of increasing women's participation on boards and committees, maintained the department's database of current board members and monitored the progress of representation of people from under-represented groups. The main role is to monitor progress with diversity on boards and assist line agencies to promote diversity where resources are available. The objective is to ensure that boards reflect the diverse mix of backgrounds and experience in the community. Facilitated the process for appointments to boards and committees

**Actively represent the department on state and national Counter Terrorism and Emergency Management committees and working groups (CT&DR)**

- 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

**Provide executive support to counter terrorism CEO's group (CT&DR)**

- Executive support for developing and coordinating issues' papers and implementing CEO group decisions

**Provide timely and accurate advice to Director General, Premier and Cabinet, relevant Ministers and NCTC (CT&DR)**

- Issues included, State Coordination Centre and Public Information Coordination Centre establishment, NSW critical infrastructure framework, effective communications in a crisis, counter terrorism legislation, NSW involvement in APEC 2007 and emergency responses to major disasters

**Manage the offices and support the Regional Ministers for the Hunter, Illawarra, Central Coast and Western Sydney (SPD)**

- In 2004–05 the division 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

**Establish best practice benchmarks for delivery of events, programs and protocol services (Office of Protocol & Special Events — OPSE)**

- Successfully coordinated and managed 49 major visits by Heads of State, Heads of Government and numerous guests of government, 95 state hospitality events and 174 conferences, meetings and functions in the state reception rooms located at Level 41, GMT

**Improve the quality and safety of special events across NSW through coordination, leadership and planning (OPSE)**

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
- Establishing [www.events.nsw.gov.au](http://www.events.nsw.gov.au) as a key website for special event-related information

**Provide timely and accurate advice for the Premier, Cabinet, relevant Ministers, Director General, Deputy Director General and project proponents (Office of the Coordinator General — OCG)**

- This includes responding to correspondence, the preparation of briefing requests, the preparation of briefings/speeches and material for parliament, as well as general updating on the progress of projects being coordinated by the Office of the Coordinator General. This also includes the preparation of agendas, minutes and briefings for a number of committees/taskforces which the office coordinates.

**Support special commissions/inquiries eg Medical Research and Compensation Foundation established by the James Hardie Group (MS)**

- Provided administrative support to Special Commissioner David Jackson QC inquiring into the Medical Research and Compensation Foundation established by the James Hardie Group, ensuring the deadline of 21 September 2004 was met

**Optimise the economic and social benefits of special events, programs and protocol (OPSE)**

Produced and managed successful government special events including:

- Tsunami National Day of Mourning
- National Olympic and Paralympic Welcome Home Parades
- Discovery After Dark
- Anzac Day
- Remembrance Day
- 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

## 2004–05 Planned outcomes and achievements

- State funerals for Marcel Caux, Johnny Warren, MBE OAM and Judge Bob Bellear, OAM
- 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 state-wide network of community Australia Day Committees. Over two million people participated in Australia Day celebrations on January 26. Secured increased levels of sponsorship for Australia Day ie \$1.3 million in cash and over \$2.7 million in-kind

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

Provided administrative and operational support to Her Excellency the Governor in the performance of the duties associated with the office:

#### Targets 2005–06

- Manage preparation of answers to questions on notice to the Premier or Ministers where a coordinated response is required, manage preparation for the Premier's participation in the budget estimates process, and coordinate delivery of documents in response to orders made by the Legislative Council under Standing Order 52 (MaPS)
- Provide executive support for the Sesquicentenary of Responsible Government History Project Committee and Trust (MaPS)
- Provide executive support for the Statutory and Other Offices Remuneration Tribunal, the Parliamentary Remuneration Tribunal and the Local Government Remuneration Tribunal (MaPS)
- Manage the appointment of and remuneration for members of government boards and committees in accordance with policy and guidelines and provide promotion and advocacy services in support of government policy on diverse community representation on boards and committees (MaPS)
- Manage the public sector media monitoring contract and the department's Media Monitoring Unit, including developing and implementing work arrangements to support the single customer, electronic media monitoring service (print media) (MaPS)
- Deliver FOI and privacy services, including hotline and website services, applications determined in accordance with statutory scheme, *FOI Annual Report, Statement of Affairs and Summary of Affairs* issued and FOI and Privacy Coordinators Network services delivered (MaPS)
- Manage the employment of staff in Ministers' offices, provide support services for the offices of the Premier, nominated Ministers, Leaders of the Opposition and former office holders and provide office accommodation, facilities and services to Ministers' offices (MaPS)
- Ensure 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 (OPSE)
- Support the Premier in the execution of his official duties by managing all official visits and state hospitality events (OPSE)

- Constitutional: Her Excellency is President of the Executive Council, which meets weekly. Her Excellency also assents to all Bills from the Parliament in the name of and on behalf of Her Majesty the Queen
- Ceremonial: The Governor holds investiture ceremonies involving presentation of honours and awards at Government House twice a year. Her Excellency leads the ANZAC Day March in Sydney each year and attends other remembrance ceremonies, representing the people of NSW
- Communal: The Governor visited Coffs Harbour, Wollongong, Bathurst, Orange, Canberra, Newcastle, Melbourne, Armidale, Lismore, Maitland, Wyong and the Central Coast. The Governor is patron of in excess of 300 organisations. Her Excellency receives courtesy calls from Heads of State, Spiritual Leaders, Ambassadors and Foreign Ministers as well as incoming and outgoing members of the Consular Corps

- Support active citizenship and community recognition of achievement by managing eight state and two national honours and awards programs (OPSE)
- Continue to develop successful Australia Day celebrations across NSW. Conduct 24 Australia Day events and programs; support the statewide network of community Australia Day committees to coordinate Australia Day events in over 90 percent of local government areas; and secure over \$1.3 million cash and \$2.5 million in-kind sponsorship for Australia Day celebrations (OPSE)
- Provide administrative and operational support to Her Excellency the Governor in the performance of the constitutional, ceremonial and community duties associated with that office. Governor 100 percent satisfied with the quality and timeliness of advice, resources and support systems provided (OPSE)
- Workshops on Women in Regional NSW — Small Business and Tourism will be conducted by the council at the Women's Gathering in Bega in October 2005 (OFW)
- Support the Minister for Women in hosting the 2005 Ministerial Council on the Status of Women and 2005 National Indigenous Women's Gathering (OFW)
- Continue representation on the National Counter Terrorism Committee, the State Emergency Management Committee and other high level Commonwealth/state committees and working groups (CT&DR)
- Maintain timelines and standards of advice and support to the Premier, executive government and parliament to their express satisfaction (OCG)
- Manage the offices and support the Regional Ministers for the Hunter, Illawarra, Central Coast and Western Sydney (SPD)
- Medical Research and Compensation Fund Inquiry completed on time and within approved budget. Administrative costs reduced by utilising surplus court accommodation, furniture and equipment (MS)
- Provide office management support for the Democratic Republic Timor-Leste Consulate General (MaPS)

## PLANNED RESULT AREA 4: ACCESSIBLE, USEFUL INFORMATION PROVIDED BY THE DEPARTMENT

### Intermediate results

- Coordinate and deliver information to agencies and the public

#### 2004–05 Planned outcomes and achievements

##### Provide documents for publication on the department website and intranet (MaPS)

- Documents published on the department website and intranet as required by statute and in accordance with government policies

##### Improve access to human resource and employment-related information across the sector (PEO)

- Commenced the revision of the *Personnel Handbook* to ensure its consistency with the *Crown Employees Award* and improve its access and useability
- Implemented HR eXpert, an interactive system providing access to conditions and entitlements for public employees
- Updated and revised the Senior Executive Services (SES) Guidelines to reflect the provisions of the *Public Sector Employment and Management Act 2002*. Reconciled and rebuilt the SES data system to improve availability and accuracy of data to agencies and government
- Implemented strategies to promote the public sector and increase awareness of potential employment and career options eg launched the [www.yourcareer.nsw.gov.au](http://www.yourcareer.nsw.gov.au) website as part of the employer of choice initiative and participated in careers expos and reviewed the recruitment advertising format for composite advertisements

##### Coordinate and deliver information to agencies and the public (OFW)

Two issues of *NSW Women* newsletters were produced

- *Ageing in Place* explored the need for safe and adaptable housing, access to transport and ways of managing the transitions that occur for many women as they age

- *Women's Sport, the Media and Sponsorship* shared practical advice about how to gain media coverage and sponsorship as more women strive to make a living from their sporting endeavours

##### Information delivery — website, information line, *Departmental Manual*, publications advice and assistance (MS)

- Website and intranet continuously expanded and improved
- New intranet and website technology being explored
- Active sessions on website increased by 12 percent over previous year

##### Targets for 2005–06

- Documents published on the department website and intranet as required by statute and in accordance with government policies (MaPS)
- Three issues of *NSW Women* will be produced, reflecting a current area of work or an emerging issue in the community. Electronic distribution networks will be established (OFW)
- Facilitate and provide effective distribution of information on employment conditions and entitlements across the sector (PEO)
- Lead continuous improvement regime to provide suitable industrial climate for ongoing service delivery reform initiatives (PEO)
- Continue to improve content, functionality and accessibility of websites (MS)
- Implement improved technology for the department website and intranet (MS)

## PLANNED RESULT AREA 5: KEY CHALLENGES, PRIORITIES AND OPPORTUNITIES MET

### Intermediate results

- Develop community initiatives and respond appropriately to changing climate

#### 2004–05 Planned outcomes and achievements

##### Strategic policy advice on issues relating to women (OFW)

- Drafted submission with the Office of Industrial Relations for NSW government to the Commonwealth government's House of Representatives Inquiry into Balancing Work and Family Responsibilities. A submission was made to the NSW Parliamentary Inquiry into Community-based Sentencing Options for Rural and Remote Areas and Disadvantaged Populations. Responses were made on discussion papers arising from Criminal Justice Sexual Offences Taskforce

##### Improved Opportunities for Women (OFW)

- To celebrate International Women's Day 2005, Members of NSW Legislative Assembly each nominated a woman from their electorate for her outstanding achievement and leadership to the Electorate Women of the Year Honour Roll 2005. Ministers also nominated a woman from their portfolio area. The list of nominees formed the NSW Honour Roll 2005. The Premier announced the NSW Woman of the Year 2005 at the International Women's Day Premier's Reception. This year, 2005 was the inaugural year of the NSW Woman of the Year Awards

## 2004–05 Planned outcomes and achievements

### Establish effective State Coordination Centre arrangements to support state and national counter terrorism and disaster recovery responses (CT&DR)

- New State Coordination Centre established and ready for operation

### Coordinate and develop the state's Critical Infrastructure counter terrorism and major hazard response capability (CT&DR)

- Current Critical Infrastructure database developed and maintained
- Strategic review of infrastructure security, emergency and business continuity plans actioned and NSW Critical Infrastructure Framework developed
- Premier's CEO's Critical Infrastructure Forum held

### Coordinate implementation of national arrangements to respond to emerging counter terrorism issues at a state level (CT&DR)

- Participated in development of Ammonium Nitrate regulatory regime to reduce the opportunities for its use by terrorists
- Contributed to the development of the Intergovernmental Agreement on Surface Transport Security

### Develop and improve liaison and partnerships with government and communities, including industry and local councils (OCG)

- The office worked with public agencies and communities to leverage positive economic, social and/or environmental outcomes, eg continued work with Visy Pulp and Paper mill, Lake Cowal Gold, the Hunter Estuary Issues Steering Committee (for the allocation of land and related industry development issues) and BeMax mineral sands project

### Strategic management of key priorities set by government, cross-agency challenges and issues impacting on communities, including the business community (OCG)

- The office had a strategic management role in many projects/issues such as the delivery of the government's Brigalow and Nandewar Community Conservation Area decision, the operation of the Hunter Estuary Issues Steering Committee, working with government agencies to find the best economic, social and environmental outcomes for Newcastle and the Hunter. The office also managed projects of a high public interest, eg the effects of the closure of the Orange Grove factory outlet store in relation to employees and traders, the Energy Director's Strategy and development of the government's Greenhouse Strategy

### Coordinate government responses to drought (MS)

- The department, supporting the Department of Primary Industries, played a leading role in coordinating strategies to oversee the condition of NSW's major dams, water storage sites and town water supplies. The department's liaison with major financial institutions, agribusiness and farmer organisations ensured that government responses to the drought were both timely and appropriate

### Promptly and responsively manage complex or critical issues through coordinated action (SPD)

- Regional Coordinators supported and coordinated the efforts of state government agencies to assist communities to respond to the impact of the drought
- In South Eastern NSW and the Riverina, the Regional Coordinators 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
- On the Central Coast, the program is playing a coordinating role and supporting agencies and communities to manage the QX disease located in the Hawkesbury Waterways
- The department worked with state government agencies, community representatives and local government to address social issues confronting the Dubbo community (RCP, Western NSW)
- The division worked with the live music industry, government agencies and other stakeholders to assess and address concerns relating to live music venue management, particularly in Sydney

### Manage state-wide initiatives that successfully address drug and alcohol misuse issues (SPD)

- 80 Community Drug Action Teams (CDATs) enabled collaborative agency and community action on drugs at regional and local levels
- 75 CDAT grants and training events were funded across the state to facilitate community drug action. Activities ranged from local information seminars to youth arts projects
- Drug information resources were produced and disseminated for individuals, families and CDATs eg the NSW Cannabis Information Campaign, which provided teenagers with information about the health, social and other effects of cannabis, Drug Smart — a resource for young people, Drug Information at Your Local Library the (di@yll) project and the *Drug Action* newsletters and website. The Peer Drug Education Program was also initiated
- Stage one of the Local Government Drug Information Project, a consultation with local councils across the state regarding their drug and alcohol information needs, has been completed
- Incorporation of alcohol into existing programs and implementation of specific Alcohol Summit Plan of Action recommendations

### Manage regional initiatives that successfully address drug and alcohol misuse issues (SPD)

- Sustainability plans were completed for each region, increasing CDAT's self-sufficiency and identifying lead agencies for key drug and alcohol projects
- CDAT conferences were held in each region
- Training events were held across regions with a focus on evaluation, leadership by CDATs and alcohol action

### 2004–05 Planned outcomes and achievements

#### Manage local initiatives that successfully address drug and alcohol misuse issues (SPD)

- The Sydney Metropolitan Community Alcohol Action Forum was attended by the Special Minister of State on 1 June 2005. The forum provided Sydney based CDATs with information on taking action on local alcohol issues. The Liverpool CDAT developed a Homelessness Help Card to inform the homeless population in the area of services available to them
- CDATs in the Central Coast and Hunter regions held Battle of the Bands competitions at drug and alcohol free youth festivals in the area. The Byron Bay Community Drug and Alcohol Forum was held to engage interested people
- The Albury — Wodonga CDAT developed a DVD with safer celebration information for young people. The Aboriginal Drug and Alcohol Committee in South East NSW ran a four day camp for 22 Indigenous students from high schools in the Bega Valley and Eurobodalla areas
- CDATs in the New England and North West region worked with the Red Cross to conduct Save a Mate drug and alcohol training for 187 young people in the region
- The Brewarrina CDAT ran alcohol and drug free Family Fun days in response to community requests for entertainment options without drugs and alcohol

#### Manage initiatives that successfully address specific issues in particular locations: crime reduction (SPD)

- Advised and supported the Premier, Cabinet, Director General and government agencies in relation to crime, community safety and related social issues

- Enabled cross-government responses to crime prevention issues and supported multi-agency initiatives in Dubbo, Macquarie Fields, Nimbin, Walgett and La Perouse
- Chaired the Premier's Crime Prevention Council and boosted agencies' commitment to a whole-of-government approach to crime prevention and community safety

#### Targets for 2005–06

- Provide strategic policy advice to reviews, inquiries and other government agencies on issues relating to women (OFW)
- Acknowledge women in the community through the Woman of the Year Awards coinciding with the 2006 International Women's Day (OFW)
- Effective operation of State Coordination Centre (SCC) to respond to a terrorist incident or threat (CT&DR)
- Implement *Ammonium Nitrate Regulation* (CT&DR)
- Develop and maintain Critical Infrastructure database and implement NSW Critical Infrastructure Protection Framework (CT&DR)
- Analyse and coordinate development projects to the satisfaction of the Premier, Director General, Deputy Director General, stakeholders and clients (OCG)
- Manage critical or complex issues to the satisfaction of the Premier, Director General and Deputy Director General (SPD)
- Continue to coordinate government responses to drought (MS/SPD)

## 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

### 2004–05 Planned outcomes and achievements

#### Women are assisted through specific projects and programs (OFW)

- GirlSavvy program facilitated one day workshops to educate young women in their mid to senior high school years about financial independence. The Commonwealth Bank Foundation has committed \$100,000 over two years to assist with the extension of the workshops across NSW. Twenty-four workshops were conducted for 1,509 participants from 83 schools across NSW. Two hundred and thirty-seven women from local communities were involved as mentors and 80 percent of workshops were conducted in rural and regional areas of the state
- The Lucy Mentoring Program is a leadership initiative with a focus on women studying at university in business, economics, accounting and law. The program is a partnership with the University of Western Sydney, University of Sydney and the Women Chiefs of Enterprises International. In 2004–05 a total of 47 mentees and 54 mentors participated in the program

- SistaSpeak is a pilot program developed by Streetwise Communications in conjunction with the Aboriginal Programs Unit (APU) of the Department of Education and Training (DET), and the Office for Women to encourage Aboriginal girls in early secondary school to focus on education, career development and options for financial independence. Program materials have been developed by the steering committee based in the Dubbo education region
- Women Speak is a culturally and linguistically diverse (CALD) women's leadership project funded by the Office for Women and is a partnership project in the Auburn, Bankstown and Canterbury local government areas. It was developed in response to low participation rates of CALD women in formal leadership positions. The project provided an accredited TAFE course, a program of guest speakers and a mentoring program involving local women. Twenty-nine women participated in the project and 23 CALD communities were represented. A CALD Women's Network was developed as an outcome of the project

## 2004–05 Planned outcomes and achievements

- Women Speak won a 2005 National Award for Local Government for its contribution to increasing women's participation
- The Women Speak model has informed the new Young Women's Leadership Project — Western Sydney funded by the Office for Women
- One-off grants of up to \$800 were given to 52 local councils to work with community groups to organise an event or project to celebrate the 2005 International Women's Day. Council reports indicate that over 17,000 women and girls participated in activities and events organised to celebrate International Women's Day 2005

### **Develop a policy and coordinate strategies to maximise NSW capability to communicate and deliver information to other agencies and the public in the event of a terrorism incident (CT&DR)**

- Policies and strategies developed

### **NSW involvement in APEC 2007 leader's week (CT&DR)**

- Memorandum of Understanding between the Commonwealth and NSW developed

### **Assess priorities of regions and local communities and develop strategic and collaborative interventions that seek to create positive economic, social and/or environmental outcomes (OCG)**

- The office supported Regional Ministers by keeping them informed of the development of projects and critical issues relating to their area of responsibility, eg the Call for Proposals process on Kooragang Island (Hunter), Innovation Campus project, coal mining activity, coal loading facilities and port-related issues (Illawarra) and the one-off work done by the office to ensure jobs for workers associated with the Orange Grove outlet centre and business advice for traders

### **Manage development of Register of War Memorials (MS)**

- Development of the internet-based register continued during the year. The number of memorials recorded increased from 351 (June 2004) to 519 (168 additions) and number of visits (requests) to site increased by 90 percent (average 8,000 per month in June 2004 increased to 15,000 per month in June 2005)
- Additional work was undertaken with stakeholders especially the Local Government and Shires Associations, and Clubs NSW. The department continues to work in partnership with other public agencies and institutions to promote the register

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

- The Energy Australia Stadium Newcastle was opened by the Premier on 20 June 2005. Key inter-agency aspects were facilitated by the Regional Coordinator (RCP Hunter)
- The Kempsey Mid North Coast Correctional Centre was opened by the Premier in July 2004. The RCP assisted in a range of issues during planning and construction of the centre (RCP North Coast)

