



New South Wales Government

Department of Premier and Cabinet

Annual Report 2006–07

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

2006-07



New South Wales Government
Department of Premier and Cabinet

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

The Honourable Morris Iemma BEc, LLB MP
Premier
Minister for Citizenship
Level 40
Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000

Dear Premier

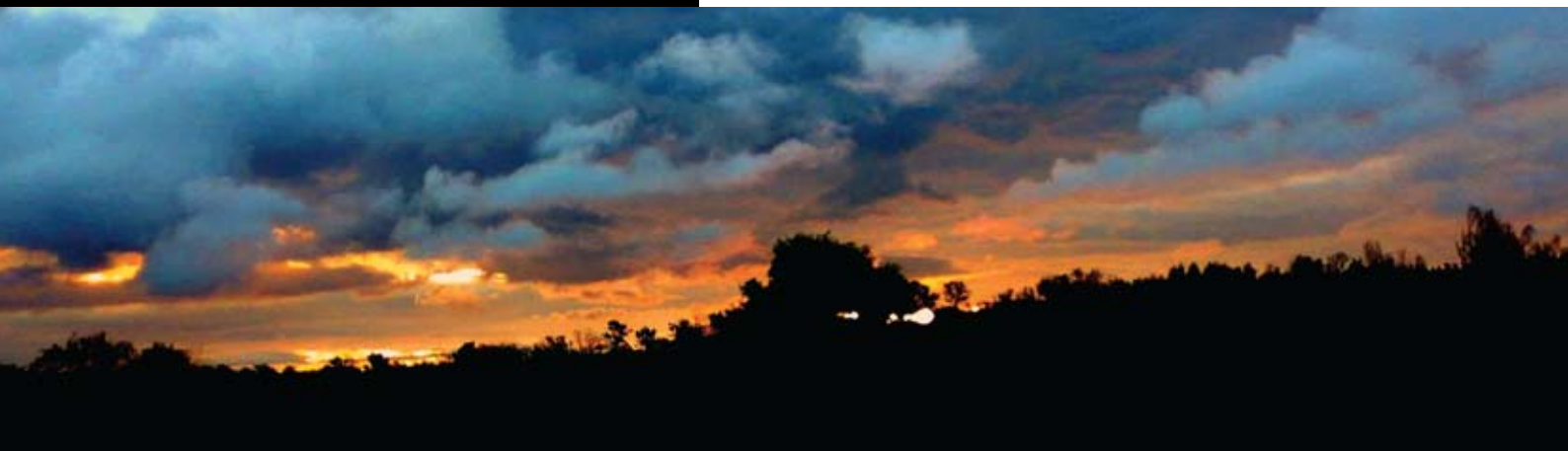
In accordance with the *Annual Reports (Departments) Act 1985* and Treasury Circular (NSW TC07/12), I hereby provide to you a copy of the 2006-07 Annual Report for the New South Wales Department of Premier and Cabinet.

As required by the Act, I wish to advise you that the report is being submitted five working days beyond the due date. This delay was caused by additional time required to verify some information in the report; as the delay was unforeseen, no extension of time was sought under s.16 of the Act. Printed copies of the report will be available for tabling in Parliament within the statutory timeframe.

Yours sincerely

Robyn Kruk
Director General

www.dpc.nsw.gov.au





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

This report can be downloaded from the Department of Premier and Cabinet website, www.dpc.nsw.gov.au.

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Our Vision

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

Our Purpose

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

Our Values

We value and have commitment to:

Innovation and leadership

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

Service commitment

We are responsive in the way we deliver our services

No surprises

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

Fairness, diversity and social justice

We value diversity and treat each person with fairness and respect

Integrity

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

Delivery

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

Partnerships with Aboriginal people

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

About our organisation

OUR HISTORY

The Premier's Office was established in September 1907. Since that time the Department has evolved with several structural and functional changes to meet the increasing responsibilities assigned to it.

The diverse range of activities 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 Premier's 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.

In June 1988, The Cabinet Office was established as the central policy agency within the Premier's administration.

Since March 2006, The Cabinet Office has had incorporated within it, Parliamentary Counsel's Office which, as a separate office, provides a comprehensive legislative drafting and publishing service to the Government and other members of parliament.

In April 2007, the NSW Government decided to combine the Premier's Department and The Cabinet Office to strengthen central policy development. The move will facilitate greater coordination and integration of whole-of-government policy making and service delivery.

WHO WE ARE

The NSW Department of Premier and Cabinet supports the Premier to achieve government objectives. It is the central policy agency that provides leadership and direction to the NSW public sector as well as support to the Government and other members of parliament.

The Department is made up of dedicated teams working to make NSW a better place to live, work and do business.

WHAT WE DO

The Department

- Provides strategic advice and services to the Premier
- Manages issues and projects of significance to NSW
- Provides drafting and publishing of legislation to the Government and members of parliament
- Provides direction and leadership to the NSW public sector and effective management of public sector staff and resources
- Ensures a whole-of-government approach to policy development and service provision especially in regional and rural areas

Major priorities the Department is implementing or driving

- Initiatives that have been mandated by government, for example, coordination of the NSW State Plan and regulatory reform
- Specific service delivery improvement initiatives
- Sector-wide activities that must be located centrally, for example, public sector reform and disaster management
- Improving infrastructure delivery, particularly major projects, and links between capital development and service delivery requirements
- Services essential to support the machinery-of-government, for example, ministerial services, Parliamentary Counsel, Cabinet Secretariat and policy support
- Agency and whole-of-government performance review
- Workforce reforms, planning, improvements and employee relations
- Industry and business development initiatives
- Policy development, review and advice
- Inter-governmental relations



Director General's highlights

In 2006–07 the New South Wales Department of Premier and Cabinet continued its commitment to maintaining the State's high standard of living and successfully met the many complex challenges that emerged during the year. Since my appointment as Director General on 7 May 2007, I have appreciated the support of the Divisions of the Department who work together to provide high level services to the people of NSW.

THE STATE'S OPERATIONS AND INFRASTRUCTURE

On 14 November 2006, the Premier launched the *State Plan: A New Direction for NSW* to assist the Government in delivering better services to the NSW community. The plan contains details for 14 long term social, economic and environmental goals, 34 specific priorities for action and 60 measurable targets. The plan was devised after extensive community consultation involving 4,000 people across NSW, including rural communities. In addition to this, 50,000 people commented on the State Plan website.

The release of the Premier's *Urban Transport Statement* in November 2006 was a significant achievement for the Department and the Government. It outlines a new direction for the planning and delivery of transport services in Sydney and responds to the ongoing transport challenges posed by sustained population growth.

In May 2007, the Government's response to the Freight Infrastructure Advisory Board's report and recommendations was released. This significant freight initiative is important to the economic development of the State and endorses plans for new freight terminals to improve the efficacy of transporting freight by rail. In addition to rail facilities, the NSW Ports Growth Plan (2003) has led to new berths and terminals being completed at the Port Kembla port to allow for car imports.