- The Office of the Minister for Western Sydney and the Regional Coordinator managed:
  - The 2005 Western Sydney Industry Awards which included 29 winning and highly commended companies in five major awards
  - The Corporate Partners for Change Program produced 108 graduates from eight training programs, eg Assistants in Nursing, Electrical Trades, Community House Workers and Business Administration for people with disabilities
- In South Eastern NSW and the Riverina, the Regional Coordinators 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

### **Support coordinated government and community initiatives that improve service delivery outcomes for Aboriginal communities (SPD)**

The division has continued to mobilise regional multi-agency initiatives to improve services for Aboriginal communities. All 10 RCP regions are supporting multi-agency regional service planning (Two Ways Together):

- The regionalisation of DAA. Collaboration with the post-ATSIC Indigenous Coordination Centres
- The Aboriginal Trust Fund Repayment Scheme (ATFRS) was established to repay wages or other monies paid into Aboriginal Trust Funds between 1900 and 1968. The Trust was transferred to the department from DoCS on 1 February 2005. A new ATFRS Panel was appointed to commence on 1 July 2005 and it is expected the scheme will be fully operational by September 2005
- In 2004–05 the division supported the implementation of the Biala Agreement which is reinvigorating Aboriginal cultural and family values and services in a number of localities across the South West Sydney region
- The Aboriginal Government Employees Network (Illawarra/South East) was established to increase support for Aboriginal workers and improve service delivery to Aboriginal communities
- The Aboriginal Women's Alliance (Western NSW) supported Indigenous women within the Dubbo community in the Binaal Billa ATSIC region to address their learning and developmental needs to achieve the eventual goal of increased economic independence

### **Administer Premier's Miscellaneous and Rural and Regional Grants programs effectively (MS)**

- The Premier's Miscellaneous Grants Fund gives the Premier flexibility in responding to appeals for funds and calls for assistance in natural disasters in Australia and/or overseas. The fund also assists a number of community organisations and charity appeals. During the year, a total of \$4,431,431 was allocated to 59 projects and appeals out of 121 requests. This amount included a \$2 million contribution from the NSW government to the Tsunami Appeal

### 2004–05 Planned outcomes and achievements

- The Rural and Regional Grants Fund enables the Premier to provide contributions to community projects in rural and regional NSW. Funded initiatives are usually small capital projects ineligible for funding through more established funding sources. The majority of projects are nominated for consideration by local members of Parliament. During the year, a total of \$999,366 was allocated to 84 community projects out of 127 requests
- The memorial has a forward capital works program 2004–09 estimated to cost \$3.09 million. In 2004–05 the program included essential restoration works and a revised Conservation and Management Plan
- The department provides a grant of \$27,500 to the RSL NSW Branch to assist with the ANZAC Day March and celebrations. Management Services supports the RSL NSW Branch on relevant matters eg ANZAC Day celebrations

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

- The ANZAC Memorial at Hyde Park South is the state's principal memorial to NSW defence force personnel who served their country in war. The Premier chairs the ANZAC Memorial Trust and the RSL manages the memorial on a day-to-day basis for the trustees. The Premier provides an annual grant for ongoing administration and minor maintenance costs. In 2004–05 the recurrent grant was \$350,000

#### Targets for 2005–06

- As a part of the GirlSavvy program 24 workshops are to be held. At least 70 percent of the workshops will be conducted in regional and rural NSW. Twenty-five mentors and 25 mentees to participate in the project (OFW)
- Explore opportunities in expanding the Lucy Mentoring Program with another university (OFW)
- The SistaSpeak Program will be piloted with 20 Year 7 Aboriginal girls in Dubbo. There will be five mentors working with the girls as a key component of the program. Following evaluation of the pilot, the program will be trialled in two NSW secondary schools (OFW)
- The CALD Women's Network will provide leadership opportunities for women. A magazine will be produced for CALD women in the area. Identify 60 young women aged between 16 and 24 years who are leaders or show leadership potential (OFW)
- Increase participation of local councils in International Women's Day 2006 (52 councils applied in 2004–05) (OFW)
- Received positive feedback from the community about International Women's Day events and activities (OFW)
- Sydney ALERT notification system established (CT&DR)
- Emergency website developed (CT&DR)
- Established safety site marshals (CT&DR)
- Provision of equipment and training (CT&DR)
- Successful coordination of NSW involvement in the planning for APEC 2007 (CT&DR)
- Achieve sustainable social, economic and environmental benefits for regional and metropolitan NSW by leading or supporting collaboration between government agencies, communities, business and non-government organisations (SPD)
- Support coordinated government and community initiatives that improve service delivery outcomes for Indigenous communities (SPD)
- Continue to administer Premier's Miscellaneous and Rural and Regional Grants programs effectively (MS)
- 2005 ANZAC Day grant paid to NSW RSL. Stage one of Forward Capital Works Program FY 2004–09 completed (MS)
- Continue development and promotion of the Register of War Memorials to increase war memorials recorded and encourage civic students' participation (MS)

# Corporate governance

## SENIOR MANAGEMENT



**Dr Col Gellatly**,  
B.Ag Ec (Hons), M Comm (Hons), PhD  
Director General  
NSW Premier's Department



**Alex Smith, AM**  
Deputy Director General



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



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



**Chris Raper**  
Assistant Director General  
Public Employment Office  
Director of Equal Opportunity in Public Employment



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

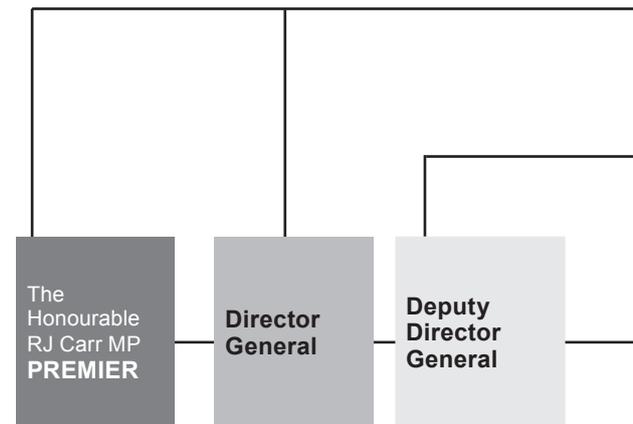


**Kim Cull**, Dip Law SAB  
Chief of Staff and  
Assistant Director General  
Ministerial and Parliamentary Services



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

## CORPORATE STRUCTURE AS AT 30 JUNE 2005



Sir N Shehadie, Chair, **Major Events Board (MEB)**  
 The Honourable J Murray, Chairman, **Australia Day Council (ADC)**  
 P Allan, Chair, **Council on the Cost and Quality of Government (CCQG)**

David Roden, Director, **Management Service's (MS)**  
 John Dermody, Director, **Office of the Coordinator General (OCG)**  
 Helen Muldoon, Executive Officer, **Marine Parks Authority (MPA)**

**Strategic Projects Division (SPD)**  
 Peter Loxton, **Assistant Director General**  
 John Scott, Director, **Strategic Projects**  
 Yvonne Korn, Director, **Community Drug Strategies**  
 Chris Evans/Garry Dobson, Director, **Crime Prevention**  
 Michael Ramsey, Director, **Redfern/Waterloo Partnership Project**  
 Regional Coordinators, **10 Regions**

**Office of Protocol and Special Events (OP&SE)**  
 John Trevillian, **Assistant Director General**  
 Michael Harkins, Senior Manager, **Protocol and Hospitality**  
 Rachel Hurford, Senior Manager, **Special Events Management**  
 Christopher Sullivan, Senior Manager, **Business Development and Communication**  
 Janet Willett, Senior Manager, **Special Events Policy and Planning**  
 Brian Davies, Official Secretary, **Office of the Governor**

**Public Employment Office (PEO)**  
 Chris Raper, **Assistant Director General**  
 Kathryn Freytag, Director, **Employee Relations and Workforce Planning**  
 Frank Constable, Director, **Workforce Capability**  
 Helen Silver, Director, **Employment Equity and Diversity**

**Office for Women and Performance Development Division (OFW&PD)**  
 Elizabeth Coombs, **Assistant Director General**  
 Helen Boyton, Acting Director, **Office for Women (until 23/3/05)**  
 Sharon Boyd, Acting Director, **Office for Women (from 29/3/05)**  
 Peter Connelly, Executive Director, **Performance Development Division (including Service Delivery Improvement)**  
 Laurie Young, Director, **Performance Development Division**

**Ministerial and Parliamentary Services (M&PS)**  
 Kim Cull, **Chief of Staff and Assistant Director General**  
 Trevor Barnes, Director, **Ministerial Services**  
 Emanuel Sklavounos, Director, **Parliamentary Services**

**Counter Terrorism and Disaster Recovery Directorate (CT&DR)**  
 Paul Clark, **Assistant Director General**  
 Veronica Lee, Director, **Counter Terrorism and Disaster Recovery Directorate**

## DIVISIONS

### Strategic Projects Division

The Strategic Projects Division (SPD) provides the Premier and Director General with a state-wide capacity to manage complex projects and issues. In 2004-05 the division gave effect to government priorities by achieving positive benefits for rural, regional and metropolitan NSW through the strategic management of projects and issues that often involve multiple stakeholders. SPD manages initiatives that successfully address specific issues in particular locations. Current priorities include community responses to crime prevention, and regional social and economic development.

SPD supports CEO and regional agency clusters as a means of focussing and enhancing community development and service delivery. The division enables stronger results-based partnerships between Aboriginal communities and agencies. SPD also worked with other agencies to improve service delivery and efficiency through technology.

### 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 its statutory role the PEO, through 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 Services and equal employment opportunity.

### Performance Development Division

The Performance Development Division (PDD) was established on 1 July 2004, incorporating the roles previously undertaken by the Performance Measurement and Review Division and the Service Delivery Improvement Directorate. The division represents the NSW government's commitment to reporting on public sector performance and developing reform initiatives to improve quality and value for money. PDD 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 council is a management advisory body to the Premier and includes CEOs from both the public and private sectors. PDD also works with colleagues and chief executives in other public sector agencies to promote improved leadership and governance arrangements, better alignment with Cabinet processes, accountability and performance measurement systems.

### Office for Women

The Office for Women (OFW) provides leadership in promoting gender awareness in public sector programs and policy development by working with other agencies, non-government organisations and inter-government networks. The office maintains networks across government and with key stakeholders on women's policy issues through the Premier's Council for Women and the Women's Peak Organisations Network. The office promotes best practice and innovation and provides Ministerial and parliamentary support.

### Counter Terrorism and Disaster Recovery

The Counter Terrorism and Disaster Recovery Directorate (CT&DR) 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.

### Ministerial and Parliamentary Services

The Ministerial and Parliamentary Services Division (M&PS) 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 of members 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 of special events in NSW. Successful special events planning and delivery is achieved by providing leadership, liaison and coordination across NSW public agencies, other levels of government, private and community organisations. The office also 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 NSW in her constitutional, ceremonial and community roles.

### Management Services Branch

Management Services (MS) provides executive and administrative services to branches of the department and the Premier. The branch is responsible for financial, 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 assists with events and ceremonies of state significance. It provides support with the management of state emergencies or natural disasters, and delivers information to the public by various media about the role and function of the department.

### Office of the Coordinator General

The Office of the Coordinator General (OCG) coordinates issues of strategic importance on a state-wide, regional and local basis. These issues cover a range of government activities, including 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 agreed outcomes and actions with stakeholders.

## CONSUMER RESPONSE AND ASSISTANCE TO THE PUBLIC

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

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

Requests for information can also be emailed through the department's website <http://www.premiers.nsw.gov.au>. Two hundred and seventy-nine emails were received via the website for the department's attention in 2004–05. Enquiries were made regarding public employment policy, freedom of information, boards and committees, protocol and special events, and management services. In 2003–04, 159 emails were received.

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

Information on the department is available from <http://www.premiers.nsw.gov.au>.

## 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.



Paralympic medal tally

## WASTE MANAGEMENT

The department continued to implement measures under its Waste Reduction and Purchasing Plan. Recycling strategies follow the whole-of-government approach to reduce waste to land fill.

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

Laser printing and copying paper made from recycled de-inked pulp is used as well as recycling bins for waste paper, glass, aluminium and printer cartridges. Printers and photocopiers are used which enable double-sided copies.

The department also contributes to the government's management of e-waste by recycling its redundant computers through the Department of Commerce Reconnect.nsw computer program. The program recycles unwanted working computers to disadvantaged educational institutions, individuals and community groups.

## ENERGY MANAGEMENT PLAN

The department continues its commitment to the government's Greenhouse Action Plan to achieve energy usage savings. The plan requires government agencies to establish an energy management strategy and report on energy consumption.

The majority of departmental staff are located in Governor Macquarie Tower (GMT) and Bligh House. Offices are also located in outer metropolitan and regional NSW. The department energy manager works closely with the Department of Commerce and other agencies in GMT and Bligh House to enable more efficient management of energy use.

The department uses electricity and gas for its office accommodation and motor fuel for its vehicle fleet. Six percent of its electricity is purchased from 'green power' resources. These are energy products from renewable sources which have zero greenhouse emissions and avoid the use of coal-derived power.

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

The 202 vehicles in the department's fleet used an average of 2151 litres each. This is consistent with the 2003–04 fuel use, with 203 vehicles using an average of 2289 litres each.

## E-PROCUREMENT

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

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

## LEGISLATION AND LEGAL CHANGE

- *Anti-Discrimination Act 1977 No 48, Part 9A (remainder, Attorney General)*
- *Anzac Memorial (Building) Act 1923 No 27*
- *Australia Acts (Request) Act 1985 No 109*
- *Competition Policy Reform (New South Wales) Act 1995 No 8*
- *Constitution Act 1902 No 32*
- *Constitution Further Amendment (Referendum) Act 1930 No 2*
- *Constitution (Legislative Council Reconstitution) Savings Act 1993 No 19*
- *Election Funding Act 1981 No 78*
- *Essential Services Act 1988 No 41, Parts 1 and 2 (remainder, Minister for Industrial Relations)*
- *Freedom of Information Act 1989 No 5*
- *Independent Commission Against Corruption Act 1988 No 35*
- *Independent Commission Against Corruption (Commissioner) Act 1994 No 61*
- *Independent Pricing and Regulatory Tribunal Act 1992 No 39*
- *Interpretation Act 1987 No 15*
- *Legislation Review Act 1987 No 165*
- *Licensing and Registration (Uniform Procedures) Act 2002 No 28*
- *Mutual Recognition (New South Wales) Act 1992 No 61*
- *Natural Resources Commission Act 2003 No 102 (except Part 3, jointly with the Minister for Natural Resources)*
- *Ombudsman Act 1974 No 68*
- *Parliamentary Electorates and Elections Act 1912 No 41*
- *Parliamentary Evidence Act 1901 No 43*
- *Parliamentary Precincts Act 1997 No 66*
- *Parliamentary Remuneration Act 1989 No 160*
- *Protected Disclosures Act 1994 No 92*
- *Public Finance and Audit Act 1983 No 152, sections 28, 28A, 29, 30, 34 and Schedule 1 (remainder, Treasurer)*
- *Public Sector Employment and Management Act 2002 No 43 (except Chapter 7, jointly Treasurer and Minister for Commerce)*
- *Reprints Act 1972 No 48*
- *Returned and Services League of Australia (New South Wales Branch) Incorporation Act 1935 No 39*
- *Royal Commission (Police Service) Act 1994 No 60*
- *Royal Commissions Act 1923 No 29*
- *Seat of Government Surrender Act 1909 No 14*
- *Seat of Government Surrender Act 1915 No 9*
- *Seat of Government Surrender (Amendment) Act 1923 No 31*
- *Senators' Elections Act 1903 No 9*
- *Special Commissions of Inquiry Act 1983 No 90*
- *State Owned Corporations Act 1989 No 134*
- *Statutory and Other Offices Remuneration Act 1975 (1976 No 4)*
- *Subordinate Legislation Act 1989 No 146*
- *Subordinate Legislation (Repeal) Act 1985 No 232*
- *Transferred Officers Extended Leave Act 1961 No 13*
- *Trans-Tasman Mutual Recognition (New South Wales) Act 1996 No 102*
- *Visy Mill Facilitation Act 1997 No 139*



GirlSavvy

## OVERSEAS VISITS

**Date, officers, destination and purpose****19–28 June 2005**

Peter Connelly

**Wellington, New Zealand**

ANZSOG course and meetings with New Zealand officials

**5–11 June 2005**

Paul Clark

**Korea and Singapore**

APEC Meeting 2007 — Planning

**26–29 April 2005**

John Trevillian, Rachel Hurford, Jan Willet, Katie Melrose

**Singapore**

Presentation — Government Coordination of Major Events (All expenses paid by Singapore government)

**17–21 January 2005**

Dr Col Gellatly

**Los Angeles, USA**

Australia Week — meetings with key contacts in Los Angeles in relation to counter terrorism and disaster recovery issues

**30 December 2004–7 January 2005**

Dr Col Gellatly

**New York, USA**

Meetings with key contacts in New York in relation to counter terrorism and disaster recovery issues

**7–15 November 2004**

Dr Laurie Young

**Palermo, Sicily**

Invited to attend world forum on key indicators

**2 November 2004**

Dr Elizabeth Coombs

**Hong Kong, China**

Invitation from INSEAD, a graduate business school, to the Citigroup — INSEAD Women's Financial Education Summit on the design and development of financial education and development programs for girls

**29 October–7 November 2004**

Michael Harkins, Michael Salmon,

Carl Green, Sassoon Grigorian

**Jodhpur, Delhi and Mumbai, India**

Accompanying Premier on official visit (to promote business, cultural and other opportunities between NSW and India)

**28–29 October 2004**

Dr Elizabeth Coombs

**Seoul, Korea**

Invitation from The Resource Centre for Young Women of the Seoul Metropolitan government to deliver an address at an international symposium on the Safety, Health and Empowerment of Young Women.

**3–12 September**

Bob Adby

**Edmonton, Canada**

Study in preparation for the World Masters Games and associated risk prior to signing the contract for holding the games in Sydney in 2009.