The Department launched the Remote Areas Attraction and Retention Pilot to attract and retain staff in crucial human services positions in areas such as health and community services. The pilot is initially being trialled in the remote communities of Bourke, Brewarrina, Walgett and Wilcannia. The pilot is helping to build harmonious and healthy communities, strengthening Aboriginal communities and effecting early intervention to deal with disadvantage.

PROTECTING THE STATE AND THE COMMUNITY

In conjunction with NSW Police, the Department developed a secure web based NSW counter-terrorism system to manage the Critical Infrastructure Protection Program. The system is currently being

expanded to assist counter-terrorism services to protect places of mass gathering. The Department initiated the development of the NSW Human Influenza Pandemic Plan. The plan identifies agency roles and responsibilities for preparation, prevention, response and recovery to support NSW Health in such an event.

The Department facilitated crime prevention partnerships in Canobolas, Lake Macquarie, eastern beaches and Central Sydney to tackle areas with high rates of violent assault. The operation has achieved excellent results with assaults being reduced by 5.5 percent across the four locations. An additional fifth partnership was launched in Newcastle in June 2007.

Negotiations were finalised with James Hardie Industries NV to secure long term funding of \$1.5 billion (net present value) for Australian victims of James Hardie's asbestos, and the Department with James Hardie, implemented the Final Funding Agreement and secured the first annual payment of \$184.3 million.

The Department worked with State government agencies to provide an immediate and comprehensive response to the devastating impact of the June 2007 storms across the Central Coast and Hunter regions.

In 2006–07 the Department supported and coordinated the efforts of State government agencies to assist communities to respond to the impact of the drought.

SUPPORT FOR GOVERNMENT AND PUBLIC SECTOR

In December 2006, the Government endorsed the recommendations of the Council on the Cost and Quality of Government review of recruitment practices in the NSW public sector, these included a range of legislative, policy and practice reforms to underpin the forthcoming introduction of a new, sector-wide e-recruitment system. Additional strategies identified included integrating recruitment and retention strategies to improve flexibility and adaptability in a constantly changing working environment.

Since March 2007, a number of administrative changes have been made to streamline department responsibilities and improve governance and flexibility. This included the amalgamation of some agencies leading to the creation of the Department of Premier and Cabinet, the Department of Environment and Climate Change and the Department of Water and Energy. Transfers of functions and staff also occurred along with some corporate services areas. Services were provided to the staff of the affected agencies to assist with the smooth transition to the new arrangements.

The Department provided leadership and policy expertise in relation to the agendas for the Council of Australian Governments and the Council for the Australian Federation. It contributed significant policy input to the National Reform Agenda which included reforms to freight infrastructure, national energy markets, ports and rail networks, health, literacy and numeracy and child care. Policy advice and coordination was also provided in relation to the action plan on mental health and national health registration and accreditation; ongoing counter-terrorism implementation; double jeopardy reforms; a single online registration system for business names; a national system of trade measurement; and a national system for the registration of personal securities.

Approximately 1,260 calls were received through the Department's information line and there were 2.4 million visits to the Department's website. Over 1,000 website feedback requests were answered. These requests included 626 to the Premier and 448 to the Department. Moreover, connectivity of regional offices has been greatly improved by the expansion of broadband.

The Department promptly handled 38 requests from the Legislative Council calling for delivery of documents. All requests were delivered by the Department within the specified time frame. Support was also provided to the three Remuneration Tribunals to assist them in fulfilling their statutory obligations.

The Department provided services to assist the Premier's Office and all Ministers' offices with staffing, budget, accommodation, information technology, office and home security, and office services.

IMPROVING CONDITIONS FOR WOMEN AND CHILDREN

The Office for Women released *Commitment to Women* in February 2007. The document reports on a number of achievements and outlines a whole-of-government approach to enhancing the status of women and improving their access to services. The report also includes a number of successful programs that target women's health, safety, access to justice, education, employment and leadership opportunities. Strategies for improving the status of Aboriginal women, older women and young women are also acknowledged in the report.

In January 2007, the Minister for Women launched the new program, *Tasting Success*, which is helping young women apprentices gain first hand experience, skills and networks. The program operates in partnership with TAFE Sydney Institute, Hospitality Training Network, Tourism Training Australia, and individuals in the hospitality sector. Eight apprentice female chefs gained valuable experience by working closely with some of Sydney's best chefs.

The Department developed an employer of choice branding and promotional strategy under the banner of *Careers that Count*. The strategy included participation in State-wide and regional Expos and a *Choose Your Own Adventure* website which encourages school children to continue with maths and science as a basis for exciting careers.

COORDINATING SPECIAL EVENTS

The Department coordinated several special events throughout the year providing operational and communications support. Events included the New Year's Eve celebrations, Mardi Gras, City to Surf, Sydney Running Festival and Australia Day. The Department also managed some highly successful special events including Our Bridge 75th Anniversary Celebrations of the Sydney Harbour Bridge, the Commonwealth Association for Public Administration and Management Conference Cultural Night, and Learning Journeys Program, Macquarie Night Lights, ANZAC Day dawn service, and the welcome home for the Australian Cricket Team. Operational and communications planning for the 2007 APEC Leaders Week was begun and an executive planning group was convened and chaired by the Deputy Premier.

I would like to extend my gratitude to all staff members for their contribution and enthusiasm throughout the year. I am confident that their dedication will continue to provide the people of NSW with outstanding services next year.



Robyn Kruk



Sydney Harbour Bridge 75th birthday celebrations

Our performance

Planned Result Areas

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1

IMPROVED WORKFORCE CAPACITY TO SUPPORT SERVICE DELIVERY

Develop a workforce strategy and planning process to support the State Plan

- An on-line workforce data tool was developed for agencies including report generation and retirement projections to improve workforce planning capacity
- Initiatives from the Retirement Intentions Survey were implemented, including the alumni program and seminars on the outcomes of the Mature Aged Workforce Retention Project

Effective management of education and training options which support workforce planning and development

- A review was undertaken into numerous training and development packages to facilitate effective sector-wide implementation
- The vocational training calendar was finalised in collaboration with TAFE
- The 2006 Public Sector Awards for recognising public sector excellence across NSW Government were conducted

Improve HR capacity and practice of agencies

- The Aboriginal Employment Policy and Strategy — *Making It Our Business* — was successfully launched
- A draft Women's Development and Employment Strategy was developed
- A draft workforce planning strategy was developed to support the State Plan
- All of the Indigenous Cadetship Program places were allocated to agencies and additional places were negotiated for 2007–08
- A review of Part 9A of the *Anti Discrimination Act 1977* was begun to advance implementation of the recommendations from the Recruitment Review and Red Tape Review

Provide strategic support to agencies on employee relations aspects of recruitment and organisational change

- Phases 1 and 2 of the rebuild of the jobs.nsw website were implemented in collaboration with the Department of Commerce

- A business case for implementing an e-recruitment system in collaboration with the Department of Commerce was developed
- A Choose your own Career Strategy was developed, including a Choose your own Adventure website and participation in the 2007 Careers Expo

Monitor the Public Sector Employment and Management Act and superannuation legislation and continue refining awards, industrial agreements and employment policies