## PUBLICATIONS

## Management Services

- Annual Report 2003–04  
[www.premiers.nsw.gov.au/AboutUs/AnnualReporting/2003–2004AnnualReport/](http://www.premiers.nsw.gov.au/AboutUs/AnnualReporting/2003–2004AnnualReport/)

## Ministerial and Parliamentary Services

- Annual determinations of the Local Government Remuneration Tribunal  
[www.remtribunals.nsw.gov.au/local/lgrt2005.html](http://www.remtribunals.nsw.gov.au/local/lgrt2005.html)), the Parliamentary Remuneration Tribunal ([www.remtribunals.nsw.gov.au/parl/prtdet2005.html](http://www.remtribunals.nsw.gov.au/parl/prtdet2005.html)), and the Statutory and Other Offices Remuneration Tribunal ([www.remtribunals.nsw.gov.au/stat/ses2004.html](http://www.remtribunals.nsw.gov.au/stat/ses2004.html), [www.remtribunals.nsw.gov.au/stat/judges2004.html](http://www.remtribunals.nsw.gov.au/stat/judges2004.html), [www.remtribunals.nsw.gov.au/stat/poh2004.html](http://www.remtribunals.nsw.gov.au/stat/poh2004.html))
- Guidelines for NSW Board and Committee Members: Appointments and Remuneration ([www.premiers.nsw.gov.au/TrainingAndResources/Publications/publicationslist.htm#Business](http://www.premiers.nsw.gov.au/TrainingAndResources/Publications/publicationslist.htm#Business))
- Guidelines for the Engagement and Use of Consultants ([www.premiers.nsw.gov.au/TrainingAndResources/Publications/MemosAndCirculars/Circulars/2004/C2004-17.html](http://www.premiers.nsw.gov.au/TrainingAndResources/Publications/MemosAndCirculars/Circulars/2004/C2004-17.html))

## Office of Protocol and Special Events

- Emblem Book of NSW
- NSW Table of Precedence

## Office for Women

- GirlSavvy Flyer
- Department for Women *Annual Report 2003–2004*
- *NSW Women* newsletter Issue 1
- *NSW Women* newsletter Issue 2
- *International Women's Day Report*
- *Lucy Mentoring Program Participants' Manual*
- *Lucy Mentoring Program Stage 1 Evaluation Manual*
- *GirlSavvy Program workbooks*
- *Kids Relate — A Partnership Against Domestic Violence Project*
- A3 and AO Poster — Poster 2 in the Fair Play On and Off the Field series
- *Our Plan for Women: NSW Action Plan for Women 2002–03 to 2004–05*
- *Tracking Action* fact sheets 1–12

## Performance Development Division

- 2004–05 Strategic Management Calendar, [www.premiers.nsw.gov.au](http://www.premiers.nsw.gov.au)
- *An Outcomes Framework for the General Government Sector*: A discussion paper, [www.ccqg.nsw.gov.au](http://www.ccqg.nsw.gov.au)
- *Corporate Overheads Costing Guide*, [www.ccqg.nsw.gov.au](http://www.ccqg.nsw.gov.au)
- *Council on the Cost and Quality of Government Annual Report 2004*, [www.ccqg.nsw.gov.au](http://www.ccqg.nsw.gov.au)
- *Intellectual Property Management Framework for the NSW Public Sector*, [www.premiers.nsw.gov.au](http://www.premiers.nsw.gov.au)
- *Principles for the Operation and Conduct of Meetings of Senior Officer Groups*, [www.premiers.nsw.gov.au](http://www.premiers.nsw.gov.au)
- *Strategic Management Framework* (incorporating the Strategic Management Calendar) [www.premiers.nsw.gov.au](http://www.premiers.nsw.gov.au)

## Public Employment Office

- *2004 Aboriginal Employment in Practice Support Strategy 2004–06*, [www.eeo.nsw.gov.au/indigenous/goodjob.htm](http://www.eeo.nsw.gov.au/indigenous/goodjob.htm)
- *2004 Fairways: Providing a Reference* [www.eeo.nsw.gov.au/merit/reference.htm](http://www.eeo.nsw.gov.au/merit/reference.htm)
- *2004 Mentoring Made Easy: A Practical Guide 3rd edition* [www.eeo.nsw.gov.au/careers/mentorbook.htm](http://www.eeo.nsw.gov.au/careers/mentorbook.htm)
- *2004 Traineeships for People with a Disability: new guidelines* [www.eeo.nsw.gov.au/disabil/trainee.htm](http://www.eeo.nsw.gov.au/disabil/trainee.htm)
- *2005 Aboriginal Employment: Improving your Agency's Performance* [www.eeo.nsw.gov.au/indigenous/improving.htm](http://www.eeo.nsw.gov.au/indigenous/improving.htm)
- *2005 Diversity Delivers* (online) [www.eeo.nsw.gov.au/diversity/Diversity%20D.htm](http://www.eeo.nsw.gov.au/diversity/Diversity%20D.htm)
- *2005 Draft Equity Standards* [www.eeo.nsw.gov.au/equitystandards/about/htm](http://www.eeo.nsw.gov.au/equitystandards/about/htm)
- Brochure: Your Career
- *NSW Public Sector Workforce Profile Data Specifications & WACA User Guide*
- *NSW Public Sector Workforce Profile Privacy Code of Practice 2004*
- *Online Resources: EEO Good Practice Online* (updated) [www.eeo.nsw.gov.au/goodpractice](http://www.eeo.nsw.gov.au/goodpractice)
- *Overview Report for the NSW Public Sector Workforce Profile 2004*
- *The NSW Workforce Planning Strategic Framework and Action Plan 2004–2006*
- *Workforce Planning Agency Survey Overview Report*, Public Employment Office

## Strategic Projects Division

- *Drug Action* newsletter, Autumn/Winter 2005 issue
- *Drug Action* newsletter, Spring 2004 issue
- Drug Action Toolkit: How-to Guides for Community Drug Action Teams
- Drug Smart z-card™
- *Getting the Best from your CDAT Work: Evaluating Plans, Projects and Team Processes*
- *North Coast Drug Costume Kit Information Booklet*
- *Northern Sydney Koori Family Matters: talking about alcohol and drugs*
- *NSW Drugs and Community Action Strategy Evaluation Report*
- *Official Commemorative Program, Western Sydney Industry Awards 2005*
- Western Sydney Children's Environment Calendar 2005

## ANNUAL REPORT 2004–05

The external costs associated with the production of the Annual Report is \$5,218. The Annual Report is available at [www.premiers.nsw.gov.au](http://www.premiers.nsw.gov.au).

## SIGNIFICANT ORGANISATIONS WITH DEPARTMENT REPRESENTATIVE

### Committee and department representatives

**Aboriginal Affairs Plan Coordinating Committee**  
Julie Moore/Helen Silver

**Aboriginal and Torres Strait Islander Employment Network**  
Julie Moore/Jo Simon

**Aboriginal Two Ways Together Cluster Groups — Housing and Infrastructure, Health, Economic Development, Families and Young People, Culture and Heritage**  
Debbie Nelson

**Anti-Discrimination Board Advisory Committee**  
Jo Simon/Noel Walker

**Attorney General's Department Audit Committee**  
Elizabeth Coombs

**Australian Bravery Decorations Council**  
John Trevillian and Kylie Millwood (alternate)

**Australian Centre for Event Management Advisory Board**  
John Trevillian

**Biala Senior Officer Group and Biala Management Group**  
Debbie Nelson

**Central Coast Transport Action Ministerial Taskforce**  
Leoni Baldwin

**Central Sydney Operations Group**  
John Trevillian, Jan Willett, Linda Franklin and Michael Harkins

**CEO Forum on Economic Development**  
Col Gellatly, John Dermody, Ado Zanella and Jo Haran

**CEO Forum on Major Infrastructure and Development Approvals**  
Col Gellatly and John Dermody

**CEO Group on Aboriginal Affairs**  
Peter Loxton (for Director General)

**Channels and Access Strategy Senior Officers Working Group**  
Peter Loxton (Chair)

**Chief Executives Committee**  
Col Gellatly

**Council for the Order of Australia**  
Col Gellatly and John Trevillian (alternate)

**Council on the Cost and Quality of Government (CCQG)**  
Col Gellatly, Elizabeth Coombs and Peter Connelly

**Council on the Cost and Quality of Government Review Committees: Board of Studies Performance Review, Department of Aboriginal Affairs Performance Review, State Electoral Office Performance Review and Legal Services Special Review**  
Elizabeth Coombs and Peter Connelly (alternate)

**Evaluation Steering Committee and Jenolan Caves Reserve Trust Reference Group**  
Peter Connelly

**Criminal Justice Sexual Offences Taskforce**  
Carole Ruthchild

**Defense Executive Consultative Group (Co Chair)**  
Peter Loxton

**Digital Content Production and Vocational Training Committee**  
Peter Loxton (Chair) and Ken Dray

**Drought Welfare Coordinating Committee**  
Ross O'Shea, Jo-Anne Lawrence

**Energy Directions**  
Col Gellatly, John Dermody and Ado Zanella

**Film Industry Steering Committee**  
Peter Loxton

**Government Asset Management Committee Senior Officer Sub-Committee**  
Elizabeth Coombs and Jennifer Perry (alternate)

Committee and department representatives
<b>Government Broadband Services — Broadband Management Committee</b> Peter Loxton
<b>Government Licensing Project</b> Ken Dray
<b>Grants Operations Steering and Grants Standards Working Groups</b> Elizabeth Coombs, Frank Greathead and Cathy Peters
<b>Greenhouse CEO's Steering Committee</b> Col Gellatly and John Dermody
<b>Health Futures Strategic Advisory Committee</b> Elizabeth Coombs
<b>Human Services CEO Group</b> Col Gellatly and Elizabeth Coombs
<b>Human Services CEOs Senior Officers Group</b> Peter Loxton (for Director General)
<b>Hunter Estuary Issues Steering Committee</b> Col Gellatly, John Dermody, Ado Zanella and Jo Haran
<b>Inter-departmental Review Committees — Youth Partnership for Arab Speaking Young People and Indent</b> Peter Connelly
<b>Interim Community Conservation Council</b> Col Gellatly, John Dermody, Ado Zanella and Jo Haran
<b>Liquor Accord Taskforce</b> Elizabeth Coombs or Meredith Claremont
<b>Live Music Industry Forum</b> Peter Loxton (Chair)
<b>Macquarie Fields Project Management Group</b> Debbie Nelson
<b>Marine Parks Review Steering Committee</b> Helen Muldoon and Peter Connelly
<b>Media and Communications Group</b> John Trevillian, Jan Willett, Linda Franklin and Katie Melrose
<b>Ministerial Council on the Status of Women (MINCO)</b> Helen Boyton (to 24/3/05) Sharon Boyd (from 29/3/05)
<b>National Committee on Critical Infrastructure Protection</b> Veronica Lee
<b>National Counter Terrorism Committee (NCTC)</b> Paul Clark
<b>Natural Resources CEO Cluster Group Meeting</b> Peter Loxton (for Director General)
<b>Natural Resources CEOs Forum — Data and Information Management Working Group (DIMWG)</b> Ken Dray
<b>NCOSS NGO ICT Strategy Reference Group</b> Ken Dray
<b>NCTC/Transport Security Working Group on the Intergovernmental Agreement on Surface Transport Security</b> Paul Clark
<b>NSW Drug and Alcohol Workforce Development Council</b> Yvonne Korn
<b>NSW Government Working Party on Immigration and Settlement Planning</b> Gary Dobson
<b>NSW Police ICT Program Executive Oversight Group</b> Ken Dray
<b>NSW Public Sector Industry Training Advisory Body</b> Frank Constable
<b>NSW Vice Chancellors Strategic Initiatives Group</b> Peter Loxton

Committee and department representatives
<b>NSW Vice Chancellors Strategic Initiatives Group</b> Peter Loxton
<b>Overarching Bilateral Agreement on Aboriginal Affairs between the Commonwealth and NSW Meeting</b> Peter Loxton
<b>Parramatta Economic Development Board</b> Rob Lennon
<b>Premier's Council on Active Living Steering Committee</b> Peter Loxton
<b>Premier's Council for Women</b> Ex officio Helen Boyton to 23/3/05, Sharon Boyd from 29/3/05
<b>Premier's Department Filming Roundtable (Chair)</b> Peter Loxton
<b>Public Sector Management Program National Board</b> Frank Constable
<b>Regional Coordination Management Groups: Central Coast, Hunter, Illawarra/South East, New England/North West, North Coast, Riverina-Murray, South West and Western Sydney and Western NSW</b> Regional Coordinators
<b>Regional Human Service Senior Officers' Group (various regions)</b> Regional Coordinators and Project Managers
<b>Regional Natural Resources and Environment Senior Officers Group Greater Western Sydney</b> Helen Boyton and Rob Lennon
<b>Riverina Regional Tourism Board</b> Ross O'Shea
<b>Senior Officers Coordinating Committee on Drugs and Alcohol</b> Yvonne Korn, Tahn O'Brien
<b>Somersby Industrial Park Premier's Taskforce</b> Leoni Baldwin
<b>St Mary's ADI Site-Infrastructure Coordination Group and Employment Development Strategy Committee</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 and 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 Board</b> Peter Loxton
<b>Strategic Finance Management Committee</b> Peter Loxton
<b>Technical Infrastructure and Mainframe Replacement Program Executive Oversight Group</b> Peter Loxton
<b>Treasury Managed Fund Advisory Board</b> Elizabeth Coombs
<b>Treasury Managed Fund Tender Steering Committee</b> Elizabeth Coombs

**Committee and department representatives**

**Traineeships for People with Disabilities Steering Committee**  
Paul Jenkin

**University of Western Sydney Medical School Steering Committee**  
Peter Loxton

**West Dubbo Senior Officers Group**  
Peter Loxton

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

**WSROC Environmental and Strategic Planners Committee**  
Rob Lennon

**FREEDOM OF INFORMATION (FOI)**

During 2004-05, the department received 57 FOI applications compared with 59 in 2003-04. Of the 57 applications received by the department:

- Four applications were withdrawn
- 14 applications were granted in full
- 11 applications were granted in part
- 19 applications were refused. Fifteen applications were refused on the basis that the documents requested were not held. Two applications were refused on the basis of being a substantial and unreasonable diversion of resources

During 2004-05 compliance with the provisions of the *Freedom of Information Act 1989* had no significant impact on the administration of the department.

There were six applications for internal reviews lodged with the department during this reporting period.

There are two FOI matters 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 *FOI Procedure Manual*.

**Section A — Number of new FOI requests from 1/7/04 to 30/6/05**

FOI requests	Personal	Other	TOTAL	2003-04 Personal	2003-04 Other	TOTAL 2003-04
New (inc 6 transferred in)	1	56	57	4	55	59
Brought forward from 01/02				0	0	0
Total to be processed	1	54	55	4	55	59
Completed	1	43	44	4	50	54
Transferred out				0	3	3
Withdrawn		4	4	0	2	2
Total finalised	1	47	48	4	55	59
Before ADT (as at 30/06/05)		(3)	(3)	(0)	(1)	(1)
Unfinished (carried forward)		7	7	0	0	0
Total	1	54	55	4	55	59

**Section B — Result of 44 completed requests**

Result of FOI request	Personal	Other	Total	2003-04 Personal	2003-04 Other	TOTAL 2003-04
Granted in full		14	14	3	16	19
Granted in part		11	11	0	8	8
Refused	1	18	19	1	26	27
Deferred				0	0	0
Completed	1	43	44	4	50	54

**Section C — Ministerial certificates**

There were no ministerial certificates issued during this reporting period.

**Section D — Formal consultations**

	Personal	Other	2003-04 Personal	2003-04 Other	
Number of requests requiring formal consultations			9	1	18

**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: (19 applications refused, 11 granted in part)

Basis for partial access or refusal	Personal	Other	Total	2003-04 Personal	2003-04 Other
S19 (incomplete, wrongly addressed)	0	0	0	0	0
S22 (deposit not paid)	0	0	0	0	2
S25(1)(a1) (diversion of resources)	2	2	0	1	
S25(1)(a) (exempt)	0	0	0	14	
S25(1)(b), (c), (d) (info otherwise available)	0	0	0	1	
S28(1)(b) (docs not held)	15	15	1	16	
S24(2) (exceed 21 day limit, deemed refusal)	1	1	0	0	
S31(4) (released to Medical Practitioner)	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 2003–04	FOI fees received 2003–04
\$2,370	\$2,370	\$4,750	\$2,835

### Section I — Discounts allowed

Type of discounts allowed	Personal 2004–05	Other 2004–05	Personal 2003–04	Other 2003–04
Public interest			0	0
Financial hardship — pensioner/child			\$15	\$0
Financial hardship — non-profit org				
Significant corrections to personal records				
<b>Totals</b>	\$0	\$0	\$15	\$0

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

Elapsed time	2004–05			2003–04		
	Personal	Other	Total	Personal	Other	Total
0–21 days		11	11	2	28	30
22–35 days	1	18	19	1	9	10
Over 35 days		14	14	1	13	14
<b>Totals</b>	1	43	44	4	50	54

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

Processing hours	2004–05		2003–04	
	Personal	Other	Personal	Other
0–10 hours			7	2
11–20 hours			11	1
21–40 hours		1	11	0
Over 40 hours			14	1
<b>Totals</b>	1	43	4	50

### Section L — Reviews and appeals, by application

Reviews and appeals	2004–05	2003–04
Number of internal reviews finalised	3	3
Number of Ombudsman reviews finalised	0	0
Number of ADT appeals lodged	5	1
Number of ADT appeals finalised	2	0

### Details of internal review results

Basis of internal review Grounds on which internal review was requested	Personal				Other			
	Upheld		Varied		Upheld		Varied	
	2004–05	2003–04	2004–05	2003–04	2004–05	2003–04	2004–05	2003–04
Access refused	0	0	1	0	1	1	0	0
Deferred	0	0	0	0	0	0	0	0
Exempt matter	0	0	0	0	1	2	0	0
Unreasonable charges	0	0	0	0	0	0	0	0
Charge unreasonably incurred	0	0	0	0	0	0	0	0
Amendment refused	0	0	0	0	0	0	0	0
<b>Total</b>	0	0	1	0	2	3	0	0

### FOI applications lodged with Ministers' offices

The *Freedom of Information Act 1989* (FOI Act) and the department's *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 2004–05, Ministers' offices dealt with 56 FOI applications, compared with 33 in 2003–04. Of the 56 applications dealt with by Ministers' offices:

- one was transferred
- three were withdrawn
- 12 were granted in full
- six were granted in part
- 29 were refused

Of the 35 applications that were granted in part (six) or refused (29), 25 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 two were refused on the basis that an advance deposit had not been paid. Thirteen were not finalised as at 30 June 2005.

The following bracketed code letters are used to identify Ministers who dealt with FOI applications in 2004–05:

- Premier, Minister for the Arts, and Minister for Citizenship (P)
- Deputy Premier, Treasurer, Minister for State Development, Minister for Aboriginal Affairs (DP)
- Minister for Infrastructure and Planning and Minister for Natural Resources (I)
- Attorney General, Minister for the Environment (A)
- Minister for Roads, Minister for Economic Reform, Minister for Ports, Minister for the Hunter (R)
- Minister for Health (H)
- Minister for Transport Services (T)
- Minister for Police (POL)
- Minister for Primary Industries (PI)
- Minister for Juvenile Justice, Minister for Western Sydney and Minister Assisting the Minister for Infrastructure and Planning (Planning Administration) (JJ)
- Minister for Gaming and Racing (G)
- Minister for Housing (HO)

- Minister for Mineral Resources (MR)
- Minister for Justice, Minister Assisting the Premier on Citizenship (J)
- Minister for Regional Development, Minister for the Illawarra, Minister for Small Business (RD)
- Minister for Rural Affairs, Minister for Local Government, Minister for Emergency Services and Minister for Lands (LG)
- Minister for Tourism and Sport and Recreation, Minister for Women (W)
- Minister for Community Services and Minister for Youth (CS)
- Minister for Energy and Utilities, Minister for Science and Medical Research (E)
- Minister for Education and Training (EDU)
- Special Minister of State, Minister for Commerce, Minister for Industrial Relations, Minister for Ageing, Minister for Disability Services (SMS)

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

FOI requests	Personal	Other	TOTAL
New (inc transferred in)	1(J)	12 (P), 2(I), 1(H), 3(SMS), 5(A), 2(POL), 8(T), 2(EDU), 2(R), 2(E), 1(CS), 1(PI), 2(LG), 6 (JJ), 1 (RD), 1(MR), 1 (HO)	53
Brought forward from 2002/03	0	2 (I), 1 (EDU)	3
Total to be processed	1(J)	12 (P), 4(I), 1(H), 3(SMS), 5(A), 2(POL), 8(T), 3(EDU), 2(R), 2(E), 1(CS), 1(PI), 2 (LG), 6 (JJ), 1 (RD), 1(MR), 1(HO)	56
Completed	1(J)	8 (P), 3(I), 1 (H), 2(SMS), 4(A), 1(POL), 8(T), 3(EDU), 1(R), 2(E), 1(CS), 1(PI), 2(LG), 6(JJ), 1(RD), 1(MR), 1(HO)	47
Transferred out		1 (SMS)	1
Withdrawn		2(P), 1(A)	3
Total finalised	1(J)	8(P), 3(I), 1(H), 2(SMS), 4(A), 1(POL), 8(T), 3(EDU), 1(R), 2(E), 1(CS), 1(PI), 2(LG), 6(JJ), 1(RD), 1(MR), 1(HO)	47
Unfinished (carried forward)	2(P), 1(I), 1(POL), 1(R)		5

### Section B — Result of completed requests — Ministers' offices

Result of FOI request	Personal	Total	Other Total	
Granted in full		3(P), 2(I), 1(A), 2(LG), 4(JJ)	12	
Granted in part		1(P), 1(SMS), 2(A), 2(JJ)	6	
Refused	1(J)	1	4(P), 1(I), 1(H), 1(SMS), 1(A), 1(POL), 8(T), 3(EDU), 1(R), 2(E), 1(CS), 1(PI), 1(RD), 1(MR), 1(HO)	29
Deferred				
Completed	1(J)	1	8(P), 3(I), 1(I), 2(SMS), 4(A), 1(POL), 8(T), 3(EDU), 1(R), 2(E), 1(CS), 1(PI), 2(LG), 6(JJ), 1(RD), 1(MR)	46

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

There were no ministerial certificates issued during this reporting period.