- Significant employment policies were revised, including draft HealthQuest Guidelines for consultation with stakeholders and launch of the Dignity and Respect — Anti Workplace Bullying Policy
- A new contract was finalised and implemented with three providers for salary packaging
- Changes to superannuation legislation were finalised and implemented, including providing salary sacrifice in the State Super and Police Super Schemes, removing compulsory retirement for certain workers and clarification of arrangements for police hurt on duty
- The Remote Areas Attraction and Retention Pilot was launched to attract and retain crucial human services staff in remote areas

Provide high quality advice, casework and operational support and facilitate and provide effective distribution of information on employment conditions and entitlements across the sector

- Agencies were provided with assistance in employment relations issues associated with machinery-of-government changes that became operative from 27 April 2007
- An upgrade to HR eXpert was implemented to reflect changes in legislation and machinery-of-government changes
- Major revisions to various sections of the Personnel Handbook were made in consultation with stakeholders

Manage major industrial relations issues, claims and test cases across the sector

- Major industrial relations issues managed include Australian Workers Union/Public Service Association demarcation and wages dispute, Australian Salaried Medical Officers Federation/Health Services Union demarcation matter, Child Employment Protection test case and State Wage Case and Psychologists claim
- Awards made include the Crown Salaries 2007 Award, Crown (Wages) Staff Award; Psychologist Award, Crown Employees (Public Sector Training Wage) Award, NSW Fire Brigades Death and Disability Award and Crown Employees (Research Scientists) 2007 Award
- Sector-wide Christmas close-down arrangements were developed to reduce excess leave accrual

Develop and implement Business Continuity Planning (BCP) regime for government agencies

- Seventy percent of agencies confirmed they had completed BCP testing and implemented regular testing regimes. The remaining agencies are in the process of completing their BCP plans

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

- Counter-Terrorism and Disaster Recovery Directorate participated in national Counter-Terrorism Exercises, *Blue Luminary I* and *Blue Luminary II*
- The Department developed an automated SCC reporting system and devised training manuals for SCC support staff
- Training exercises were conducted for SCC support staff and familiarisation sessions for agency liaison officers

Use of workforce profile collection and other tools to facilitate workforce planning initiatives across the public sector

- Agency coding and training for implementing the Australian and New Zealand Standard Classification of Occupations (Australian Bureau of Statistics occupational coding) was substantially completed
- A web-based tool was developed to provide agencies with their own workforce profile data

Support department staff

- The Department provided study assistance, scholarships, training and development activities and branch/divisional briefings for its staff
- There were 27 study assistance applications, which enabled staff to develop their qualifications
- The Department's OHS Improvement Plan was implemented with a two percent reduction in injuries achieved by June 2007
- OHS newsletter was developed
- The return to work policy and guidelines were reviewed and posted on the intranet
- Flexible working arrangements were maintained including management of Nanbaree Child Centre which is operated at near full capacity with a high level of parent satisfaction
- Support was provided to displaced staff including advice, support, assistance with writing resumes, career advice, job application and interview skills

2

IMPROVED SERVICE DELIVERY AND ACCOUNTABILITY

Assist RailCorp in continuing to improve the customer experience

- Several targeted interventions were developed to improve on-time running on the western, north shore and northern lines
 - Targeted door motor replacement on older carriages reduced the number of delays caused by door motor malfunctions
 - The performance of a number of the busiest trains improved after experienced guards were introduced to oversee these services
- A plan to improve how RailCorp provides information to customers was implemented. This included introducing line based newsletters with local information for customers
- Improved passenger announcement systems were implemented including technology improvement and new training for guards and station staff

Assist justice agencies in developing plans to drive down the levels of non-domestic violence related assaults

- Crime Prevention Partnerships (CPPs) were established in five locations. CPPs bring together Police, local government and a range of NSW Government agencies to develop local solutions to crime. Particular focus is given to limiting rates of assault
- Four CPPs were launched by the Premier on 31 July 2006. After 48 weeks of operation, the four CPPs had reduced the level of non-domestic violence related assault by an average of 5.5 percent across the four locations. A fifth partnership was launched by the Premier in Newcastle in June 2007
- NSW Police were provided with assistance to identify opportunities to reduce red tape and free up police time to refocus efforts on high visibility policing. As a result, a number of changes have been made to the 'charge to judicial finalisation' processes for summary offences and local court processes. This included changes in the *Criminal Amendment Procedure (Local Courts reforms) Act 2007*, which was passed in June 2007
- Police are trialling a new apprehended violence order process and new methods to collect and transfer domestic violence information



State Plan consultation.

Actively support major information and communication technology (ICT) initiatives

- A number of initiatives have been developed in partnership with the Department of Commerce, including
 - A Channels and Access Strategy that aims to improve access to services via different channels (face-to-face, phone, online etc)
 - Responding to key ICT service issues and opportunities, eg the Government Licensing System, Police Mainframe Replacement Project, Department of Education and Training ICT Infrastructure Project
 - Facilitating the development, implementation and governance of the NSW State Broadband Service
- Establishing the CommunityLink Information and Access Centres has provided access to more services for the Pilliga and Gwabegar communities

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

- Two issues of *NSW Women* newsletters were produced
 - *Inspiring Creative Women* distributed in August 2006 showcased women in creative and performing arts activities
 - *Working at Relationships* distributed in January 2007 provided information on various types of relationships: new families, internet relationships, those developed through mentoring programs and business relationships formed through networking

- A third issue on financial literacy was delayed, with distribution in July 2007
- A survey of readers seeking preferred method of distribution was conducted in the August 2006 issue. 75 percent of readers stated a preference for receiving the newsletter by mail. The newsletter is also posted on the Office for Women website

Coordinate development of a strategy to ensure an effective recovery framework for victims and their families following a major terrorist incident

- A multi-agency working group was convened to develop plans and procedures for the establishment of reception points and recovery centres in the event of a terrorist incident

Develop a website that will provide a central 'one stop' public location for security/counter-terrorism related information and news for the NSW community, key sectors and business

- The Department in partnership with NSW Police led the development of a NSW counter-terrorism website to be known as secureNSW
- The website is scheduled for completion in 2007–08

Strategic Management Framework structure and content to be updated to reflect strategic directions of the State Plan

- The Strategic Management Framework was updated for 2006–07 and released by circular. The framework guides agencies in service delivery planning, resource allocation and performance management. There are on-line and PDF versions of the Framework. The on-line resource can be accessed from the Department homepage

Deliver Service Principles and Obligations mini-website

- The Service Principles and Obligations website was launched in December 2006 circular. The website was developed to encourage and facilitate a high standard of customer service and public administration in the NSW public sector. It does this by summarising and bringing together information on the key NSW public sector service principles and obligations. It also provides links to relevant source documents, guidelines and tools, and gives advice on where to go for further information and help. The website is accessible from the Department homepage

Performance improvement Toolkit

- In conjunction with the Attorney General's Department, the Copyright Management Toolkit was formally launched by circular. The Toolkit was developed to assist agencies to effectively manage their copyright, primarily as it relates to publications and websites. The Toolkit addresses several of the 11 mandatory principles laid out in the *Intellectual Property Management Framework for the NSW Public Sector*

Deliver Grants Administration Review website to go live in 2006

- The Good Practice Grants Administration website was launched on the website by department circular. The website provides tools and resources including the Guide to Grants Administration. The guide assists NSW Government agencies to use consistent practices for grants programs and provide clarity to applicants for grants about policies and practices

Establish a system to collect and analyse grants performance data with Department of Commerce

- The Department worked with the Department of Commerce to develop GRANGO, a database of Grant Payments to non-government organisations (NGOs). GRANGO was completed in June 2007 and draws on data published in agencies' annual reports from the financial years 2002–03 to 2005–06. The system is used by the Department and Treasury staff as an analytical tool

Promote the new Sustainability Principles to agencies

- The Sustainability Principles were discussed with the Chief Executive Officers' Committee and posted on the Department website for the information of all agencies
- Leadership in the development of sustainability strategies for the NSW public sector was vested in the Sustainability in Government CEO Committee
- The release of the State Plan in November 2006 included four specific targets related to sustainability (a sustainable water supply, a reliable energy supply with increased use of renewable energy, cleaner air and progress on greenhouse gas reductions, and better environmental outcomes for native vegetation, biodiversity, land, rivers and coastal waterways). Following the 2007 State Election, the Department of Environment and Climate Change was formed with a mandate to take the lead on sustainability issues

Carry out reviews as required and to the satisfaction of the Council, the Premier, the Director General and other clients

- Two reviews were completed for the Council on the Cost and Quality of Government — Recruitment Practices in the NSW public sector and State Records Authority. A new review was initiated on Internal Audit Capacity in the NSW public sector
- Reviews were also undertaken of other agency functions and programs for other clients. Functional reviews were completed on the Ministry for Police, Ministry of Transport and the former Department of Energy, Utilities and Sustainability, arising from the Economic and Financial Statement of February 2006
- A review of the then Department of Natural Resources' funding arrangements was also undertaken

Monitor review recommendations to ensure implementation of key proposals

- The majority (99 percent) of recommendations from reviews were implemented or accepted for implementation by Cabinet
- There was ongoing assistance to Jenolan Caves Reserve Trust to implement review findings to upgrade infrastructure and develop a sustainable business model. Also, assistance was provided by the Public Sector Workforce Office to develop the e-recruitment system
- The Attorney General's Department was assisted with implementing recommendations from a review of legal services in the NSW public sector. It included establishing a Legal Managers' Forum and providing information to government lawyers on legal practice
- Assistance was provided to the Department of Commerce and the State Records Authority (SRA) following the Council on the Cost and Quality of Government review of the SRA. As a result of the review, the authority was transferred from the Arts portfolio to the Department of Commerce, effective from 1 November 2006. As part of a public sector-wide strategy, a Premier's Memorandum to all Ministers (M2007–08) was issued in July 2007 on procedures for the efficient and cost-effective management of records. This detailed arrangements for retention and disposal of all department records

Coordinate meetings to the satisfaction of key stakeholders

- Advice and support was provided to four CEO related forums to the satisfaction of the key stakeholders. This included 20 meetings of the Chief Executives' Committee (CEC) and the CEO Network
- The Chief Executives Committee worked intensively on developing the NSW State Plan, and set a strategic direction on a range of priority public sector management issues for NSW
- The NSW CEC and its Victorian counterpart endorsed guidelines for the resolution of border issues by regional offices, oversights their implementation and reviewed progress on action in preparation for the next annual meeting

Provision of corporate services, including financial, audit, human resources, OHS, information technology, communications, accommodation, internal and disclosure reporting, advice and support and improve organisation of corporate services systems

- Consultation and feedback processes were implemented with 10 Corporate Services meetings held throughout 2006–07
- A range of expert services in human resources, information technology and facilities management were provided
- An annual audit program was coordinated and completed
- Financial services including allocations, budgeting and reporting were delivered
- A number of IT capital projects were undertaken including implementation of Objective, a records management system, and planning for a Secure Area Network (SAN)
- 225 personal computers (PCs) were upgraded and 90 percent of PCs are now within the CCSU Standard Operating Environment (SOE)

Conduct induction program for new staff

- There were 48 staff inducted during the year
- Planning commenced for an on-line induction program and appropriate CCSU technology in place

Provide effective information delivery through the website, information line, publications, advice and assistance

- Approximately 1,260 calls were received through the information line and there were 2.4 million visits to the Department's website. Over 1,000 website feedback requests were answered
- The new website design commenced and the connectivity of regional offices has been improved by the expansion of broadband

3

SUPPORT FOR PREMIER, EXECUTIVE GOVERNMENT AND PARLIAMENT

Provide policy and strategic advice to the Premier on Cabinet Minutes and other major policy matters, including matters involving inter-governmental relations

- The Department contributed to developing and implementing the Council of Australian Governments' National Reform Agenda for the energy, road and transport sectors, including
 - Plans for a simpler and consistent national approach to the economic regulation of significant infrastructure (eg rail freight infrastructure)
 - Energy reforms focusing on establishing a national approach to developing the transmission grid and reforming market structures in electricity and gas
- The Department coordinated NSW participation in developing the Human Capital Stream of the COAG National Reform Agenda, and the preparation of NSW Government Action Plans to implement the National Reform Agenda in the priority areas of diabetes, literacy and numeracy, and early childhood and child care
- The Department is finalising development of the COAG National Action Plan on Mental Health 2006 to 2011, developing the Care Coordination initiative for NSW, and overseeing implementation through chairing the NSW COAG Mental Health Group
- The Department led and coordinated NSW involvement in the Council for the Australian Federation
- Advice was given on reforms to double jeopardy and review of convictions and leading national work on these issues
- The Department gave advice on issues concerning the organisation and security needs of APEC, including special APEC security and public holiday legislation
- Support was provided for the Premier at inter-governmental water summits and leading NSW negotiations through senior officials' meetings with the Commonwealth on the National Plan for Water Security and the Commonwealth Water Act
- The Department implemented projects under the Metropolitan Water Plan; undertook drought contingency planning in the southern Murray-Darling Basin; coordinated and implemented national reporting in relation to National Water Initiative commitments and bids for funding from the Australian Government Water Fund, which secured over \$100 million in Commonwealth funding for NSW projects

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

- Administrative and operational support was provided to Her Excellency the Governor in the performance of her duties
 - Constitutional: Her Excellency is President of the Executive Council, which meets weekly. Her Excellency assents to all Bills from Parliament in the name of and on behalf of Her Majesty the Queen. This year, the Governor administered Oaths of Office to The Honourable Morris Iemma as Premier, and Minister for Citizenship, following the State Election, and also administered Oaths and Affirmations of Office to members of the Ministry. Her Excellency has remained the Senior Governor in Australia and by convention, in the absence of the Governor General, becomes the Administrator of the Government of the Commonwealth of Australia
 - Ceremonial: The Governor held two investiture ceremonies involving presentation of honours and awards at Government House. Each year Her Excellency also leads the Anzac Day March and officiates at various commemorative services throughout the year
 - Communal: In this financial year the Governor undertook visits to the Hunter Region, Tamworth, Quirindi, Brisbane, Lithgow, Melbourne, Wagga Wagga, Broken Hill, White Cliffs, Menindee, Moomba, South Australia, Dubbo, Port Macquarie, Lord Howe Island, Albury, Braidwood, Newcastle, Lismore and Ballina. The Governor attends and hosts a number of functions for various organisations throughout the year. The Governor is Patron of in excess of 300 organisations. Sir Nicholas Shehadie is Co-Patron of some of these organisations and Patron of organisations in his own right
- 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
- The Governor also receives calls from organisations of which she is Patron, and other special interest groups



Her Excellency the Governor with the NSW Premier at the Remembrance Day ceremony 2006.