### Section D — Formal consultations — Ministers' offices

Number of requests requiring formal consultation: 3(P), 1(I), 1(A), 1(POL), 1(T), 1(EDU), 1(R), 1(E), 1(LG), 3(JJ).

### 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.



ANZAC War Memorial

### 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)			1(P), 1(T)	2
S22 (deposit not paid)	1(J)	1	1(I)	1
S25(1)(a1) (diversion of resources)			1(E)	1
S25(1)(a) (exempt)		1(SMS), 2(A), 2(JJ)		5
S25(1)(b), (c), (d) (info otherwise available)				
S28(1)(b) (docs not held)			3(P), 1(H), 1(SMS), 1(A), 1(POL), 7(T), 3(EDU), 1(R), 1(E), 1(CS), 1(PI), 1(RD), 1(MR), 1(HO)	24
S24(2) (exceed 21 day limit, deemed refusal)			1(A)	1
S31(4) (released to Medical Practitioner)				
<b>TOTAL</b>			34	35

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 2004–05

Assessed costs	FOI fees received
\$1,050(P), \$2,895(I), \$90(A), \$60 (POL), \$30(J)	\$960(P), \$90(I), \$30(H), \$90(A), \$60(POL), \$30(T), \$75(EDU), \$30(R), \$30(CS), \$30(PI), \$60(LG), \$30(RD), \$30(MR)

### Section I — Discounts allowed — Ministers' offices

No discounts were allowed.

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

Elapsed time	Personal	Total	Other	Total
0–21 days	1(J)	1	1(P), 2(I), 1(H), 1(SMS), 3(A), 1(POL), 7(T), 3(EDU), 2(E), 1(CS), 1(PI), 1(LG), 4(JJ), 1(MR), 1(HO)	30
22–35 days		2(P), 1(A), 1(T), 1(LG), 1(RD)		6
Over 35 days			5(P), 1(I), 1(SMS), 1(R), 2(JJ)	10
<b>Total</b>	1	1		46

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

Processing hours	Personal	Total	Other	Total
0–10 hours	1(J)	1	2(P), 1(H), 2(SMS), 3(A), 1(POL), 8(T), 2(EDU), 1(E), 1(CS), 1(PI), 2(LG), 2(JJ), 1(RD), 1(MR), 1(HO)	29
11–20 hours		4(P), 2(I), 1(A), 1(EDU), 1(R), 1(E), 1(JJ)		11
21–40 hours		2(P), 1(I), 1(JJ)		4
Over 40 hours			2(JJ)	2
<b>Total</b>	1	1		46

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

Reviews and appeals	2004–05
Number of internal reviews finalised	N/a*
Number of Ombudsman reviews finalised	N/a**
Number of ADT appeals lodged	1(EDU)
Number of ADT appeals finalised	1(EDU)

\*FOI applications for Ministers' documents are not subject to internal review (s51 refers).

\*\*The NSW Ombudsman has no jurisdiction to investigate Determinations relating to Minister's documents (s52(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 departmental documents and how these can be accessed or amended by members of the public.

### Structure and functions

The purpose of the department is to support the Premier as head of the government 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 FOI Act. 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 departmental documents

Documents may be accessed in several ways, including via the internet at [www.premiers.nsw.gov.au](http://www.premiers.nsw.gov.au) or by contacting the relevant departmental 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.



Crowd during the Olympic Welcome Home Parade

# Management and resources

## HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

An Organisational Climate Survey was conducted in November 2004 to assess staff perceptions of workplace culture. The reports provided us with a better understanding of staff attitudes and views, as well as some useful comparisons with the results of our 1999 and 2001 Climate Surveys. The results have been used and will continue to be used to support relevant organisational development strategies and projects and to ensure a fair and ethical workplace for everyone. Briefings were conducted for divisions on topics of particular interest as part of the corporate actions in response to the Climate Survey. Briefings covered topics such as the implementation of the Performance Feedback and Development System (including developing a Work Plan, achievement indicators and a Learning Agreement) and harassment and bullying prevention. Some divisions will complete this process later in 2005.

A Human Resource Management Strategy 2005–07 was developed in consultation with all divisions and internal committees and forums. The strategy aims to facilitate the achievement of corporate goals by investing in and maximising the use of the department's intellectual capital: this means focussing on developing the capability of individuals and workgroups and creating and maintaining a sustainable knowledge management infrastructure. The strategy identifies five key result areas:

- Workforce reporting and planning
- Occupational health and safety (OH&S), workers compensation and rehabilitation
- Organisational development
- Employment relations
- Equity and diversity

The induction program is run quarterly to provide the information required to enable staff to work and be part of the workplace and ensure they understand the aims, roles and priorities of the department. A total of 44 staff attended the program throughout the year.

In recognition of the special value of tertiary studies to the department, the Study Assistance Scheme continued to be offered. The scheme, which provides financial assistance for staff undertaking accredited courses, was well utilised by 33 staff.

In 2004–05 one Executive Development Program (EDP) and four Public Sector Management Program (PSMP) scholarships were awarded. The department obtained central funding for an Australia New Zealand School of Government (ANZSOG); and a University of Sydney Graduate School of Government scholarship.

The department's Grievances and Prevention of Harassment Policy and Procedures were reviewed and a new policy, the Harassment Free Workplace Policy: Combating Harassment and Bullying was developed and launched.

In April 2005 responsibility for the case management of displaced employees devolved to agencies from the Redeployment and Relocation Unit. As a result case management is now being undertaken within the Management Services branch. Assistance has been provided through internal counselling, career planning, resume writing and job interview skills.

- As part of the strategy to move into electronic self service the department adopted electronic payslips in September 2004
- A new HR reporting tool ARIES, hosted by the Central Corporate Services Unit, has been rolled out to key administration staff in each division
- A Corporate Services Network was created with appropriate division/branch representatives to coordinate activities, facilitate communication and enable a greater appreciation of the corporate support needs of individual branches. The network also provides systematic feedback about the level of services currently provided under the CCSU contract and facilitates ways that service delivery might be improved

## Future priorities

- Workforce planning
- The development of an online induction program which will be a timely solution, fulfil our duty of care and improve the entry on duty process
- Better use of technology eg electronic payslips, electronic flexsheets, electronic reporting tools

## OH&S

During the year the department's OH&S Working Party met regularly. The work of the group focussed on:

- Provision of first aid and first aid facilities
- Electrical testing and tagging arrangements
- Motor vehicle safety
- Workplace inspections
- Workplace security

First aid training was provided to 26 new staff to ensure suitable coverage in each work location and for large off-site special events held at various times during the year. Two defibrillators were purchased and training of staff in their use was undertaken following the launch of Project HeartStart Australia. New staff were briefed on the department's OH&S policies, programs and procedures through the regular Induction Program. Other initiatives during the year included:

- A voluntary influenza vaccination program (154 staff participated)
- Preventative assessments to ensure the suitability of work environments and reduce the risk of injury were conducted (19 staff participated)

- A Safe Driving Policy was launched and a defensive driving course was offered again this year to those staff located in regional offices who regularly travel over long distances (11 staff participated)
- There were 17 new workers compensation cases opened in 2004–05 and 21 cases carried over from 2003–04. As part of the injury management strategy suitable duties were provided to injured employees, to enable a safe return to work as soon as is practicable after their injury. The rate of workers compensation claims was maintained at seven percent of total staff with an improvement of 18 percent in the rate of finalisation of claims compared to the previous year. Eleven cases were closed

An Employee Assistance Program continued to be provided to employees through a contract with Davidson-Trahaire. The service provided professional, confidential counselling and advice for work or personal problems experienced by employees or their immediate family members.

## EEO

The department achieved its targets for 2004–05, which include:

- a third organisational climate survey
- the development and issue of a Harassment Free Workplace and Bullying Prevention Policy for the department
- EEO principles and equity initiatives, including the Spokeswomen's Program, and the Department's EEO Management Plan promoted through the quarterly Induction Program
- a second Auslan sign language program

The department's Equity and Diversity Consultative Committee (E&DCC) met regularly throughout 2004–05 and involved staff across the department in developing EEO and other equity initiatives.

A number of half-day workshops were conducted for managers and supervisors on the department's *Harassment Free Workplace Policy: combating harassment and bullying* as part of a risk management strategy to provide employees a safe and healthy work environment. Information sessions were commenced for other employees to ensure awareness of rights and obligations under the *Harassment Free Workplace Policy: combating harassment and bullying*.

The E&DCC supported the department's Spokeswomen's Program. During 2004–05 the department's Spokeswomen were: Mia Zahra, Merryll Hillan, Tina King, Georgie Roussac, Sandy Armstrong, Alex Rofe and Shona Kydd. Spokeswomen's meetings are held on a monthly basis. The Spokeswomen organised guest speakers to present information/discussion forums on the following topics:

- Balancing Work and Family Responsibilities
- Three Lessons I Have Learned in Life — Successful Women Sharing Their Experience
- Career Planning Workshop
- Career Transition

Other initiatives and events were:

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

EEO statistical data for the 2004–05 year indicated that the distribution of EEO groups, including Aboriginal staff, across salary levels, compared favourably with those in the public sector in general. Women continued to be under-represented at senior levels in the department. People whose first language is other than English and people with a disability are identified as the groups whose representation in the department's workforce need to be increased.

## DISABILITY ACTION PLAN

The department continued to commit resources to the implementation of the Disability Action Plan. The department conducted the Auslan sign language program and continues to make various workplace and other adjustments to support people with disabilities to continue their work in the department. Ministerial and Parliamentary Services continues to maintain their database of people with a disability who are interested in becoming members of boards and committees. Disability issues are included in the department's regular induction program and a TTY is available for people who are deaf or hearing impaired. The Redeployment and Relocation Unit (RRSU) has special procedures in place for displaced employees with a disability. The Disability Action Plan is available at [www.premiers.nsw.gov.au](http://www.premiers.nsw.gov.au).

## ABORIGINAL EMPLOYMENT

Aboriginal employees are broadly represented across the department in positions ranging from the senior managers through to traineeships. Seven Aboriginal people were employed in 2004–05, comprising two percent of total staff which represents the department's target.

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

## ETHNIC AFFAIRS ACTION PLAN

### Social justice 2004–05

The department is responsive to the linguistic, cultural, racial and religious diversity of communities in NSW.

The department actively engages with diverse ethnic and Aboriginal communities on a number of projects.

### Outcomes

The Culturally and Linguistically Diverse (CALD) Women Speak Project, funded by the department, Office for Women, and under the auspices of Bankstown City Council, won a 2005 National Award for Local Government in the Increasing Women's Participation category. The aim of the project was to develop the capacity of CALD women to undertake leadership responsibilities in representing women and the broader community, and to participate in decision making positions including those in government and community committees, boards and councils.

Thirty women from a CALD background participated in a TAFE course on leadership, attended discussion groups and seminars, and have created a CALD Women's Network group which continues to meet on a regular basis.

## Management and resources

A number of women's organisations supported and endorsed this project including:

- Vietnamese Women's Association
- Muslim Women's Association
- Immigrant Women's Speakout Association
- Chinese Australian Services Society
- Ethnic Communities Council
- Pacific Island Women Support Services
- Auburn City Council
- Canterbury City Council
- Bankstown City Council
- South West Sydney Institute of TAFE
- Canterbury Bankstown Migrant Resource Centre
- Auburn Migrant Resource Centre

### Community harmony 2004–05

#### Outcomes

The Community Drug Strategies program provides a range of tailored drug and alcohol resources and projects for culturally and linguistically diverse communities across NSW.

The *Aboriginal Family Drug Information Kit* provides drug and alcohol information to Aboriginal families across NSW. 2004–05 resources included:

- *Koori Family Matters* an information booklet specifically developed to assist Aboriginal communities living in Northern Sydney and the Central Coast
- *North Coast Drug Costume Kit* and booklet, providing drug and alcohol information to Aboriginal communities

The NSW Cannabis Information Campaign provided teenagers with information about the health, social and other effects of cannabis. The campaign included a translated radio advertisement targeting parents of teenagers which aired on community language stations.

A number of Community Drug Action Teams (CDATs) were formed to address the needs of Aboriginal communities, such as the Cummeragunja CDAT in the Riverina-Murray Region.

Other CDAT outcomes included:

- The Aboriginal Drug and Alcohol Committee in South East NSW ran a four day camp for 22 Indigenous students from high schools in the Bega Valley and Eurobodalla areas
- Brewarrina CDAT held an Alcohol Free Family Fun Day on 4 December 2004. This event was organised in response to family requests for alcohol free events
- Mums Against Drugs CDAT in the Hunter area developed a series of camps, workshops and gatherings with elders and drug and alcohol experts on alcohol and drug related issues aimed primarily at the Aboriginal community. This project was funded by Families First
- Casino CDAT in the North Coast held the Yarn Up Treatment Day Forum in May 2005, highlighting alcohol and other drug related services for Indigenous people

- Canterbury CDAT supported the Fatiha Project, a Muslim community initiative including drug and alcohol information for Muslim parents and youth and a drug and alcohol prevention campaign featuring a poster and billboard with local Muslim sports stars
- Auburn CDAT participated in the Tamil Volunteers Project. Ten volunteers were trained to support Tamil-speaking communities on alcohol and other drug issues and available services. A Help Card for the Western Sydney Area Health Service 24-hour AOD line was also translated into Tamil
- 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 Operations Directorate, Director of Crime Prevention and Regional Coordinators have mobilised multi-stakeholder locality-based responses to service needs and social issues. These issues were generated by the settlement of relatively high numbers of refugees and other entrants from African countries
- The Illawarra Regional Coordination Program provided financial support for the Illawarra Ethnic Communities Council, enabling it to host the 25th Annual Conference of the Federation of Ethnic Communities Councils of Australia (FECCA) in Wollongong in May. This was the first time the conference had been held in a regional location.

#### Future plans

SistaSpeak, a pilot program for young Aboriginal girls in Years 6 to 9 has been developed by the Office for Women and Streetwise Communications. Based on the successful GirlSavvy model, the program aims to encourage girls to focus on education, career development and financial independence. An important component of the program will be the use of Aboriginal role models/mentors (young women, older women, women who are studying, working or self-employed). SistaSpeak is in the early stages of development and will be expanded to several locations.



Olympic athletes during parade

### ACTION PLAN FOR WOMEN

Aiming for a whole-of-government approach for dealing with the concerns and interests of women, the department collaborated with other public sector agencies to develop policies and services to ensure positive outcomes for women.

PEO continued evaluating EEO management plans and reports from NSW public sector agencies. The reports provide data on the status of women's employment and are summarised in a report to the Premier.

PEO also manages the sector-wide framework of the Spokeswomen's Program. The program is a gender equity strategy to improve women's employment opportunities within the NSW public sector.

### Outcomes

Working in partnership with NSW Police, NSW Ambulance and the NSW Rural Fire Service, PEO developed and delivered a networking forum for women working in emergency services and justice agencies. Over 70 women representing all agencies in this grouping attended the forum in September 2004. A networking resource is being developed for public sector agencies to use as a training tool, and a forum is planned for women working in transport agencies in September 2005.

## 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 the 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 Privacy Policy is clearly set out in 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 2004-05 no internal reviews were conducted by or on behalf of the department under Part 5 of the PPIPA.

## 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

## Management and resources

### 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.

## 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.



Riverina — Murray RCMG workshop on service delivery to Aboriginal people and the regional rollout of Two Ways Together

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.

## 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.

## Management and resources

### 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 ensures that workplace issues and organisational changes are discussed and resolved quickly and effectively. During the year eight meetings were held to deal with occupational health and safety, the departmental climate survey and other human resource and financial issues. 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 2004 was paid to clerical officers and senior officers in accordance with the *Crown Employees (Public Sector — Salaries 2004) Award*.

The Statutory and Other Offices Remuneration Tribunal determined a performance-based increase of four percent for SES officers, effective 1 October 2004.

## VALUE OF RECREATION LEAVE

As at 30 June 2005, the value of accrued recreation leave was \$6.905 million and long service leave \$12.587 million. This represents increases of 27 percent and 17 percent with respect to last year's figures.

## EXECUTIVE REMUNERATION AND SENIOR EXECUTIVE PERFORMANCE STATEMENT

**Dr Col Gellatly**  
**Director General**  
**NSW Premier's Department**  
**Appointed on: 30 September 1996, SES Level 8**  
**Remuneration as at 30 June 2004: \$372,350**

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 2004-05 included:

- Leadership and direction of the department and the NSW public sector in coordination of the state's response to terrorism and development of a counter terrorism capacity
- Visited the United States of America to consult with authorities on counter terrorism responses
- Leadership and direction of the public sector in undertaking the role of supporting the legislative, policy and operational priorities of the government
- Leadership of the public sector in a range of strategic responses in the role of Coordinator General on behalf of the NSW government
- Represented NSW on a range of public sector issues which crossed jurisdictions and focussed on Australia-wide developments and reforms
- Provided strategic direction to the public sector on e-government, information technology and service delivery improvement
- Led the Chief Executives Committee in developing improved service delivery through integrated decision making
- Ensured a coordinated approach to the state government's response to the drought, including monitoring of the effects of the drought on water supplies in regional areas

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

## Management and resources

**Mr Paul Clark**  
**Assistant Director General**  
**Counter Terrorism and Disaster Recovery Directorate**  
**Appointed: 1 July 2004, SES Level 5**  
**Remuneration as at 30 June 2005: \$198,173**

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 2004–05 included:

- Established the Counter Terrorism and Disaster Recovery Directorate within the department
- Established a purpose built, state-of-the-art State Coordination Centre and Public Information Coordination Centre to enable NSW to better respond to a terrorist incident or threat
- In partnership with NSW Police developed the NSW Critical Infrastructure Protection Management Framework
- Actively represented the department on the National Counter Terrorism Committee and other various State and National Counter Terrorism and Emergency Management committees and working groups
- Developed and implemented Business Continuity Planning regime for NSW government agencies
- Led NSW government negotiations with the Commonwealth on the development of the Memorandum of Understanding for the APEC 2007 Leaders Week
- 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 was outstanding.

**Dr Elizabeth Coombs**  
**Assistant Director General**  
**Office for Women and**  
**Performance Development Division**  
**Appointed: 1 October 2000, SES Level 6**  
**Remuneration as at 30 June 2005: \$245,000**

The Director General has expressed satisfaction with Dr Coombs' 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 2004–05 included:

- Continued strategic and policy advice to the Director General of the department on performance management reviews generally in the NSW public sector
- Development and oversight of the strategy for the establishment of the Office for Women within the department while maintaining program and service delivery following the mini budget
- Provided strategic leadership in supporting the Council on the Cost and Quality of Government

- Prepared position papers on matters considered by Cabinet and Cabinet Standing Committees, the Director General of the Premier's Department and the Chief Executive of the Central Agencies
- Ensured key governance issues were addressed by the development of strategic guidelines including a framework for protecting intellectual property within the NSW public sector
- Led the development of the Grants Administration Reform project to improve grants administration and accountability across the NSW public sector
- Provided strategic advice and research to the Director General to support his membership of senior public sector committees

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

**Mr Peter Loxton**  
**Assistant Director General**  
**Strategic Projects Division**  
**Appointed: 30 June 2003, SES Level 6**  
**Remuneration as at 30 June 2005: \$257,000**

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 2004–05 included:

- Established a new, flatter management structure for the Strategic Projects Division
- Led the Regional Coordination Program (RCP) in 10 regions across NSW
- Provided leadership and support in the establishment of the offices for Regional Ministers for the Hunter, Illawarra, Central Coast and Western Sydney
- Led the whole-of-government response in managing a range of complex and critical information technology, film and television, live music and related issues
- Developed cross-agency responses to issues of crime prevention and social unrest in Sydney and regional NSW
- Provided significant leadership in state-wide and regional initiatives to improve services for Aboriginal people and communities, including representing the department on the Aboriginal CEO's Group and in negotiations with the Commonwealth government on the development of a Bilateral Agreement
- Provided management of community drug strategies to deliver state-wide and local initiatives to address drug and alcohol misuse issues
- Developed the strategy for transfer of the Aboriginal Trust Repayment Scheme from the Department of Community Services to the department

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 was outstanding.

**Mr Christopher Raper**  
**Assistant Director General**  
**Public Employment Office**  
**Appointed: 9 August 1999, SES Level 6**  
**Remuneration as at 30 June 2005: \$245,000**

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 2004-05 included:

- Provided high level strategic advice to the NSW government and agencies on a range of public sector policy and industrial relations issues of strategic importance to the state
- Managed the NSW case to the Industrial Relations Commission in response to Unions NSW's application for a security of employment clause to be inserted into the *Crown Conditions of Employment Award*
- Led major cases argued before the Industrial Relations Commission of NSW on behalf of the NSW government
- Established the Integrity in Government Coordination Group to promote a cohesive sector-wide approach to ethics and corruption resistance
- Managed and developed advice to the Budget Committee of Cabinet on a range of public sector issues delegated to the Public Employment Office
- Effectively managed the operational and strategic directions and programs of the Public Employment Office
- Effectively represented NSW at inter-governmental meetings such as the Public Employment Commissioners Conference

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 was outstanding.

**Mr Alex Smith**  
**Deputy Director General**  
**Appointed: 1 July 2004, SES Level 7**  
**Remuneration as at 30 June 2005: \$257,001**

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 2004-05 included:

- Effective management of the department's human resources, financial and budgetary programs and implementation of the information technology platform
- Development and implementation of the budget savings plan for the department in order to achieve a \$2.65 million reduction in recurrent expenditure as part of the 2004-05 State Budget
- Provision of whole-of-government leadership to the state agencies involved in the development and negotiation of an Integrated Water Sharing Strategy between NSW and the ACT for the provision of water to Queanbeyan

- Provided whole-of-government leadership to the state agencies involved in the delivery of NSW government drought assistance to rural producers, businesses and households
- Initiated a whole-of-government strategy to plan for the emergency cartage of water to regional and rural cities and towns where the severity and continuation of the drought has placed the local supply in danger of failing
- Provided leadership to state agencies involved in the delivery of whole-of-government programs to the Redfern Waterloo Partnership Project before the partnership was transferred to the Redfern Waterloo Authority

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

## REPRESENTATIVES ON SIGNIFICANT COMMITTEES

### Board of Management

Executive forum to address corporate and general departmental issues.

#### Management representatives

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

#### Staff observers

Crispin Butteriss  
 Jennifer Collison  
 Cris Mauros  
 Maria Mermelas  
 Frances Parker  
 Judith Withers

### Joint Consultative Committee

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

#### Management staff

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

#### Union representatives

Janet Britton  
 Kerrie Butson (PSA)  
 Pam Campbell  
 Cris Cruden (PSA)  
 Graham Gandy  
 Merilyn Grey  
 Carolyne Inman  
 Roslyn McDonald  
 Cris Mauros  
 Paul Petersen  
 Vivienne Porzsolt  
 Mirka Szylczak  
 Kathy Tribe  
 Judith Withers

## Management and resources

### 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  
Janet Britton  
Leanne Flaherty  
Maria Duca  
Jo Hatton  
Maret Hegh  
Megan Irwin-Moyle  
Maria Mermelas  
Debbie Nelson  
Mirka Szylczak

#### Members replaced

Frances Parker  
Vivienne Porzsolt  
Simon Spence

## HUMAN RESOURCE STATISTICS

### Senior executive service positions

Total CES/SES officers on 30 June	2005	2004	2003	2002
Level 8	1	1	1	1
Level 7	1	1	1	1
Level 6	3	4	4	1
Level 5	1	0	0	1
Level 4	2	3	4	3
Level 3	5	7	9	8
Level 2	3	6	6	6
Level 1	4	5	2	2
<b>TOTAL</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, 1 SES Level 6 and 1 SES Level 7).

Number of CES/SES positions filled by women on 30 June	
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 target
Women	63	50
Aboriginal people & Torres Strait Islanders	2.1	2
People whose language first spoken as a child was not English	10	20
People with a disability	7	12
People with a disability requiring work-related adjustment	3.5	7

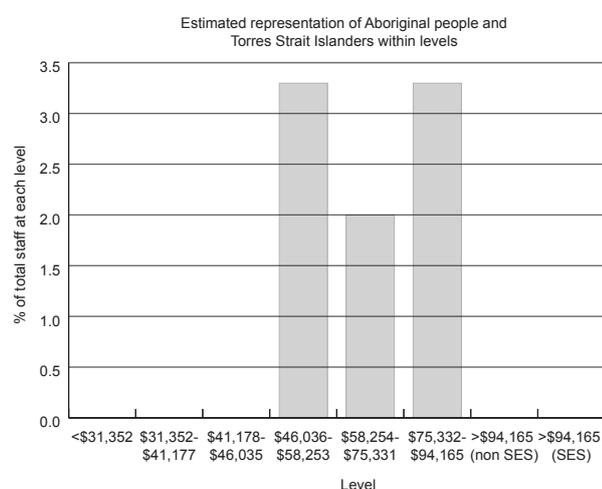
### B. Trends in the distribution of EEO groups

EEO group	Distribution index	
	Premier's Department	Benchmark or target
Women	94	100
Aboriginal people & Torres Strait Islanders	n/a	100
People whose language first spoken as a child was not English	103	100
People with a disability	99	100
People with a disability requiring work-related adjustment	n/a	100

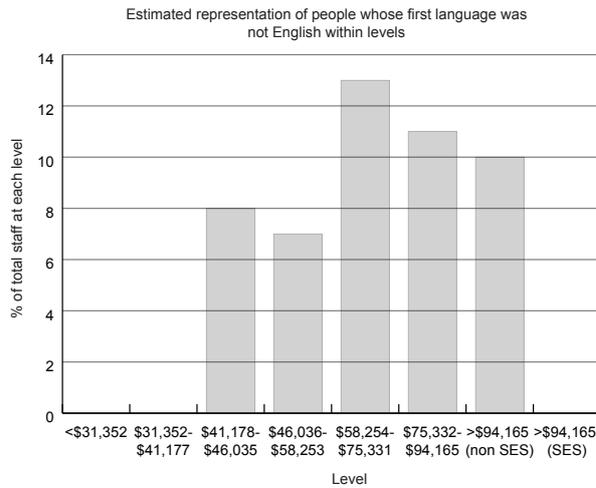
### Percentage of total staff by level

LEVEL	TOTAL STAFF (Number)	Respondents %		Women %	Aboriginal people & Torres Strait Islanders %	People from racial, ethnic, ethnoreligious 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 %
		Men %	Women %						
<\$31,352	3	33	33	67		100			
\$31,352-\$41,177	13	77	62	38				20	20.0
\$41,178-\$46,035	15	87	20	80		23	8	15	7.7
\$46,036-\$58,253	73	84	14	86	3.3	13	7	8	1.6
\$58,254-\$75,331	141	72	45	55	2.0	20	13	1	
\$75,332-\$94,165	111	82	27	73	3.3	16	11	13	8.8
>\$94,165 (non SES)	39	54	54	46		10	10	10	
>\$94,165 (SES)	21	48	76	24					
<b>TOTAL</b>	<b>416</b>	<b>74</b>	<b>37</b>	<b>63</b>	<b>2.1</b>	<b>16</b>	<b>10</b>	<b>7</b>	<b>3.5</b>

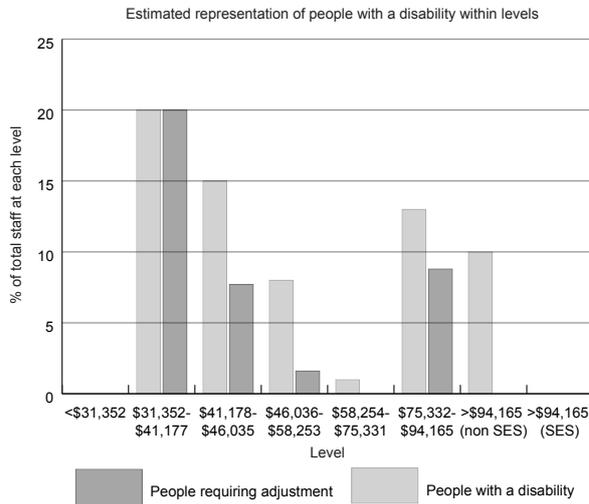
### Aboriginal and Torres Strait Islanders



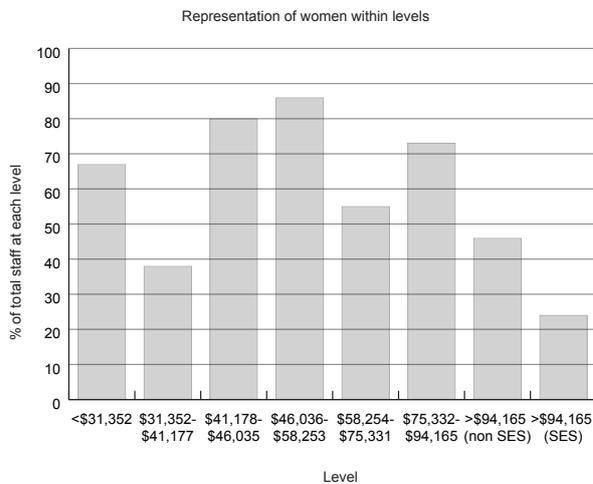
## First language other than English



## People with a disability



## Women



## Staff profile

LEVEL	TOTAL STAFF	2004-2005		2003-2004		2002-2003	
		Men %	Women %	Men %	Women %	Men %	Women %
<\$31,352	3	1	2	0	2	0	1
\$31,352-\$41,177	13	8	5	2	3	2	2
\$41,178-\$46,035	15	3	12	2	15	5	11
\$46,036-\$58,253	73	10	63	17	60	16	56
\$58,254-\$75,331	141	64	77	65	64	60	66
\$75,332-\$94,165	111	30	81	34	86	24	57
>\$94,165 (non SES)	39	21	18	21	15	39	32
>\$94,165 (SES)	21	16	5	20	8	21	7
<b>TOTAL</b>	<b>416</b>	<b>153</b>	<b>263</b>	<b>161</b>	<b>253</b>	<b>167</b>	<b>232</b>



Paralympic athletes at Sydney Town Hall

# Financial review

## RISK MANAGEMENT AND INSURANCE

Business continuity planning is a key component of doing business in Australia. In the current security environment it is imperative that government services are maintained in the event of a natural or man-made disaster.

In September 2004 the department engaged the services of the NSW Internal Audit Bureau (IAB). Its job was to undertake a critical review of the department's preparedness in responding to disasters and emergency situations that might impact upon the organisation's ability to deliver business processes. Recovery arrangements were reviewed with particular emphasis on plans to ensure the continued provision of essential services to the Premier as Head of Government.

To enable the department's Business Continuity Plan (BCP) to be refined and improved, formal testing will be undertaken early in the 2005–06 financial year.

The department contributes to the Treasury Managed Fund for workers compensation, motor vehicle accidents, 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 prevents 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 2004–05 WorkCover premium was \$207,760, which was \$31,670 more than the previous year. This increase was primarily attributable to an 18.5 percent increase in the number of staff covered for workers compensation purposes.

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 an employee's speedy return to work.

As at 30 June 2005 the department had 27 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 2004–05 was \$124,260 which was \$2,650 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 department's Cash on Hand is automatically held within the Treasury Banking System.

Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11:00 am unofficial cash rate adjusted for a management fee to Treasury.

The average rate over the year was 4.33 percent (4.06 percent in 2004) and the rate at year-end was 4.5 percent (4.25 percent in 2004).

## 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	647,437	0	0	0	0
December	20,462	0	0	0	0
March	362,108	0	0	0	0
June	121,223	0	0	0	0

### Accounts paid on time within each quarter

Quarter	Total accounts paid on time			Total amount paid (\$)
	Target %	Actual %	\$	
September	88	91	14,413,463	15,272,217
December	88	91	12,295,731	13,157,502
March	88	91	18,262,880	20,715,448
June	88	89	27,738,452	32,178,791

During 2004–05 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 the department will undertake monthly reviews of results in the first six months of the 2005–06 year. The target will be improved to 90 percent.

## MAJOR ASSETS AND LAND DISPOSAL

The department had no acquisitions or disposals of land or major assets.

## MAJOR ASSETS OTHER THAN LAND HOLDING

	Major additions 2004–05 \$'000	Total assets as at 30 June 2005 \$'000
Computer equipment	1,245	2,488
Leasehold improvements	2,621	6,997
General plant and equipment	142	1,434
Work in progress — RIMS*	1,676	1,676
<b>TOTAL</b>	<b>5,684</b>	<b>12,595</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

### Miscellaneous grants approved by the Premier

The Premier's Miscellaneous Grants Fund allows the Premier genuine flexibility when the need arises for an immediate response to emergent appeals for funds from various sources, as well as urgent calls for assistance in the event of natural disasters either in this country or overseas. Accountabilities are tailored to individual circumstances. The fund also provides annual financial support for a number of worthwhile community organisations and charitable appeals.

Organisation and nature of grant	Amount
<b>2/17th Battalion, AIF Association</b> Hire of portable seating and a PA system	\$900
<b>2005 Sony Tropfest</b> Sponsorship of a Film festival	\$15,000
<b>ActiveTV Pty Ltd</b> Sponsorship of Carols in the Domain	\$250,000
<b>Alzheimer's Australia</b> Sponsorship support	\$5,000
<b>ANTAR — Australians for Native Title and Reconciliation</b> Grant to purchase paper and cassettes	\$919
<b>ANTAR — Australians for Native Title and Reconciliation</b> Purchase of a printer	\$9,049
<b>ANZAC Day Dawn Service Trust</b> Provision of large TV screens and printing of the Dawn Service booklet	\$3,707
<b>ANZAC Memorial Trust</b> 2004 annual grant (administrative assistance)	\$350,000
<b>Asbestos Disease Foundation</b> Legal costs — Special Commission of Inquiry	\$300,000
<b>Australian Davos Connection</b> Silver sponsorship of the Future Summit 2005	\$100,000
<b>Australian Red Cross</b> Donation to the annual Red Cross Calling campaign	\$100,000
<b>Australian Red Cross</b> NSW government contribution to the Tsunami Relief Appeal	\$2,000,000
<b>Australian Violence Prevention Award</b> NSW contribution to Award Scheme	\$29,267
<b>Bangladesh Association of New South Wales</b> Contribution to Bangladesh flood appeal	\$5,000
<b>British Ex Services Reunion 2005</b> Funding for transport costs for British ex services personnel	\$4,500
<b>CAF Community Fund Limited</b> Two Military History Scholarships	\$21,150
<b>Centacare Newcastle</b> Men's Shed Project	\$20,000
<b>Connells Point Public School</b> Purchase of a flag pole	\$700
<b>CountryWide Media Ltd</b> <i>Blue Light</i> Magazine 1/2 page space Salvation Army promotion	\$1,500
<b>CountryWide Media Ltd</b> Full page advertisement <i>Blue Light</i> Magazine	\$2,718
<b>Department of Aboriginal Affairs</b> Funding assistance for Aboriginal Youth teams at the Youth Friendship Games	\$40,000
<b>Dr Jonathan King</b> Funding support for the production of the Timbery family history book	\$9,200
<b>Eagles RAP Inc</b> Grant to assist with administration costs	\$7,000
<b>Enough is Enough</b> Funding support for the Peacemaker Program	\$50,000
<b>Ethnic Communities Council of NSW</b> Financial assistance to Ms Thao Nguyen to visit the United Nations	\$1,000

## Financial review

Organisation and nature of grant	Amount
<b>Gadigal Information Service (Koori Radio) c/- NSW Aboriginal Affairs</b> Financial support for the Survival Day concert	\$10,000
<b>Hye Hoki Armenian Film Festival</b> Funding support for the Hye Hoki Armenian Film Festival	\$3,660
<b>JJ Cahill Memorial High School</b> Funding support to develop a CD containing Australian national songs	\$10,000
<b>Kidzwish Events Pty Ltd</b> Sponsorship of a party for sick and disadvantaged children	\$10,000
<b>Kokoda Track Memorial Walkway Ltd</b> Financial assistance to prepare audio-visual material; provide training and update the website	\$7,500
<b>Kokoda Track Memorial Walkway Ltd</b> Upgrade of security	\$86,000
<b>Little Bay Coast Centre for Seniors</b> Purchase of new chairs for their hall	\$1,650
<b>Luncheon Club AIDS Support Group</b> Funding support for the provision of services for people living with and affected by AIDS	\$5,000
<b>Mascot Juniors Rugby League Football Club</b> Completion of bricklaying and roof installation at the new fitness centre	\$8,450
<b>Mr David Grant</b> Funding support to attend the London International Youth Science Forum	\$2,550
<b>Mrs Lynette Sanchez</b> Defray medical and education expenses for Mark Sanchez	\$50,000
<b>Ms Kristy Rowe</b> Funding assistance to participate in the British Open of Brass Music	\$2,008
<b>Ms Melissa Brooks</b> Assistance with costs of attendance at the United Nations National Youth Conference	\$675
<b>MusicNSW</b> Funding contribution towards coordinator's salary for 2004–05	\$30,000
<b>National History Challenge</b> National History Challenge 2004	\$200
<b>NCOSS</b> Contribution to the Social Sustainability in Urban Regeneration — two day conference	\$3,000
<b>OXFAM Community Aid Abroad</b> Annual contribution to OXFAM	\$48,400
<b>OzHarvest Food Rescue</b> Purchase of a vehicle (van)	\$30,000
<b>Penshurst Girls High School</b> Funding to print a 50th Anniversary publication for the school	\$2,000
<b>Royal Blind Society</b> Contribution to the Royal Blind Society annual appeal	\$55,000
<b>Royal Humane Society</b> Annual grant	\$5,000
<b>RSL of Australia — NSW Branch</b> Annual government contribution to the ANZAC Day activities	\$27,500
<b>Salvation Army</b> Contribution to the Annual Red Shield appeal	\$190,000
<b>Spastic Centre of NSW</b> Purchase of specialist equipment for children with significant disabilities	\$300,000

Organisation and nature of grant	Amount
<b>Special Children's Christmas Party</b> Diamond Advertising Sponsorship Special Children's Christmas Party	\$10,228
<b>St George Sutherland Womens Cricket Club</b> Purchase of equipment	\$5,000
<b>St Vincent de Paul Society</b> Annual donation to the St Vincent de Paul Society Christmas Appeal	\$20,000
<b>Sydney Community Foundation</b> Assistance with establishment costs	\$50,000
<b>Sydney Olympic Park Authority</b> Cost of venue and event management of NSW Olympian's dinner	\$25,000
<b>The NSW Heritage Office</b> Contribution to the cost of the initial design and format of a historic commemorative plaque	\$20,000
<b>UNIFEM</b> Promotion of White Ribbon Day	\$500
<b>United Nations Association of Australia</b> Annual grant	\$7,000
<b>Wellington Shire Council</b> Financial assistance to provide and equip a fire fighting water supply for Stuart Town	\$28,500
<b>YWCA</b> Big Sister, Big Brother Program and Aunties & Uncles Program	\$50,000
<b>TOTAL</b>	<b>\$4,431,431</b>

### Rural and regional miscellaneous grants

The Rural and Regional Miscellaneous Grants Fund allows the Premier to provide contributions to community projects in rural and regional NSW. Funded initiatives are usually small capital projects ineligible for funding through more established funding sources. The majority of projects are nominated for consideration by local members of Parliament.