Optimise the economic and social benefits of special events, programs and protocol

- Several special government events were managed, including the Commonwealth Association for Public Administration and Management Conference Cultural Night and Learning Journeys Program; Macquarie Night Lights; and Our Bridge 75th Anniversary of the Sydney Harbour Bridge
- The Department also coordinated NSW involvement in national awards programs including Australian Honours and Australian of the Year Awards. It coordinated NSW Government Community Service Awards, NSW Service Medallions, NSW State Representative Certificates, Meritorious Unit Service Award and Premier's Teacher Scholarships
- The Department successfully managed and delivered major Australia Day events including the State-wide Australia Day Ambassador Program, Australia Day Address, Sydney CBD and Sydney Harbour events including the 100th Anniversary Surf LifeSaving Tributes. Supported the network of community Australia Day Committees in NSW. Over two million people participated in Australia Day celebrations. Successfully managed more than 60 Australia Day sponsor and partner relationships, and maintaining sponsorship for Australia Day at \$1.2 million in cash and \$948,000 in-kind

Establish best practice benchmarks for delivery of events, programs and protocol services

- Office of Protocol and Special Events (OPSE) successfully coordinated and managed 52 major visits by Heads of State, Heads of Government and numerous guests of government, 50 State hospitality events and 458 conferences and meetings and functions in the State reception rooms at level 41, Governor Macquarie Tower

Improve the quality and safety of special events across NSW through coordination, leadership and planning

- The Department 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 and operating the Government Coordination Centre during major events

Advice, resources and systems support for executive government

- A number of services were provided, including managing staff employment in Ministers' offices; support services for the Premier's and Ministers' offices, Leaders of the Opposition and former office holders; Ministers' office accommodation, including relocation, modification, facilities and services; and most Ministers' IT services
- Ministerial and Parliamentary Services (MaPS) closely monitored compliance with resource management requirements to ensure best practice
- MaPS coordinated the production of documents from agencies across the public sector on 38 occasions in response to the Legislative Council's call for papers under Standing Order 52
- Executive support was provided for the Sesquicentenary of Responsible Government History Project Committee and Trust

Advice and support for remuneration tribunals, administration of appointments of members to boards and committees, media recording and reporting services and freedom of information services

- The Statutory and Other Offices Remuneration Tribunal and the Local Government Remuneration Tribunal completed their annual determinations within timeframe. The Parliamentary Remuneration Tribunal sought and was granted an extension from the President of the Industrial Relations Commission. The Statutory and Other Offices Remuneration Tribunal completed four special determinations within timeframe. The Local Government Remuneration Tribunal and Parliamentary Remuneration Tribunal each completed a determination
- MaPS managed the public sector broadcast monitoring contract and the public tender process for a public sector press clips service
- Freedom of Information (FOI) and privacy services were provided within timeframes, including maintenance of the FOI website and prompt response to FOI hotline inquiries. The FOI Annual Report, Summary of Affairs and Statement of Affairs was produced and published as required. Support and services were provided to FOI and Privacy Coordinators' Network
- The Department continued to promote, implement and improve strategies to achieve the Government's objective of increasing women's participation on boards and committees. A database was maintained on current board members and progress of under-represented groups was monitored

Manage the Cabinet and Executive Council agendas and processes

- Secretarial services were provided to 157 meetings of Cabinet and Cabinet Committees, including preparing agendas, recording decisions, circulating and presenting cabinet minutes and discussion papers, and following up on required action

- Eight regional Cabinet meetings were organised and supported at Queanbeyan, Bathurst, the Central Coast, St George/Sutherland Shire, Wentworth, Parramatta, Glebe and Balmain, and the Hunter and Newcastle
- Coordination was provided on the business and agendas of 60 meetings of the Executive Council
- Well over 200 women from key sectors of the community in NSW participated in focus groups to provide the Government with direct feedback about their concerns about violence in their community
- The Council reported its findings to the Premier and Minister for Women and provided input on this issue for consideration in developing the State Plan

Review and develop policy and legislative proposals for the Premier

- The Department negotiated and implemented the Amended and Restated Final Funding Agreement with James Hardie Industries NV to secure long-term funding for victims of James Hardie's asbestos
- Advice was provided on various electoral matters, including issues arising from the conduct of the 2007 State Election and leading development of the *Parliamentary Electorates and Elections Amendment Act 2006*
- Advised on various parliamentary matters, including the Government's response to reports by the Privileges and Ethics Committees of each House on the Constitution (Disclosures by Members) Amendment Regulation 2006 and Members' codes of conduct
- The Department developed and coordinated native title policy including advising on the Indigenous Land Use Agreements for the Githabul (far north NSW) and the Bundjalung People of Byron Bay (Arakwal Stage 2)
- The Claims Resolution Process for Dust Diseases Compensation Claims was reviewed and the Department led the remaking of the Dust Diseases Tribunal Regulation 2007
- The Department developed and secured the passage of the *Water Industry Competition Act 2006*, the *World Youth Day Act 2006* and the *Brothels Legislation Amendment Act 2007*
- The Council participated in the rural Women's Gathering in Grafton and facilitated workshops on violence in the community and its impact on women
- The Premier's Council for Women also consulted women about issues affecting women and their families arising from changes to their work arrangements. Focus groups were held with women from a diversity of backgrounds in low-paid and/or non-unionised jobs. The Council gathered the views of participants in terms of recent changes to workplace arrangements. The emerging issues were reported to the Premier and the Minister for Women
- Three meetings were held with the Minister for Women and peak women's organisations (August 06, November 06 and May 07) to highlight current issues of concern for women in NSW and provide an opportunity for these groups to create valuable networks

Parliamentary and ministerial support for Minister for Women

- Support was provided to the Minister for Women in attending the 2006 Ministerial Council on the Status of Women and National Indigenous Women's Gathering

Support to Ministers

- In 2006–07 the Strategic Projects Division managed the offices and provided support to the Ministers for the Hunter, Illawarra, Central Coast and Western Sydney to the satisfaction of the Premier, Director General and Ministers

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

- The Premier's Council for Women focused on violence in the community and its impact on women

Maintain provision of relevant and timely advice to the Premier and Cabinet on major infrastructure projects and policy issues

- The new Office of the Coordinator General (OCG) was established to ensure alignment between planning, investment and delivery for strategic public and private projects through a coordinated, whole-of-government approach
- The Office coordinated the development of the *Urban Transport Statement* released by the Premier in November 2006, which outlined new and accelerated initiatives to address Sydney's present and future transport needs
- The Office completed the Government's response to the *Review of the Freight Infrastructure Advisory Board* report and recommendations that were released in May 2007

Review of the Future Provisions of Motorways in NSW recommendations

- The Department implemented all 32 recommendations set out in the review

Actively represent the Department on State and national counter-terrorism and emergency management committees and working groups

- The Department was represented on the National Counter-Terrorism Committee, the State Emergency Management Committee, the COAG Working Group on Influenza Pandemic Prevention and Preparedness and other high-level Commonwealth and State committees and working groups

Support and manage the relationship with NSW RSL and ANZAC Memorial Trustees

- \$370,000 was provided for recurrent and capital grants to coordinate the ANZAC Memorial. This will be increased to \$380,000 for 2007–08
- The Memorial Forward Capital Works Program is within its budget allocation
- The RSL Annual State Congress on 29 May 2007 was held with a department representative



Sacrifice, ANZAC War Memorial Hyde Park Sydney (photograph by Blumenthal Photography).