Organisation and nature of grant	Amount
<b>2nd Armidale Scout Group</b> Donation toward rebuilding costs of the Armidale Scout Hall which was destroyed by fire	\$5,000
<b>Advancing Harden Murrumburrah Committee</b> Purchase of events banners	\$15,000
<b>Anglican Parish of Beresfield/Thornton</b> Hall maintenance	\$12,600
<b>Araluen Progress Association</b> Upgrade and repairs to the Araluen Community Hall	\$5,000
<b>Arding Hall Community Group</b> Upgrade of Arding Community Hall	\$11,000
<b>Armidale CWA</b> Assistance toward cost of painting the local CWA hall in Armidale	\$6,595
<b>Australian Poll Hereford Society</b> Subsidise conference registration fees	\$10,000
<b>Bathurst Regional Council</b> Construction of a memorial to Ben Chifley	\$30,000
<b>Bemboka Mobile Preschool</b> Erection of a shelter to shade the Bemboka Mobile Preschool	\$1,600
<b>Bilambil Terranora Junior Jets, Rugby League Football Club</b> Provision of elevated seating	\$6,344

Organisation and nature of grant	Amount
<b>Binalong CWA</b> New playground equipment	\$20,000
<b>Biribi Point SLSC</b> Purchase of a beach safety vehicle	\$4,000
<b>Broken Hill Repertory Society</b> Purchase of a permanent sound system for theatre building	\$6,400
<b>Broken Hill St Vincent de Paul Society</b> Repainting the interior of the Broken Hill Meal Centre	\$4,089
<b>Broulee Surfers Surf Life Saving Club</b> Purchase a new boat trailer, new rescue boards, new surf boat oars and the provision of education and training programs	\$10,000
<b>Burringbar Public Recreation Reserve Trust</b> Installation of lighting on playing fields at Burringbar Recreation Reserve	\$3,000
<b>Burringbar School of Arts</b> Upgrade the Burringbar School of Arts Hall	\$2,000
<b>Cessnock City Council</b> Expansion of the Cessnock Regional Indoor Sports Facility	\$77,000
<b>CHR-FM Central Hunter Community Broadcasters Cessnock and Maitland</b> Upgrade and improve the local community radio station studio	\$15,000
<b>Cooma Monaro Council</b> Construction of two all weather netball courts	\$42,000
<b>Cooma North Preschool</b> Funding to install a new metal perimeter fence	\$10,000
<b>Coonamble Mayor's Fire Appeal Conn Family Appeal</b> Assistance to the surviving members of the Conn family	\$20,000
<b>Corrimal Rangers Soccer Club</b> Installation of flood lights at the Corrimal Rangers playing fields	\$13,900
<b>Curlewis Progress Association</b> Refurbishment of Hamilton Park	\$13,600
<b>CWA — Young</b> Funding to assist with the construction of new CWA rooms at Young	\$10,000
<b>Deepwater Public School</b> Upgrade of playground equipment	\$7,500
<b>Deniliquin Netball Association</b> Re-surface the Deniliquin netball courts	\$25,000
<b>Dungog A&amp;H Association Inc</b> Replacement of roof of Ladies Auxiliary Arts and Crafts building	\$6,067
<b>Dungog Preschool</b> Purchase a large refrigerator to store lunches	\$2,000
<b>Dungowan Hall Trust</b> Upgrade and maintain the Dungowan Community Hall	\$12,689
<b>First Bowral Scout Group</b> Repairs to First Bowral Scout Hall	\$6,300
<b>Gol Gol Primary School</b> Defray costs for student attendance at the school's Australis Concert 2 November 2005 Opera House	\$2,000
<b>Grafton Estate Tenants and Recreation Committee</b> Replace vandalised children's playground equipment	\$50,000
<b>Gresford Community Group Inc</b> Assist with refurbishing former guide hall as a youth centre	\$2,000
<b>Gresford District Historical Society</b> Assistance with printing costs of a <i>History of Gresford</i>	\$2,000
<b>Illawarra Koori Radio and Media Association</b> Sponsorship — donation for NAIDOC Day	\$1,022

Organisation and nature of grant	Amount
<b>Illawarra Rhododendron Gardens</b> Funding for replacement of stolen gardening equipment	\$3,000
<b>Jugiong Public School Council</b> Funding contribution for a covered area at the Jugiong Public School	\$2,240
<b>Junior Red Cross — Tweed Heads Branch</b> Transport costs for Junior Red Cross members to attend Club Banora for 90th year celebrations	\$1,000
<b>Kingscliff Chamber of Commerce</b> One off grant to support the Kingscliff Art, Food and all that Jazz Festival	\$5,000
<b>Kyogle Country Music Association</b> Grant to purchase new equipment	\$2,475
<b>Martin's Creek Memorial School of Arts</b> Painting of external wall of Martin's Creek Memorial School of Arts building	\$8,000
<b>Mr Adrian Gersbach</b> Sponsorship assistance to participate in the NSW Police Pipe Band, Edinburgh Military Tattoo Salute to Sydney	\$1,000
<b>Mr Tim Hansen</b> Funding support to attend the National Youth Science Forum	\$2,500
<b>Mrs Mavis Ting</b> Cost of printing a <i>History of Elsmore School</i>	\$1,141
<b>Ms Keaton Fletcher</b> Assistance with airfares to attend the Global Youth Leaders Conference	\$2,862
<b>Mullumbimby Scouts</b> Replace roof on the Mullumbimby Scout Hall	\$14,000
<b>Narromine Scout Hall</b> Upgrade and equip the Narromine Youth Centre	\$20,000
<b>Nelson Bay Junior Cricket Club</b> Purchase of a new turf wicket roller	\$7,500
<b>NSW Fisheries, Port Stephens Oyster Growers Support</b> Supply QX resistant juvenile Sydney Rock Oysters to the Sydney Rock Oyster Production Area	\$200,000
<b>NSW Life Without Barriers</b> Underwriting of the Tall Ships Component of the NSW Heritage Classic	\$5,000
<b>NSW Wheelchair Sports Association Inc</b> Donation toward the purchase of new wheelchair	\$4,571
<b>Opera in the Paddock</b> Funding shortfall to organise Opera in the Paddock	\$2,500
<b>Opera in the Paddock</b> Sponsorship of Opera in the Paddock 2004-05 event	\$7,500
<b>Paterson Historical Society</b> Restoration of the Hearse Shed in Tucker Park, Paterson	\$5,000
<b>Port Stephens Community Arts Centre</b> Funding support to enable extensions to the Port Stephens Community Arts Centre	\$10,000
<b>Pregnancy Help Midcoast</b> Funding support for a pregnancy help training program	\$2,500
<b>Puddledock Local Area and Progress Association Inc</b> Upgrade Puddledock Hall — paint and re-roofing	\$16,000
<b>Rotary Club of Berrima District</b> Centenary Project — Oxley's Hill Lookout	\$5,000
<b>RSL Sub Branch — Tamworth</b> Restoration of Roll of Honour Board	\$250
<b>RSL West Tamworth</b> Funding assistance for the Battle for Australia Commemoration Service 1 September	\$1,537

## Financial review

Organisation and nature of grant	Amount
<b>Russell Vale Public School P&amp;C</b> Erection of security fencing at Russell Vale Public	\$16,860
<b>Rye Park Public School Parents and Citizens Association</b> Repairs to playground equipment	\$5,500
<b>St Johns Evangelist Church Wallerawang</b> Complete restoration to 1881 Blackett and Sons designed church	\$10,000
<b>St Paul's Anglican Church Paterson</b> Disabled access ramp at St Paul's Anglican Church Paterson	\$7,000
<b>St Vincent de Paul, Cobar Centre</b> Extensions to existing St Vincent de Paul building at Cobar	\$10,000
<b>Surfest 2005</b> Sponsorship Surfest 2005	\$50,000
<b>Sydney Olympic Park Authority</b> Sponsorship support Sydney Olympic Park Netball Cup 2005	\$10,000
<b>The Hanging Rock Progress association</b> Upgrade of community hall	\$10,000
<b>Tingha Tigers Rugby League Football Club</b> Purchase of a tractor and slasher for use by four local sporting clubs	\$5,000
<b>Trundle Swimming Club</b> Assist with repair works to the Trundle Swimming Pool	\$3,280
<b>Tweed Valley Sexual Assault Service</b> Sponsorship of a seminar on sexual assault	\$1,350
<b>Twin Towns Friends Association</b> Financial assistance to run association	\$1,000
<b>Vietnam Veteran's Association of Australia</b> Contribution to the cost of making a Vietnam War Memorial window	\$3,080
<b>Vietnam Veterans Gosford City Sub Branch</b> Installation air conditioning in the Nambus	\$3,500
<b>Wagga Wagga High School</b> Beijing Wangfujing International Music Festival	\$2,000
<b>Walka Waterworks Trust</b> Contribution to building maintenance and repairs	\$10,000
<b>Weabonga Hall and Recreation Ground Committee</b> Construction of public toilets at Weabonga Hall	\$10,000
<b>Williamtown Hall Committee</b> Renovations to the Williamtown Hall	\$9,000
<b>Wilson Park Special School</b> Installation of a wheelchair access ramp	\$3,000
<b>Wingham Advancement Group</b> Construction of a multi-purpose feature at the entrance to Wingham	\$3,000
<b>Wingham Showground Trust</b> Financial support to upgrade kiosk	\$15,000
<b>Woonona Boardriders Inc</b> Funding for a tent for use in the hosting of NSW State Masters Titles in Wollongong 6 to 8 August 2005	\$3,014
<b>Woy Woy, Ettalong, Hardy's Bay RSL Sub Branch</b> Construction of a War Memorial at Woy Woy	\$6,500
<b>TOTAL</b>	<b>\$999,366</b>

### Great Idea grants

Great Idea grants are sponsored by Woolworths and are an initiative to encourage new community Australia Day events and activities in communities across NSW. Twelve organisations were provided grants to develop and undertake new initiatives to celebrate Australia Day.

Organisation and nature of grant	Amount
<b>Blacktown City Council</b> Australia Day Dive In Movies	\$5,000.00
<b>Bland Shire Council</b> West Wyalong Australia Day Surf Carnival	\$5,000.00
<b>Eden Killer Whale Museum</b> Australia Day Whale Song Celebration	\$5,000.00
<b>Gilgandra Shire Council</b> Gilgandra Sports Art	\$5,000.00
<b>Gunnedah Shire Council</b> Gunnedah Youth Celebrating What's Great!	\$3,500.00
<b>Gwydir Shire Council</b> Bingara Idol	\$2,243.50
<b>Hunter's Hill Council</b> Walk Because You Can on Australia Day	\$4,000.00
<b>Kiama Municipality</b> Invent Australia	\$5,000.00
<b>Ku-ring-gai Council</b> Australia Day Spectacular	\$5,000.00
<b>Lithgow Council</b> The Great Aussie Yarn Competition	\$4,500.00
<b>Liverpool Plains Shire Council</b> The Great Aussie Escape	\$2,752.60
<b>Urana Shire Council</b> The Threshing of the Wheat Ear Pinata	\$3,000.00

### Integral Energy grants

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 funds to regional councils.

Organisation	Amount
<b>Penrith City Council</b>	\$45,000.00
<b>Wollongong City Council</b>	\$40,000.00
<b>Parramatta City Council</b>	\$45,000.00
<b>TOTAL Great Idea and Integral Energy grants</b>	<b>\$179,996.10</b>

## Office for Women

Organisation and nature of grant	Amount
<b>Australian Local Government Women's Association (NSW)</b> Work and Family — fine-tuning the Balance for Women in Local Government	\$40,000
<b>Blacktown Youth Services Association Inc</b> Women of Radio	\$5,200
<b>Bombala and District Development Association</b> Stepping Stones Linking our Communities	\$1934
<b>Cambodian Australian Welfare Council on NSW</b> Capacity Building for Older Women's Project	25,000
<b>Campbelltown Family Support Service Inc</b> Motherless Daughters as Parents	\$30,000
<b>Coonamble Neighbourhood Centre Auspice for Coonamble Domestic Violence Committee</b> Linking Women with Safety in Coonamble Shire — Local Awareness and Networking Project	\$4,000
<b>Council on The Ageing (NSW) Inc</b> Women's Health Program — Ageing Well for the over 45s	\$30,000
<b>Goodooga Community Co-op</b> Healthy Food for Goodooga Kids	\$35,000
<b>Greater South Western Cluster of ACE</b> Women in Focus	\$30,000
<b>Howlong Community Learning Inc</b> Growing from Little to Big — Developing Local Women's Leadership Skills	\$4,165
<b>Illawarra Filipino and Multicultural Women's Group Inc</b> Multicultural Women's Art Project	\$12,000
<b>Immigrant Women's Speakout Association Incorporated of NSW auspice for Australian Bosnian</b> ABWCA: Women's Leadership Development Project	\$20,000
<b>Lifeline Macarthur</b> Financial Counselling for Older Women — Southern Highlands	\$12,367
<b>Liverpool Women's Health Centre</b> Young Women and Photography	\$20,000
<b>Macarthur Disability Services Ltd</b> Beyond Comfort Zone	\$35,000
<b>Marrickville Youth Resource Centre Inc</b> Girl's Hip Hop Co-op 3 & 4 (lyric writing, music composing and production of CD)	\$7,500
<b>Multicultural Disability Advocacy Association of NSW Inc</b> Improving access to services for women with a disability from a non-English speaking background experiencing violence	\$25,000
<b>Pottsville Beach CTC Incorporated</b> Reeling in Women's Issues	\$14,000
<b>Roselands Sports and Aquatic Club</b> Personal development program for young women with a disability	\$23,200
<b>Shine for Kids Co-op</b> Development of an Indigenous resource and support kit for Koori women who have a family member imprisoned	\$39,000
<b>South West Sydney Legal Centre</b> Songs of Anklets	\$16,140
<b>Streetwise Communication</b> Healthy Bubs — video research and evaluation tool	\$13,711
<b>The Association of Bhanin El Minieh</b> Migrant mothers and daughters group	\$37,779
<b>Transport Workers Union (NSW Branch)</b> Building Power for Women in Transport	\$45,000

Organisation and nature of grant	Amount
<b>Vietnamese Women's Association in NSW Inc</b> Support and guidance for Vietnamese girl students victimised by racial bullying	\$30,000
<b>Yawarra Meamei Women's Group</b> Aboriginal Women Family Violence Mentoring Program	\$21,205
<b>Working Women's Centre</b> Recurrent funding	\$100,000
<b>Partnership Project with New South Wales Institute of Sport (auspiced by Sydney University)</b> Media and sponsorship training for sportswomen	\$99,000
<b>Partnership Project auspiced by Western Sydney Regional Organisation of Councils (WSROC)</b> Young Women's Leadership in Western Sydney	\$100,000
<b>TOTAL</b>	<b>\$876,201</b>

## International Women's Day grants to NSW local councils

A total of \$41,600 was spent on International Women's Day grants to 52 local councils across NSW.

Each of the following councils received \$800: Ashfield, Balranald, Bankstown, Baulkham Hills, Bellingen (Dorrigo Support Centre), Blue Mountains, Bombala, Botany Bay, Bourke, Broken Hill, Burwood, Camden, Campbelltown, Canada Bay, Canterbury, Clarence Valley, Coonamble, Gosford, Griffith, Gunnedah, Gwydir, Hastings, Hawkesbury, Holroyd, Hornsby, Ku-ring-gai, Kyogle, Lake Macquarie, Lane Cove, Leeton, Lithgow, Liverpool, Lockhart, Moree Plains, Mosman, Muswellbrook (Upper Hunter Library), Narrabri, Narrandera, Narromine, Newcastle, Orange, Penrith, Pittwater, Queanbeyan, Randwick, Rockdale, Snowy River, Wagga Wagga, Warrumbungle, Wentworth, Wollondilly, Wollongong.

## Other grants

Organisation and purpose of grant	Amount
<b>Snowy River Festival Committee</b> Snowy River Festival (Dalgety)	\$4,545
<b>Crookwell Neighbourhood Centre</b> Crookwell Human Services Project	\$2,000
<b>Nimmitabel Advancement Committee</b> Refurbishment of Nimmitabel Community Centre	\$1,364
<b>Carwoola Council of Elders Aboriginal Corporation</b> NAIDOC week	\$2,000
<b>Aboriginal Medical Service Co-operative Ltd</b> Donation to Diabetes Clinic (in honour of late Judge Robert Bellair)	\$500
<b>Regional Extended Family Services</b> Rural Communities Leadership Program	\$20,815
<b>Windale Community Renewal Group</b> Hunter Community Renewal Scheme	\$25,000
<b>Quigley Community Group</b> Hunter Community Renewal Scheme	\$25,000
<b>Hunter Valley Training Company</b> Youth at Risk program	\$10,000
<b>Illawarra Ethnic Communities Council</b> Federation of Ethnic Community Councils of Australia Conference	\$5,000
<b>Coomaditchie United Aboriginal Corporation</b> Coomaditchie Aboriginal Community indigenous crafts initiative	\$22,800

## Financial review

Organisation and nature of grant	Amount
<b>Tropfest Events Pty Ltd</b> Tropfest 2005 Film Festival	\$5,000
<b>Metropolitan Local Aboriginal Land Council</b> NAIDOC Week	\$2,000
<b>KU Children's Services</b> School as a Community Project (Katoomba)	\$10,000
<b>Aboriginal Employment Strategy Ltd</b> Dubbo Youth events	\$2,500
<b>Shared Vision Aboriginal Corporation Inc</b> Pre-employment Training and Skills Development	\$10,000
<b>Murdi Paaki Partnership</b> Barwon Alliance to Barwon Darling Alliance*	\$334,000
<b>Northern Rivers Social Development Council</b> Far North Coast Affordable Housing Conference	\$2,000
<b>Bundjalung Nation Cultural Heritage Committee</b> Cultural Heritage Community Engagement Project	\$6,055
<b>Kempsey Shire Council</b> Kempsey Crocfeast	\$2,000
<b>TOTAL</b>	<b>\$492,579</b>

\*This grant represents an indirect specific payment from the Australian government via the NSW government to the Barwon Darling Alliance.

### Community drug strategies

Organisation and purpose of grant	Amount
<b>AIDS Council of NSW (ACON) for Surry Hills CDAT</b> Additional expenses — Surry Hills Dual Diagnosis Forum	\$1,009
<b>AIDS Council of NSW (ACON) for Surry Hills CDAT</b> Administrative funds — Surry Hills	\$500
<b>AIDS Council of NSW (ACON) for Surry Hills CDAT</b> Surry Hills CDAT Agency Forums	\$3,790
<b>AIDS Council of NSW (ACON) for Surry Hills CDAT</b> Red Cross — Save a Mate/Hope Training	\$3,170
<b>Airds Bradbury Community Centre for Airds/Bradbury CDAT</b> Administrative funds — Airds/Bradbury	\$400
<b>Auburn Community Development Network for Auburn CDAT</b> Alcohol and Drug Information Kits	\$1,750
<b>Cabramatta Community Centre for Fairfield CDAT</b> Fairfield Youth Event	\$2,000
<b>CAFS (South West Child Adolescent and Family Services) for Liverpool CDAT</b> Homelessness Help Cards	\$1,500
<b>Community Connections North Coast for Lismore CDAT</b> CDAT Audio Visual Equipment	\$2,400
<b>Community Connections North Coast for Northern Rivers CDAT Partnership</b> Northern Rivers AOD Service Business Cards	\$600
<b>Cynthia Street Neighbourhood Centre for Killarney Vale/Bateau Bay/Tumbi Umbi CDAT</b> Community Day	\$1,000
<b>Glebe Schools as Community Centre for Glebe CDAT</b> Administrative funds — Glebe	\$500

Organisation and nature of grant	Amount
<b>Hunter Volunteer Centre Inc for Lake Macquarie, Northern Wyong, Newcastle CDAT</b> Battle of the Bands/Youth Talent Competition 3	\$8,000
<b>Hunter Volunteer Centre Inc for Mums Against CDAT</b> Launch and community event	\$1,300
<b>Inverell Youth Resource Centre for Inverell CDAT</b> Administrative funds — Inverell	\$500
<b>Kyogle Youth Action Inc for Kyogle CDAT</b> Youth Week Natural High activities	\$3,000
<b>Macarthur Community Forum for Yura Yulang CDAT</b> Community information brochure	\$2,000
<b>Mission Australia for Airds/Bradbury CDAT</b> Airds/Bradbury Youth Early Intervention Project	\$2,750
<b>Mission of Hope for Canterbury CDAT</b> Hazem El-Masri Anti-Drug Billboard	\$2,000
<b>Moree Family Support for Moree CDAT</b> Administrative funds — Moree	\$500
<b>Narrabri &amp; District Community Aid Services Inc for Narrabri CDAT</b> Administrative funds — Narrabri	\$500
<b>Narrama Multi Services Aboriginal Corporation for Aboriginal Drug and Alcohol Committee (ADAAC)</b> Administrative funds — ADAAC	\$500
<b>Nimbin Community Development Association for Nimbin CDAT</b> Nimbin events/peer safety and support	\$4,000
<b>Northern Star Aboriginal Corporation for Brewarrina CDAT</b> Brewarrina Festival of the Fisheries	\$5,000
<b>Raymond Terrace Neighbourhood Centre for Raymond Terrace/Karuah CDAT</b> Battle of the Bands/Youth Talent Competition 2	\$2,500
<b>Regional Youth Support Services for Wyoming CDAT</b> Administrative funds — Wyoming	\$1,000
<b>Regional Youth Support Services for Wyoming CDAT</b> Burri-Minibah Children's Place of Learning	\$1,500
<b>Samaritans Foundation for Cessnock CDAT</b> Theatre project — Apology	\$2,500
<b>Tamworth Youth Care Inc for Tamworth CDAT</b> NE/NW Youth service information card	\$3,500
<b>Tamworth Youth Care Inc for Tamworth CDAT</b> Trivia events	\$3,650
<b>Viney Morgan Aboriginal Medical Service for Cumeragunja Community Drug and Alcohol Action Team</b> Birrama Cumeragunja — Go Go Cumeragunja	\$2,618
<b>Wiradjuri Country Community Development Group for Young CDAT</b> Administrative funds — Young	\$500
<b>Wyoming Youth Centre for Wyoming Action Team</b> WAT Youth Golf Clinic	\$1,000
<b>Wyoming Youth Centre for Wyoming Action Team</b> Paint the Wall Project	\$1,500
<b>TOTAL</b>	<b>\$68,937</b>

## CONSULTANTS

Category	Title/nature	Cost
Dianna Gibbs and Partners	Snowy Monaro Plantations Landscape Strategy Reference Group Information Papers	\$69,999
<b>Total cost of consultancies &gt;\$30,000</b>		<b>\$69,999</b>
Total number of consultancies >\$30,000 is 1		

### Consultancies less than \$30,000

Category	Cost
Finance (four individual projects)	\$58,485.00
Legal	\$2,742.00
Organisational review (six individual projects)	\$56,857.00
Management services	\$2,546.00
Engineering	\$820.00
<b>Total cost of all consultancies</b>	<b>\$121,450.00</b>
Total number of consultancies less than \$30,000 is 13	



Woolgoolga Workshop

# Financial statements

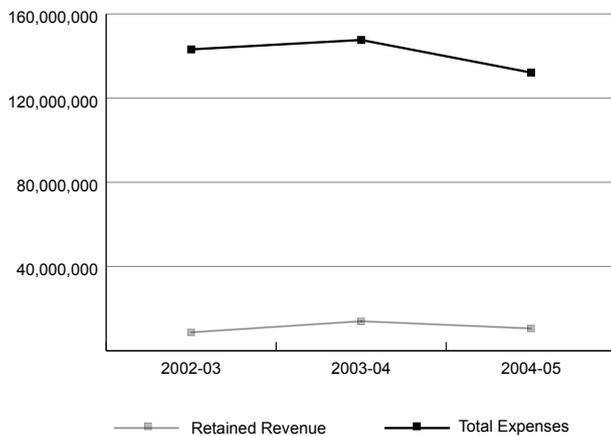
## FINANCIAL PERFORMANCE FOR THE YEARS ENDED 30 JUNE 2003 TO 2005

### Expenses

The department's Expenditure decreased in 2004–05 by \$1.55 million from the previous financial years' expenditure and this trend is expected to continue.

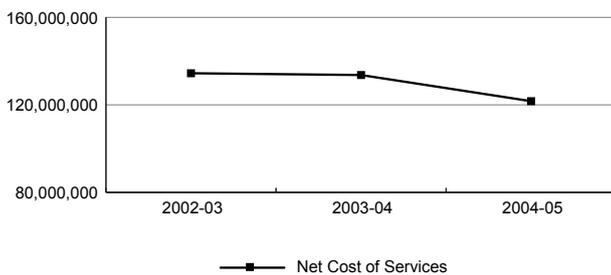
### Revenues

The department's Revenues have remained largely unchanged over 2002–03 to 2004–05.



### Net Cost of Services

The decrease in expenditure and the relatively unchanged level of revenue has produced a decrease in the 2004–05 Net Cost of Services and this trend is expected to continue.



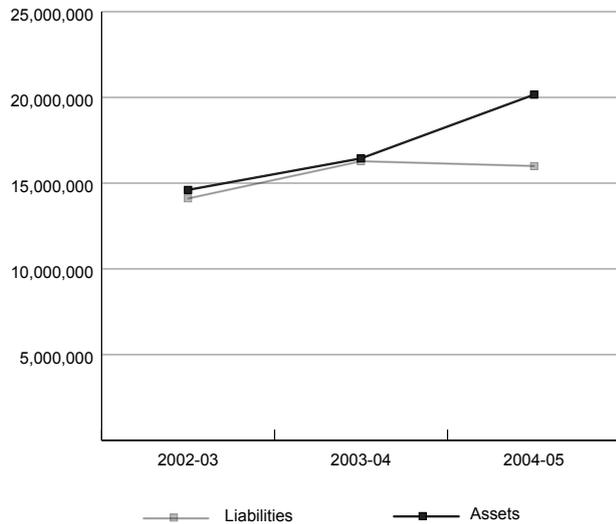
## FINANCIAL POSITION AS AT 30 JUNE 2002 TO 2004

### Assets

An improvement in the department's cash position and increases in plant and equipment largely due to the stage one of a Records Management Information System in 2004–05 resulted in an increase in Total Assets of \$3.71 million from last financial year.

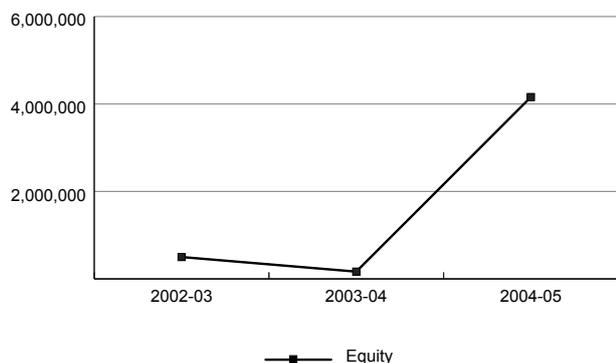
### Liabilities

The department's Liabilities have decreased slightly in 2004–05 and have remained relatively stable over 2002–03 to 2004–05.



### Equity

The increase in Total Assets and the relatively unchanged level of Liabilities in 2004–05 has resulted in an increase in Equity of \$4 million which has recovered from the levels of the previous financial years.





PREMIER'S DEPARTMENT  
NEW SOUTH WALES

TELEPHONE: (02) 9228 5255  
FACSIMILE: (02) 9228 4757  
G.P.O. BOX 5341, SYDNEY NSW 2001

GOVERNOR MACQUARIE TOWER  
1 FARRER PLACE  
SYDNEY NSW 2000

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

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

- a) The accompanying financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the Financial Reporting Code for Budget Dependent General Government Sector Agencies, the applicable clauses of the Public Finance and Audit Regulation 2000 and the Treasurer's Directions;
- b) The statements exhibit a true and fair view of the financial position of the Premier's Department as at 30 June 2005, 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 OCT 2005



GPO BOX 12  
Sydney NSW 2001

## INDEPENDENT AUDIT REPORT

### Premier's Department

To Members of the New South Wales Parliament

#### Audit Opinion

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

- presents fairly the Premier's Department's financial position as at 30 June 2005 and its financial performance and cash flows for the year ended on that date, in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia, and
- complies with section 45E of the *Public Finance and Audit Act 1983* (the Act).

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

#### The Director-General's Role

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

#### The Auditor's Role and the Audit Scope

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

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

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

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

My opinion does *not* provide assurance:

- about the future viability of the Premier's Department,
- that the Premier's Department has carried out its activities effectively, efficiently and economically,
- 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.



R J Sendt  
Auditor-General

SYDNEY  
20 October 2005

**STATEMENT OF FINANCIAL PERFORMANCE FOR  
THE YEAR ENDED 30 JUNE 2005**

	Notes	Actual 2005 \$'000	Budget 2005 \$'000	Actual 2004 \$'000
<b>Expenses</b>				
Operating expenses				
Employee related expenses	2(a)	61,188	51,489	55,271
Other operating expenses	2(b)	51,154	44,477	52,255
Maintenance expenses	2(c)	585	398	465
Depreciation and amortisation expenses	2(d)	3,243	1,720	1,964
Grants and subsidies	2(e)	13,619	6,316	35,607
Other expenses	2(f)	2,351	2,254	2,073
<b>Total Expenses</b>		<b>132,140</b>	106,654	147,635
Less:				
<b>Retained revenue</b>				
Sale of goods and services	3(a)	1,799	1,010	2,033
Investment income	3(b)	177	300	333
Grants and contributions	3(c)	6,876	1,825	7,926
Other revenue	3(d)	1,705	1,449	3,700
<b>Total Retained Revenue</b>		<b>10,557</b>	4,584	13,992
<b>Loss on disposal of non-current assets</b>	4	(7)	-	(3)
<b>Net Cost of Services</b>	20	<b>121,590</b>	102,070	133,646
Government Contributions				
Recurrent appropriations	5	112,831	94,629	126,036
Capital appropriations	5	5,373	3,364	1,368
Acceptance by the Crown Entity of employee benefits and other liabilities	6	7,403	2,218	5,999
<b>Total Government Contributions</b>		<b>125,607</b>	100,211	133,403
<b>SURPLUS/(DEFICIT) FOR THE YEAR FROM ORDINARY ACTIVITIES</b>		<b>4,017</b>	(1,859)	(243)
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>4,017</b>	(1,859)	(243)
<b>TOTAL REVENUES, EXPENSES AND VALUATION ADJUSTMENTS RECOGNISED DIRECTLY IN EQUITY</b>		-	-	-
<b>TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS</b>		<b>4,017</b>	(1,859)	(243)

The accompanying notes form part of these statements

## STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2005

	Notes	Actual 2005 \$'000	Budget 2005 \$'000	Actual 2004 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash	8	1,977	1,349	624
Receivables	9	5,531	6,031	5,708
Current Assets — Other	10	158	330	325
<b>Total Current Assets</b>		<b>7,666</b>	<b>7,710</b>	<b>6,657</b>
<b>Non-Current Assets</b>				
Land and Buildings	11	-	608	-
Plant and Equipment	11	12,595	11,640	9,788
<b>Total Non-Current Assets</b>		<b>12,595</b>	<b>12,248</b>	<b>9,788</b>
<b>Total Assets</b>		<b>20,261</b>	<b>19,958</b>	<b>16,445</b>
<b>Current Liabilities</b>				
Payables	12	7,589	10,178	9,064
Provisions	13	6,982	5,850	5,510
Current liabilities — Other	14	-	755	757
<b>Total Current Liabilities</b>		<b>14,571</b>	<b>16,783</b>	<b>15,331</b>
<b>Non-Current Liabilities</b>				
Provisions	13	1,428	923	947
<b>Total Non-Current Liabilities</b>		<b>1,428</b>	<b>923</b>	<b>947</b>
<b>Total Liabilities</b>		<b>15,999</b>	<b>17,706</b>	<b>16,278</b>
<b>Net Assets</b>		<b>4,262</b>	<b>2,252</b>	<b>167</b>
<b>EQUITY</b>				
Accumulated funds	15	4,262	2,252	167
<b>Total Equity</b>		<b>4,262</b>	<b>2,252</b>	<b>167</b>

The accompanying notes form part of these statements.

Financial statements

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2005

	Notes	Actual 2005 \$'000	Budget 2005 \$'000	Actual 2004 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee related		(54,866)	(49,109)	(51,799)
Grants and subsidies		(13,619)	(6,316)	(35,607)
Other		(64,836)	(49,388)	(62,101)
<b>Total Payments</b>		<b>(133,321)</b>	<b>(104,813)</b>	<b>(149,507)</b>
<b>Receipts</b>				
Sale of goods and services		4,212	1,010	11,306
Interest received		280	332	278
Other		14,508	6,658	11,626
<b>Total Receipts</b>		<b>19,000</b>	<b>8,000</b>	<b>23,210</b>
<b>Cash Flows From Government</b>				
Recurrent appropriation	5	112,831	94,629	126,036
Capital appropriation	5	5,373	3,364	1,875
Cash reimbursements from the Crown Entity		2,881	2,218	2,051
Cash transfers to the Consolidated Fund		(507)	-	(773)
<b>Net Cash Flows From Government</b>		<b>120,578</b>	<b>100,211</b>	<b>129,189</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	20	<b>6,257</b>	<b>3,398</b>	<b>2,892</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from sale of Plant and Equipment		-	-	1
Net of cash acquired from Administrative restructure		-	691	-
Purchases of Plant and Equipment		(5,189)	(3,364)	(2,435)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<b>(5,189)</b>	<b>(2,673)</b>	<b>(2,434)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Proceeds from advances — Crown Finance Entity		-	-	250
Payment to Sydney Cricket and Sports Ground Trust		-	-	(250)
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>1,068</b>	<b>725</b>	<b>458</b>
Opening cash and cash equivalents	8	624	624	166
Cash transferred in from Department for Women as a result of administrative restructure		285	-	-
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	8	<b>1,977</b>	<b>1,349</b>	<b>624</b>

The accompanying notes form part of these statements.

**PROGRAM STATEMENT - EXPENSES AND REVENUES  
FOR THE YEAR ENDED 30 JUNE 2005**

	Program 4.1.1 — Services for the Governor		Program 4.1.2 — Services for the Leaders of the Opposition		Program 4.1.3 — Performance Measurement and Review		Program 4.1.4 — Service Delivery Improvement	
	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000
<b>AGENCY'S EXPENSES AND REVENUES</b>								
<b>Expenses</b>								
<b>Operating expenses</b>								
Employee related expenses	862	853	1,353	1,280	4,655	2,333	-	1,853
Other operating expenses	994	1,081	467	457	820	294	-	408
Maintenance expenses	10	4	13	11	35	8	-	5
Depreciation and amortisation expenses	14	13	21	23	284	109	-	3
Grants and subsidies	-	-	-	-	998	-	-	-
Other expenses	-	-	-	-	1	-	-	-
<b>Total expenses</b>	<b>1,880</b>	<b>1,951</b>	<b>1,854</b>	<b>1,771</b>	<b>6,793</b>	<b>2,744</b>	<b>-</b>	<b>2,269</b>
<b>Retained Revenue</b>								
Sale of goods and services	-	-	-	-	71	36	-	-
Investment income	-	-	-	-	1	-	-	-
Grants and contributions	-	-	-	-	-	-	-	4
Other revenue	-	-	-	-	71	-	-	-
<b>Total Retained Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>143</b>	<b>36</b>	<b>-</b>	<b>4</b>
Gain/(loss) on disposal of non-current assets	-	-	-	-	(2)	-	-	-
<b>Net Cost of Services</b>	<b>1,880</b>	<b>1,951</b>	<b>1,854</b>	<b>1,771</b>	<b>6,652</b>	<b>2,708</b>	<b>-</b>	<b>2,265</b>
Government contributions **	-	-	-	-	-	-	-	-
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>	<b>(1,880)</b>	<b>(1,951)</b>	<b>(1,854)</b>	<b>(1,771)</b>	<b>(6,652)</b>	<b>(2,708)</b>	<b>-</b>	<b>(2,265)</b>

\* The name and purpose of each program is summarised in Note 7.

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

	Program 4.1.5 — Ministerial and Parliamentary Services		Program 4.1.6 — Public Employment Office		Program 4.1.7 — Strategic Projects		Program 4.1.8 — State Administration Services		Not Attributable		Total	
	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000
	25,243	21,539	8,276	7,618	10,149	14,888	10,650	4,907	-	-	61,188	55,271
	15,395	12,690	3,278	2,717	4,038	20,359	26,162	14,249	-	-	51,154	52,255
	305	133	14	12	38	186	170	106	-	-	585	465
	1,142	548	348	204	627	969	807	95	-	-	3,243	1,964
	-	-	2,179	3,222	4,301	32,306	6,141	79	-	-	13,619	35,607
	403	392	-	-	-	-	1,947	1,681	-	-	2,351	2,073
	42,488	35,302	14,095	13,773	19,153	68,708	45,877	21,117	-	-	132,140	147,635
	5	2	855	1,205	81	434	787	356	-	-	1,799	2,033
	-	-	-	1	-	332	176	-	-	-	177	333
	-	-	1,617	1,794	1,228	2,122	4,031	3,973	-	-	6,876	7,893
	1,188	1,537	197	-	126	1,516	123	680	-	-	1,705	3,733
	1,193	1,539	2,669	3,000	1,435	4,404	5,117	5,009	-	-	10,557	13,992
	(4)	1	-	(2)	(1)	(1)	-	-	-	-	(7)	(2)
	41,299	33,762	11,426	10,775	17,719	64,305	40,760	16,108	-	-	121,590	133,645
	-	-	-	-	-	-	-	-	125,607	133,403	125,607	133,403
	(41,299)	(33,762)	(11,426)	(10,775)	(17,719)	(64,305)	(40,760)	(16,108)	125,607	133,403	4,017	(242)

**SUMMARY OF COMPLIANCE WITH FINANCIAL DIRECTIVES  
FOR THE YEAR ENDED 30 JUNE 2005**

	2005				2004			
	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	94,009	93,822	3,364	3,364	113,684	113,434	645	645
s24 PF&AA — transfers of functions between departments	620	620	-	-	(8,029)	(8,029)	-	-
	<b>94,629</b>	<b>94,442</b>	<b>3,364</b>	<b>3,364</b>	105,655	105,405	645	645
<b>OTHER APPROPRIATIONS/ EXPENDITURE</b>								
Treasurer's Advance	11,679	11,288	3,562	2,009	18,481	11,483	723	723
Section 22 — expenditure for certain works and advances	2,000	2,000	-	-	9,129	7,963	-	-
Transfers to/from another agency (s27 of the Appropriation Act)	5,101	5,101	-	-	1,185	1,185	-	-
	<b>18,780</b>	<b>18,389</b>	<b>3,562</b>	<b>2,009</b>	28,795	20,631	723	723
<b>Total Appropriations/ Expenditure/Net Claim on Consolidated Fund (includes transfer payments)</b>	<b>113,409</b>	<b>112,831</b>	<b>6,926</b>	<b>5,373</b>	134,450	126,036	1,368	1,368
Amount draw down against Appropriation		112,831		5,373		126,036		1,875
Liability to Consolidated Fund**		-		-		-		(507)

\*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 ACCOMPANYING AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2005****1 Summary of Significant Accounting Policies****(a) Reporting entity**

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

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

The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

**(b) Basis of Accounting**

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

- applicable Australian Accounting Standards;
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB);
- Urgent Issues Group (UIG) Consensus Views;
- the requirements of the Public Finance and Audit Act, 1983, and Regulations; and
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer under section 9(2)(n) of the Act.

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

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

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

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

The accounting policies adopted are consistent with those of the previous year.

**(c) Administered Activities**

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

**(d) Revenue Recognition**

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

**(i) Parliamentary Appropriations and Contributions from Other Bodies**

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

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

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

**(ii) Sale of Goods and Services**

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

**(iii) Investment income**

Interest revenue is recognised as it accrues.

**(e) Employee Benefits and other provisions****(i) Salaries and Wages, Annual Leave, Sick Leave and On-Costs**

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

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

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

**(ii) Long Service Leave and Superannuation**

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

Long service leave is measured on a present value basis. The liabilities that are expected to be settled more than twelve months after the reporting date is measured at the present value of the estimated cash outflows to be made by the Department in respect of services provided by employees up to the reporting date. The present value method is based on remuneration rates on what the Department expects to pay at the reporting date, the increased pay rate is used in determining the employee benefit liabilities.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (ie Basic Benefit and First State Super) is calculated as a percentage of the employees' salaries. 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 entity has a present legal, equitable or constructive obligation to make a future sacrifice of economic benefits to other entities as a result of past transactions or other past events. These provisions are recognised when it is probable that a future sacrifice of economic benefits will be required and the amount can be measured reliably.