- On 3 June 2007, the Premier with the Prime Minister of New Zealand, announced that \$455,000 was allocated to the ANZAC Bridge Project. There was also an additional capital grant of \$450,000 and \$3.542 million for Stage 2
- Website development assistance was provided for the new ANZAC Memorial website

Manage development of the Register of War Memorials

- Approximately 200 new registrations were received in 2006–07 and 391,396 site visits made, an increase of nearly 72,000 (22 percent)

Manage the Premier's Miscellaneous Grants Fund and the Rural and Regional Grants and Fund programs

- A total of 62 Miscellaneous Grants Fund applications were approved, providing a total of \$1,719,766
- There were 75 approved Rural and Regional Grants applications, which totalled \$804,924

Manage transport and vehicle management services for the Governor, Premier, Ministers, opposition leaders and other office holders and officials

- Road transport and fleet management services, including services for special events were provided
- Management of car parking arrangements were provided for the Department and clients in the Governor Macquarie Tower car park

Manage agency transfers and department restructures

- Services were provided for agency restructures and agency transfers in time and within budget

Provide briefings to the satisfaction of the Director General

- Briefings were carried out to the satisfaction of the Director General

Publish guidance material on agency collaboration and examples of best practice on the Department website

- Published examples of good practice and inter-agency collaboration initiatives in alignment with the NSW State Plan priorities

Provide timely briefings and to the satisfaction of the Premier

- Regular briefings were provided for the Director General, Cabinet and Premier for meetings of Cabinet and Cabinet Committees

The Premier's correspondence

- Almost 60,000 items of correspondence from individuals and organisations who wrote to the Premier or the Director General, were processed efficiently

4

KEY CHALLENGES, PRIORITIES AND OPPORTUNITIES MET

Coordinate a process to deliver a NSW State Plan by the end of 2006

- *The State Plan: A New Direction for NSW* was developed and launched by the Premier on 14 November 2006
- The plan contains 14 long term social, economic and environmental goals, 34 specific priorities for action and 60 measurable targets
- The State Plan is the product of an extensive consultation process, including 4,000 people across NSW, including rural communities. An additional 50,000 people commented on the priorities for government through the State Plan website
- Implementation of the State Plan is underway. The public sector agencies of NSW are developing and reforming programs and policies and reprioritising resources to support the achievement of State Plan priorities

Address critical issues as they arise

- The Department led the development and implementation of the initiatives from the COAG Special Meeting on Counter-Terrorism, to assist improvement of Australia's counter-terrorism arrangements
- The Department actively participated as a member of the COAG Hazardous Materials Review Steering Committee and in the development of National Chemical Biological Radiological Nuclear Security Strategy
- The Committee's Biological and Radiological security regimes and the CBRN Security Strategy were approved by COAG in April 2007
- The Department coordinated the development and release of the NSW Human Influenza Pandemic Plan in August 2006
- COAG approved the National Action Human Influenza Pandemic Plan in July 2006

Facilitate major health projects — Liverpool Stage 2 and St Vincents Hospitals

- The Department continued to facilitate major health projects
- Support was provided for the establishment of a Health Infrastructure Advisory Board to oversee significant infrastructure projects

Major water sourcing and water recycling initiatives

- The Department continued to facilitate major water sourcing and water recycling initiatives throughout the year

Project Control Group (PCG) for the Metropolitan Rail Expansion Program (MREP)

- The Department chaired the PCG for the MREP and transferred responsibility for this program to the newly created Centre for Transport Planning and Product Development

Significant progression of the Hunter Rail Project

- Support was provided for the planning and delivery stages of the Hunter Rail Project due for completion in late 2007

Key priorities set by government

- The Department facilitated the strategic management and coordination of a range of priorities including
 - Providing a Secretariat to the E10 Taskforce to advise the Government mandating the use of ethanol blended petrol
 - Developing the *Biofuel (Ethanol Content) Act 2007*, to implement a two percent mandate for ethanol in petrol sold in NSW
 - Delivering the Government's Brigalow and Nandewar Community Conservation Area decision
 - Operating the Hunter Estuary Issues Steering Committee, working with government agencies to find the best economic, social and environmental outcomes for Newcastle and the Hunter
 - Removing contaminated sediments from the South Arm of the Hunter River by BHP Billiton — Stage 1 trial completed, Stage 2 in planning approval

Strategic management of issues impacting on communities, including the business community

- The Department provided support for Visy's \$450 million expansion of its Tumut mill, which is estimated to create 320 jobs
- It also facilitated the planning and approval for the Newcastle Coal Infrastructure Group's plans for a \$900 million staged development of a coal loading facility which is estimated to employ 2,000 people directly and indirectly



The Premier of NSW, being presented with a didgeridoo by Percy Knight, CEO of the Wiradjuri Condobolin Corporation, representing the Wiradjuri Traditional Owners at the opening of Barrick Gold's Cowal Gold Mine.

- The Premier opened Barrick Gold's \$450 million Cowal Gold Mine in September 2006

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

- The Counter-Terrorism and Disaster Recovery Directorate participated in several counter-terrorism exercises in preparation for APEC
- SCC procedures, staff training and equipment continue to be refined and enhanced

Coordinate government responses to drought

- There were six meetings of the inter-departmental Drought/Water Monitoring Committee and Emergency Management Committee of Goulburn Water Supply

Establish effective protective security arrangements for critical infrastructure, places of mass gatherings and surface transport to prevent, prepare, respond and recover from terrorism

- A NSW Counter-Terrorism System was developed and activated, incorporating an updated Critical Infrastructure database and an alert notification system
- The Department actively engaged and collaborated with critical infrastructure industry sectors, including energy, water, banking and finance and transport
- The NSW Surface Transport Security Framework was launched and Transport Precinct committees were established as part of the framework
- Contributed to the development of the National Approach to the Protection of Places of Mass Gathering. Implementation of this national approach includes a Guided Self Assessment for owners/operators of places of mass gathering to assess their attractiveness to terrorism. This will be available within NSW on the new secureNSW website

Strategic policy advice on issues relating to women

- The Office for Women produced and released *Our Commitment to Women*, a whole-of-government report on the achievements of government agencies for women
- The Office co-chaired a National Working Party on Trafficking and Sexual Slavery in partnership with the Community Relations Commission
- Submission to the Standing Committee on Law and Justice Inquiry into the Impact of the *Family Law Amendment (Shared Parental Responsibility) Act 2006 (Cth)*
- Nine fact sheets were produced and released on issues ranging from health, education, work, violence and leadership, to Aboriginal women, rural women, girls, and older women
- Preparation and submission of NSW contribution to the 51st Session of the United Nations Commission on the Status of Women

Improved opportunities for women

- As part of celebrations for International Women's Day 2007, all NSW Government Ministers and local Members of Parliament were invited to nominate a woman for the award of NSW Woman of the Year. The Premier announced the 10 finalists and winner at a reception at Government House on 8 March 2007

Promptly and responsively manage complex or critical issues through coordinated action

- Supporting and coordinating the efforts of State government agencies to assist local communities to respond to the impact of the drought
- Managing Federal and State issues in relation to the Murdi Paaki COAG Trial (RCP, Western NSW)
- Facilitating 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 in South Eastern NSW and the Murray
- Coordinating action across all levels of government to address health and other environmental issues in relation to mosquito management in the Hunter and Central Coast regions
- Facilitating a whole-of-government response to diffuse water source pollution issues in the Tilligerry Creek and Bellinger River estuary
- The Sydney-based Strategic Issues Unit has
 - Coordinated multi-agency effort and managed multiple issues relating to the establishment of a medical school for Western Sydney
 - Facilitated film and television production, industry development via the Sydney Film Support Group, major production roundtables and the development of a draft government agencies' film protocol
 - Worked with the live music industry, government agencies and other stakeholders to assess and address concerns relating to live music venue management, particularly in Sydney

Manage initiatives that successfully address specific issues in particular locations

- Worked to identify, coordinate and support multi-agency responses to locations and population groups with significant social issues
- Enabled cross-government responses to crime prevention issues and supported multi-agency initiatives in Dubbo, Macquarie Fields, Toomelah, Nimbin and La Perouse
- Advised and supported the Premier, Cabinet, Director General and government agencies in relation to crime, community safety and related social issues
- Supported and led the Crime Prevention Partnership Project in Lake Macquarie
- Undertook the Cessnock Community Renewal Maximising Employment Strategy. This project exceeded its target for employing locals in local jobs
- Maximised employment opportunities and managed service system impacts from development of the Second Chance correctional facility in Tabulam
- Responded to Dubbo social issues: key agencies develop a comprehensive, timely and strategic response to the underlying issues. A comprehensive 'visioning/planning' process has been undertaken resulting in the Dubbo 2020 Vision Plan

On-going assistance, advice and project management to be provided to the satisfaction of key stakeholders

- Assistance was provided to Cabinet, Ministers and agencies on a range of projects, including department changes arising from the Economic and Financial Statement 2006 and machinery-of-government changes following the 2007 State Election

Develop a manual to guide future machinery-of-government changes and gain acceptance from stakeholders

- Draft guidelines for machinery-of-government were developed for changes following the 2007 State Election. This guidance assisted relevant agencies in their transition to the new organisation arrangements. It provided a single point of reference from central agencies
- Assistance was given in preparing the determination of functions and staff to be transferred from agencies following the 2007 State Election, including the Premier's Department, The Cabinet Office, Department of Natural Resources, Department of Energy, Utilities and Sustainability, Department of Primary Industries and Department of State and Regional Development. Agencies created were the Department of Premier and Cabinet, Department of Environment and Climate Change, and Department of Water and Energy

5

IMPROVED QUALITY OF LIFE AND WORK FOR NSW CITIZENS

Achieve sustainable social, economic and environmental benefits for regional and metropolitan NSW by leading collaboration between government agencies and communities

- The Murdi Paaki Partnership Project promotes and facilitates whole-of-community action to address local issues and in particular to generate a sustained shift in how and who will respond to social and economic change. The project covers 16 communities in the Murdi Paaki region including Bourke, Brewarrina, Walgett, Wilcannia, Broken Hill, Cobar, Collarenebri, Coonamble, Dareton, Enngonia, Goodooga, Gulargambone, Ivanhoe, Lightning Ridge, Menindee and Weilmoringle
- Place-based management teams in Moree, Armidale, Tamworth and Gunnedah have been instrumental in establishing collaborative and innovative improvements in a range of areas including local crime prevention and integrated case management
- Regional coordinators and regional coordination management groups facilitated multi-agency and local government input into service (especially human services) and infrastructure planning for the new land releases, eg Warnervale/Wadalba, Western Sydney's Australian Defence Industries site, Rouse Hill Town Centre and West Dapto
- On the Central Coast, economic growth was encouraged through coordinated development of a plan of management for the Somersby Industrial Park
- The 2007 Western Sydney Industry Awards were conducted. These included 42 winning and highly commended companies in five major Awards. The Corporate Partners for Change Program produced 148 graduates from 11 training programs
- Under the NSW Ports Growth Plan (2003), the Department assisted the Port Kembla Port Corporation on various projects and issues supporting the expansion of the port of Port Kembla. New berths and terminals were completed to allow the relocation of car imports from Port Jackson to begin in late 2007

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

- The Department facilitated the delivery of tangible benefits for the Aboriginal people of NSW by working with the Department of Aboriginal Affairs, other agencies and Aboriginal communities, on projects such as Two Ways Together and other initiatives
- In 2006–07 the Aboriginal Trust Fund Repayment Scheme registered 206 claimants, processed 179 claims and made offers to 47 people ranging from \$500 to almost \$28,000
- The Aboriginal Government Employees Network (Illawarra and South East) supported indigenous workers within agencies and harnessed their skills to improve partnerships with Aboriginal communities

- The Aboriginal Employment Strategy (North Coast) improved recruitment and retention of Aboriginal people within the public sector. Phase 2 was implemented. It addresses pre-employment, mentoring and training, and planned recruitment of over 40 Aboriginal trainees across NSW Government and other agencies
- 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 increased economic independence
- The Lucy Mentoring Program, a partnership with the University of Western Sydney, University of Sydney, and Women Chiefs of Enterprises International, is a leadership initiative for women studying business, economics and law. From July to November 2006, 34 students and 35 mentors participated in Stages 6 of 'Lucy' and an additional 87 mentors and 83 students are expected to participate between April and November 2007, as additional universities join the program
- The Tasting Success — Women Chefs' Mentoring Program was implemented using the 'Lucy' model. The Program aims to increase the likelihood that participants will complete their apprenticeships and aim for leadership positions on graduation. The program is run in partnership with the Sydney Institute of TAFE and involves eight women apprentice chefs, who have shown leadership potential, being mentored by some of Australia's top chefs including Tetsuya Wakuda, Kylie Kwong, Neil Perry, Matt Moran and Grant King

Stage 2 of the CBD public information strategy: Sirens/VMS Messaging System

- A proposal was coordinated and facilitated for the establishment of a CBD PA/Siren and VMS messaging system approved by government
- The Department convened a steering committee to oversee implementation of the new system to be installed and tested in 2007–08

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

- Counter-Terrorism and Disaster Recovery Directorate, participated as a member of the APEC Executive Management Committee, APEC NSW Executive Group, APEC Scrutiny Panel and other various working groups established to prepare for the APEC Leaders' Week
- The Directorate fostered agreement with the Commonwealth on NSW State agency budgets in relation to APEC Leaders' Week 2007
- The SistaSpeak program assists Aboriginal girls in early high school to focus on education, career and financial independence. SistaSpeak workshops were provided in Lismore for 20 young Aboriginal women at Lismore, Richmond River and Kadina High Schools and 26 young women from Wellington High School
- The Young Women's Leadership Project, funded by the Department of Premier and Cabinet and supported by the Western Sydney Regional Organisation of Councils, provides mentoring, training and networking workshops and opportunities for young Western Sydney women who demonstrate leadership potential. A total of 62 young women participated in 2006–07

Women assisted through specific projects and programs

- The Girl\$avvy program facilitated 23 one day workshops to educate young women in mid to senior high school on financial independence. There were 1,194 participants from 53 schools across NSW. 197 women from local communities participated as mentors and over 70 percent of workshops were in rural and regional NSW



Deputy Premier John Watkins and Minister Sandra Nori accompanied by the International Women's Day nominees for 2007.