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

**(f) Insurance**

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

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

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

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

**(h) 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 determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

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

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

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

**(i) Plant and Equipment**

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

**(j) Depreciation of Non-Current Physical Assets**

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

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

Depreciation Rates	% Rate
Computer equipment	25.00
Governor Macquarie Tower Building fit-out — over the period of the lease	
Furniture and fittings	10
General plant and equipment	14.29
Leasehold improvements — over the period of the lease	

**(k) Maintenance and Repairs**

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

**(l) Leased Assets**

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

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

**(m) Receivables**

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

**(n) Trust Funds**

The Department does not hold any Trust monies in 2004–05 financial year.

**(o) Other Assets**

Other assets including prepayments are recognised on a cost basis.

**(p) Payables**

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

**(q) Budgeted Amounts**

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, s 21A, s 24 and/or s 25 of the Public Finance and Audit Act 1983.

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

## 2 Expenses

### (a) Employee related expenses

	2005 \$'000	2004 \$'000
Salaries and wages (including recreation leave)	49,393	45,558
Superannuation	4,415	3,783
Long service leave	2,723	1,989
Workers compensation insurance	215	212
Payroll tax and fringe benefit tax	4,442	3,729
	<b>61,188</b>	<b>55,271</b>

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

### (b) Other operating expenses

Auditor's remuneration — audit or review of the financial reports	130	135
Operating lease rental expense	13,178	12,277
Insurance	79	81
Corporate services	8,059	7,757
Consultancies	188	208
Contractors	6,157	7,362
Training and development	411	445
Printing and stationery	1,212	1,761
Travel expenses	2,125	1,863
Security	1,562	1,541
Committee fees and expenses	179	137
Advertising and community information	1,172	1,896
Legal costs	3,437	3,059
Other fees	3,349	3,385
Motor vehicles	2,598	2,423
Special Functions	1,029	1,086
Telephones	1,661	1,622
Other operating expenses	4,628	5,217
	<b>51,154</b>	<b>52,255</b>

Other operating expenses include \$2.341 million In-Kind expenses corresponding to In-Kind Sponsorship.

### (c) Maintenance expenses

Maintenance	585	465
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### (d) Depreciation and amortisation expenses

Plant and equipment	3,243	1,964
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### (e) Grants and subsidies

Miscellaneous grants approved by the Premier	4,963	2,000
Grants to other budget sector agencies	2,985	6,180
Community Solutions Fund	-	13,747
Grants to external organisations	4,698	4,000
Regional and Rural Miscellaneous grants	973	1,036
Newcastle Steel Project	-	8,644
	<b>13,619</b>	<b>35,607</b>

## Financial statements

<b>(f) Other expenses</b>	<b>2005 \$'000</b>	<b>2004 \$'000</b>
Australia Day Council	735	721
Special reports and unforeseen expenses	297	291
Parliamentary Remuneration Tribunal	107	101
Protocol expenses	1,212	960
	<b>2,351</b>	<b>2,073</b>

### 3 Revenues

#### (a) Sale of goods and services

Actuarial services	-	19
Administrative services and projects	250	434
Publication sales	3	8
Training/seminars	735	899
Functions and Events	355	332
Fees general	70	36
Other	386	305
	<b>1,799</b>	<b>2,033</b>

#### (b) Investment income

Interest	177	333
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#### (c) Grants and contributions

NSW Budget sector entities	424	1,174
Commonwealth Government	2,110	2,207
NSW Non Budget sector entities	13	300
Public Trading Enterprises	336	264
Private sector	3,968	3,960
Local Councils	25	21
	<b>6,876</b>	<b>7,926</b>

Grants received from the Private sector include \$2.341 million In-Kind sponsorships.

#### (d) Other revenue

Motor Services Unit recovery	1,134	1,290
Other	571	2,410
	<b>1,705</b>	<b>3,700</b>

### 4 Loss on Disposal of Non-Current Assets

Proceeds from disposal	-	1
Written down value of assets disposed	(7)	(4)
	<b>(7)</b>	<b>(3)</b>

## 5 Appropriations

	2005 \$'000	2004 \$'000
<b>Recurrent appropriations</b>		
Total recurrent drawdowns from Treasury (per Summary of Compliance)	112,831	126,036
	112,831	126,036
Comprising:		
Recurrent appropriations (per Statement of Financial Performance)	112,831	126,036
	112,831	126,036
<b>Capital appropriations</b>		
Total capital drawdowns from Treasury (per Summary of Compliance)	5,373	1,875
Less: Liability to Consolidated Fund (per Summary of Compliance)	-	507
	5,373	1,368
Comprising:		
Capital appropriations (per Statement of Financial Performance)	5,373	1,368
	5,373	1,368

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

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

Superannuation	4,415	3,783
Long service leave	2,723	1,989
Payroll tax (on superannuation)	265	227
	7,403	5,999

## 7 Programs/Activities of the Department

### (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 Measurement and Review

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

The Office for Women (formerly Department for Women) was transferred to the Department from 1 July 2004 as a result of administrative restructuring, and was incorporated into this program. There was an equity transfer as at 1 July 2004 (refer note 16). All revenues and expenses relating to Office for Women have been incorporated into the Department's revenues and expenses for the year.

### (d) Program 4.1.4 — Service Delivery Improvement

Objective: To facilitate cross sector initiatives for the improved delivery of public sector services.

### (e) Program 4.1.5 — Ministerial and Parliamentary Services

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

**(f) Program 4.1.6 — Public Employment Office**

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

**(g) Program 4.1.7 — Strategic Projects**

Objective: To maximise the economic, environmental and social benefits of strategic projects for communities at state, regional and local levels.

To co-ordinate counter-terrorism planning and response to major emergencies.

**(h) Program 4.1.8 — State Administration Services**

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

**8 Current Assets — Cash**

	2005 \$'000	2004 \$'000
Cash at bank and on hand	1,977	624

For the purposes of the Statement of Cash Flows, cash includes cash on hand, and cash at bank.

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

Cash (per Statement of Financial Position)	1,977	624
Closing cash and cash equivalents (per Statement of Cash Flows)	1,977	624

**9 Current Assets — Receivables**

Sale of goods and services	3,311	3,501
Goods and Services Tax recoverable from ATO	1,755	1,702
Repayable advances — Edinburgh Military Tattoo	-	250
Other debtors	621	411
	<b>5,687</b>	<b>5,864</b>
Less: Provision for doubtful debts	156	156
	<b>5,531</b>	<b>5,708</b>

**10 Current Assets — Other**

Prepayments — Employee advance	47	60
Prepayments — others	111	265
	<b>158</b>	<b>325</b>

**11 Non-Current Assets — Plant and Equipment**

At Fair Value	23,373	18,184
Less: Accumulated Depreciation	10,778	8,396
<b>Total Plant and Equipment at Fair Value</b>	<b>12,595</b>	<b>9,788</b>

**Reconciliations**

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

**Plant and  
Equipment  
\$'000**

<b>2005</b>	
Carrying amount at start of year	
At Fair Value	9,788
Additions	5,684
Disposals	(1,064)
Acquisitions through administrative restructures	405
Accumulated depreciation written back on disposals	1,057
Depreciation expense	(3,243)
Other movements	(32)
Carrying amount at end of year	12,595

**12 Current Liabilities — Payables**

	<b>2005 \$'000</b>	<b>2004 \$'000</b>
Accrued salaries, wages and on-costs	1,318	1,516
Creditors	6,271	7,548
	<b>7,589</b>	<b>9,064</b>

**13 Current/Non-Current Liabilities — Provisions**

Employee benefits and related on-costs Current		
Recreation Leave	6,906	5,442
Payroll tax	9	-
Provision for other employee related on costs	67	68
	<b>6,982</b>	<b>5,510</b>

<b>Non-current</b>		
Long Service Leave and related on-costs	1,428	947
	<b>1,428</b>	<b>947</b>

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

Provisions — current	6,981	5,510
Provisions — non-current	1,428	947
Accrued salaries, wages and on-costs (Note 12)	1,318	1,516
	<b>9,727</b>	<b>7,973</b>

**14 Current Liabilities — Other**

Liability to Consolidated Fund	-	507
Crown Finance Entity — Edinburgh Military Tattoo	-	250
	-	757

## 15 Changes in Equity

Notes	Accumulated Funds		Total Equity	
	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000
Balance at the beginning of the year	167	501	167	501
<b>Changes in equity — transactions with owners as owners</b>				
Increase/(decrease) in net assets from equity transfers (Note 16)	78	(91)	78	(91)
<b>Changes in equity — other than transactions with owners as owners</b>				
Surplus/(deficit) for the year	4,017	(243)	4,017	(243)
Balance at the end of the financial year	4,262	167	4,262	167

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

	2005 \$'000	2004 \$'000
Cash transferred in from Department for Women	285	-
Assets transferred in from Department for Women – Debtors	457	-
Assets transferred in from Department for Women – Plant and Equipment	219	-
Adjustment – Assets transferred from Office of the Minister of Western Sydney	186	-
Assets transferred from Office of the Minister of Western Sydney	-	126
Assets transferred to DOCS	(3)	-
Liabilities transferred from Department for Women – Creditors	(432)	-
Liabilities transferred from Department for Women – Provision	(634)	-
Liabilities transferred from Office of the Minister of Western Sydney	-	(217)
	78	(91)

## 17 Commitments for Expenditure

### (a) Capital Commitments

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

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	281	177
Total (including GST)	281	177

### (c) Operating Lease Commitments

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

	2005 \$'000	2004 \$'000
Not later than one year	13,003	15,856
Later than one year and not later than five years	31,794	36,239
Later than five years	5,083	4,750
<b>Total (including GST)</b>	<b>49,880</b>	<b>56,845</b>

The operating lease commitments relate to leasing of office space and motor vehicles. The expenditure above includes input tax credit of \$4.535 million that are expected to be recoverable from the ATO (2004 \$5.17 million).

### (d) Grant Commitments

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

Not later than one year	1,393	9,411
Later than one year and not later than five years	1,298	3,455
	<b>2,691</b>	<b>12,866</b>

The grant commitments in 2004–05 relate to the ANZAC Memorial Trust, ANZSOG, Snowy River Rehabilitation and Recovery, and Workforce Capability unit.

## 18 Contingent Liabilities and Contingent Assets

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

## 19 Budget Review

### Net cost of services

The actual net cost of services was higher than budget by \$19.520 million. This is primarily due to higher expenditure associated with \$19.4 million approved supplementations and \$5.973 million over budget in revenue. Overall expenditure was \$25.486 million over budget. Additional Grants payments (\$7.303 million), Other operating expenses (\$6.677 million), and Employee related expenditure (\$9.699 million) are the main contributors towards over budget expenditure.

### Assets and liabilities

Current assets were \$44k under budget mainly due to over budget in cash (\$628k), and under budget in receivables (\$500k) and prepayments (\$172k). Over budget in cash is partly associated with the over-budgeted cash receipts.

Current liabilities were under budget by \$2.212 million, mainly in payables (\$2.589 million). The under budget in accounts payable was partly associated with the over budget in cash flow other payments (\$15.448 million).

Non current liabilities were \$505k over budget. This is the long term provisions for employees' long service leave and other on costs resulted from the application of AASB 1028 Employee Benefits from 2002–03.

### Cash flows

Net cash flow from operating activities was above budget by \$2.859 million.

Cash payments were over budget by \$28.508 million, however the impact on budget was alleviated by \$11 million over budget in cash receipts, and \$18.865 million increase in Recurrent appropriation and cash reimbursement from the Crown Entity.

Net cash flow from investing activities is over budget by \$2.516 million. This is mainly due to \$2.009 million net capital supplementation.

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

Reconciliation of cash flows from operating activities to the net cost of services as reported in the Statement of Financial Performance.

	2005 \$'000	2004 \$'000
Net cash used on operating activities	6,257	2,892
Cash flows from Government/Appropriations	(120,578)	(129,189)
Cash flows from Administrative Restructure	285	-
Acceptance by the Crown Entity of employee benefits and other liabilities	(4,522)	(3,948)
Depreciation and Amortisation	(3,243)	(1,964)
Decrease/(increase) in provisions	(1,953)	137
Increase/(decrease) in prepayments and other assets	(94)	873
Decrease/(increase) in payables	2,265	(2,592)
Net gain/(loss) on retirement of plant and equipment	(7)	(3)
Decrease/(increase) in other liabilities	-	148
Net cost of services	(121,590)	(133,646)

**21 Financial Instruments****Cash**

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

The average rate over the year was 4.33% (4.06% in 2004) and the rate at year end was 4.5% (4.25% in 2004).

**Receivables**

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

**Bank Overdraft**

The Department does not have any bank overdraft facility.

**Trade Creditors and Accruals**

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payment. No interest was applied during the year. (Nil in 2003).

**22 Restricted Assets**

Consolidated Fund Appropriation	-	507
Other	106	179
	106	686

In 2004–05, other related to the Aboriginal STEP's Commonwealth funding that remained unspent as at 30 June 2005.

## 23 Australia Day Council

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

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

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

## 24 Impact of Adopting Australian Equivalents to IFRS

The Department will apply the Australian equivalents to International Financial Reporting Standards (AEIFRS) from 1 July 2005.

The Department is managing the transition to the new standards by allocating internal resources and engaging Central Corporate Services Unit (CCSU) to analyse the pending standards and Urgent Issues Group Abstracts to identify key areas regarding policies, procedures, systems and financial impacts affected by the transition. To date, all the phases identified and reported in the Financial Statements for the year ended 30 June 2004 have been completed. In particular, a draft Balance Sheet as at 1 July 2004 was prepared under AIFRS (in parallel with existing AGAAP financial information and financial statement) and submitted to the NSW Treasury and Audit Office.

The Department has determined the key areas where changes in accounting policies are likely to impact the financial report. Some of these impacts arise because AEIFRS requirements are different from existing AASB requirements (AGAAP). Other impacts are likely to arise from options in AEIFRS. To ensure consistency at the whole of government level, NSW Treasury has advised agencies of options it is likely to mandate for the NSW Public Sector. The impacts disclosed below reflect Treasury's likely mandates (referred to as "indicative mandates").

Shown below are management's best estimates as at the date of preparing the 30 June 2005 financial report of the estimated financial impacts of AEIFRS on the Department's equity and surplus/deficit. The Department does not anticipate any material impacts on its cash flows. The actual effects of the transition may differ from the estimated figures below because of pending changes to the AEIFRS, including the UIG interpretations and/or emerging accepted practice in their interpretation and application. The Department's accounting policies may also be affected by a proposed standard to harmonise accounting standards with Government Finance Statistics (GFS). However, the impact is uncertain because it depends on when this standard is finalised and whether it can be adopted in 2005–06.

### (a) Reconciliation of key aggregates

#### Reconciliation of equity under existing 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	NIL	NIL
Total equity under AEIFRS	4,262	167

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

	30 June 2005 \$'000
Surplus/(deficit) under AGAAP	4,017
Surplus/(deficit) under AEIFRS	4,017

Based on the above, if AEIFRS were applied in 2004–05 this would not change the Net Cost of Services.

### Notes to tables above

(b) The adoption of AASB 138 will result in certain reclassifications from property, plant and equipment to intangible assets (e.g. computer software and easements).

### **(c) Financial Instruments**

In accordance with NSW Treasury's indicative mandates, the Department will apply the exemption provided in AASB 1 *First-time Adoption of Australian Equivalents to International Financial Reporting Standards* not to apply the requirements of AASB 132 *Financial Instruments: Presentation and Disclosures* and AASB 139 *Financial Instruments: Recognition and Measurement* for the financial year ended 30 June, 2005. These Standards will apply from 1 July 2005. None of the information provided above includes any impacts for financial instruments. However, when these Standards are applied, they are likely to impact on retained earnings (on first adoption) and the amount and volatility of profit/loss. Further, the impact of these Standards will in part depend on whether the fair value option can or will be mandated consistent with Government Finance Statistics.

### **(d) Grant recognition for not-for profit entities**

The Department will apply 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 current AASB 1004. However, the new AASB 1004 may be amended by proposals in Exposure Draft (ED) 125 *Financial Reporting by Local Governments*. If the ED 125 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 125 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>ADAAC</b>	Aboriginal Drug and Alcohol Committee	<b>NAIDOC</b>	National Aboriginal and Islander Day Observance Committee
<b>ADC</b>	Australia Day Council	<b>NCOSS</b>	Council of Social Science of New South Wales
<b>ADI</b>	Australian Defence Industries	<b>NCTC</b>	National Counter Terrorism Committee
<b>ADT</b>	Administrative Decisions Tribunal	<b>NGO</b>	Non-government Organisation
<b>ANTAR</b>	Australians for Native Title and Reconciliation	<b>OCG</b>	Office of the Co-ordinator General
<b>ANZSOG</b>	Australia New Zealand School of Government	<b>OFW</b>	Office for Women
<b>APU</b>	Aboriginal Programs Unit	<b>OH&amp;S</b>	Occupational Health and Safety
<b>ATFRS</b>	Aboriginal Trust Fund Repayment Scheme	<b>OPSE</b>	Office of Protocol and Special Events
<b>BCP</b>	Business Continuity Plan	<b>PDD</b>	Performance Development Division
<b>BPW</b>	Business and Professional Women	<b>PEO</b>	Public Employment Office
<b>CALD</b>	Culturally and Linguistically Diverse	<b>PPIPA</b>	<i>Privacy and Personal Information Protection Act</i>
<b>CCQG</b>	Council on the Cost and Quality of Government	<b>PRA</b>	Planned Result Area
<b>CCSU</b>	Central Corporate Services Unit	<b>PSCC</b>	Protective Security Coordination Centre
<b>CDAT</b>	Community Drug Action Team	<b>PSMP</b>	Public Sector Management Program
<b>CEC</b>	Chief Executive Committee	<b>RCMGs</b>	Regional Coordination Management Groups
<b>CEO</b>	Chief Executive Officer	<b>RCP</b>	Regional Coordination Program
<b>CT&amp;DR</b>	Counter Terrorism and Disaster Recovery	<b>RIMS</b>	Records Information Management System
<b>DET</b>	Department of Education and Training	<b>RRU</b>	Redeployment and Relocation Unit
<b>di@yll</b>	Drug Information at Your Local Library	<b>SCC</b>	State Coordination Centre
<b>DIMWG</b>	Data and Information Management Working Group	<b>SES</b>	Senior Executive Service
<b>DoCS</b>	Department of Community Services	<b>SOC</b>	State Operations Centre
<b>E&amp;DCC</b>	Equity and Diversity Consultative Committee	<b>SPD</b>	Strategic Projects Division
<b>EDP</b>	Executive Development Program	<b>TCorp</b>	NSW Treasury Corporation
<b>EED</b>	Employment and Equity Division	<b>VET</b>	Vocational Education and Training
<b>EEO</b>	Equal Employment Opportunity	<b>WSROC</b>	Western Sydney Regional Coordination of Councils
<b>FECCA</b>	Federation of Ethnic Communities Council of Australia	<b>YWCA</b>	Young Women's Christian Association
<b>FOI</b>	Freedom of Information		
<b>GMT</b>	Governor Macquarie Tower		
<b>IAB</b>	Internal Audit Bureau		
<b>ICAC</b>	Independent Commission Against Corruption		
<b>ICT</b>	Information and Communication Technology		
<b>IM&amp;T</b>	Information Management and Technology		
<b>IPAA</b>	Institute of Public Administration Australia		
<b>IPPs</b>	Information Protection Principles		
<b>IT</b>	Information Technology		
<b>MaPS</b>	Ministerial and Parliamentary Services		
<b>MEB</b>	Major Events Board		
<b>MINCO</b>	Ministerial Council on the Status of Women		
<b>MPA</b>	Marine Parks Authority		
<b>MS</b>	Management Services		

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