STRATEGIC IMPERATIVES 2007–08

In order to be regarded as successful in achieving its purpose, the Department plans to achieve the following outcomes by December 2008 both through its own initiatives and in close collaboration with line agencies.

Infrastructure

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

Transport

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

Prevention and early intervention

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

Customer service

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

Service delivery improvement

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

Resource reallocation

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

Workforce

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

DPC core business delivery

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

Note: Key Performance Indicators will need to be developed for each Strategic imperative and these will need to be supported by project plans for intra and interagency projects and initiatives to reflect the Department's Strategic Directions.



Corporate governance

Australia Day 2007

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OUR SENIOR MANAGEMENT AT 30 JUNE 2007

Robyn Kruk ^{AM}
Director General
Department of Premier and Cabinet

Don Colagiuri ^{SC}
Parliamentary Counsel
Parliamentary Counsel's Office

Peter Connelly
Acting Assistant Director General
Performance Development Division

Peter Duncan
Deputy Director General
Office of the Coordinator General

Jeanette Evans
Executive Director and Chief of Staff
Office of the Director General

Ben Keneally
Executive Director
Premier's Delivery Unit

Chris Raper
Deputy Director General
Public Sector Workforce Office

Leigh Sanderson
Deputy Director General
General Counsel

John Schmidt
Deputy Director General
Policy Development

Alex Smith ^{AM}
Deputy Director General
State Administration Services

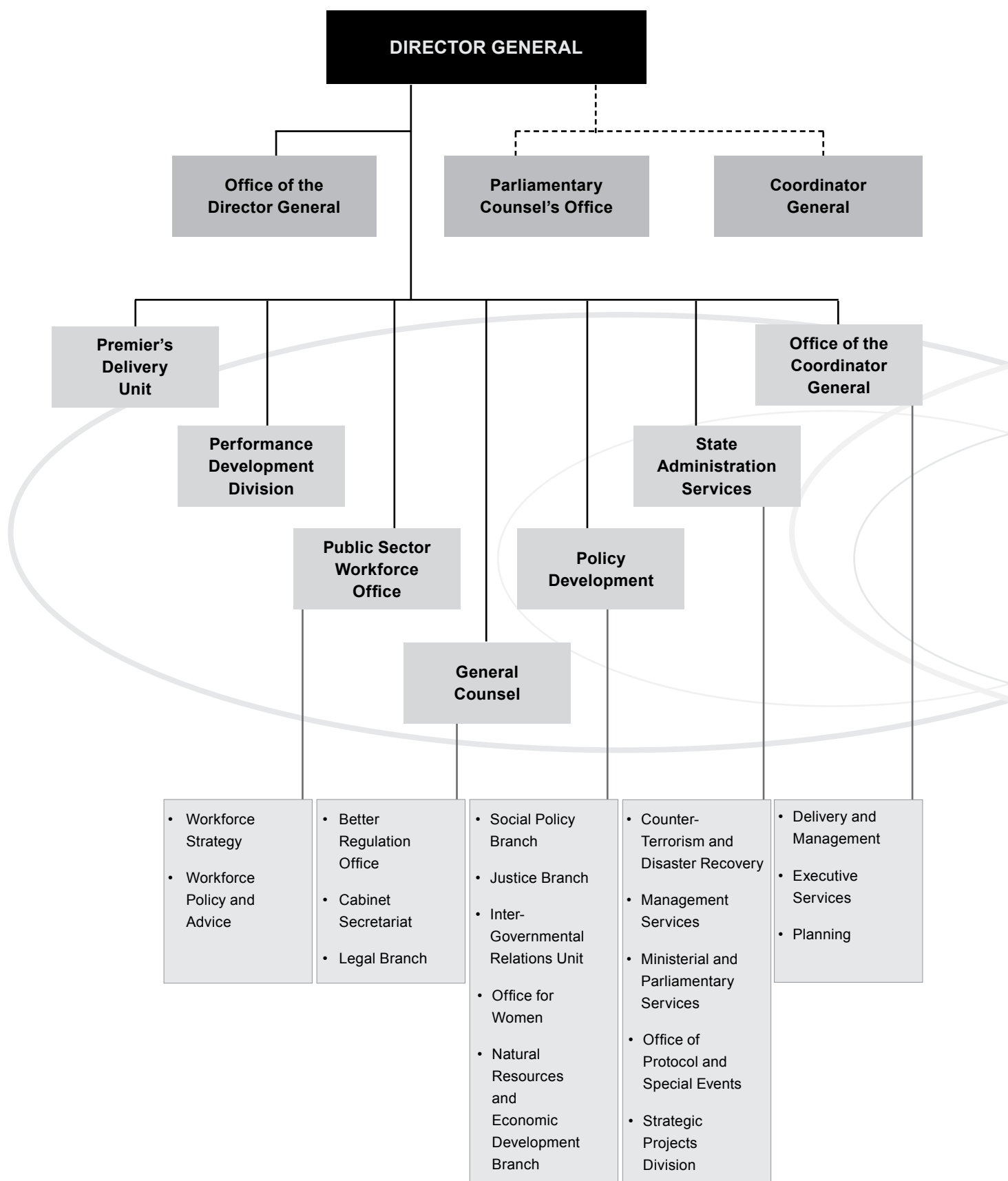
Former position holders during 2006–07

Colin Gellatly
Director General
Department of Premier and Cabinet

Roger Wilkins
Director General
The Cabinet Office

Elizabeth Coombs
Assistant Director General
Office for Women and Performance Development Division

OUR ORGANISATION STRUCTURE



DEPARTMENT RESTRUCTURE

The Cabinet Office

In April 2007 The Cabinet Office and Premier's Department were combined to form the Department of Premier and Cabinet. Two new divisions were created to carry out former Cabinet Office functions, namely the General Counsel Division and the Policy Development Division. In addition, the Better Regulation Office was established within the General Counsel Division and the Office for Women was transferred to the Policy Development Division. Two former branches of The Cabinet Office, the Greenhouse Office and the Metropolitan Water Directorate, were transferred to the Department of Environment and Climate Change and the Department of Water and Energy respectively.

Parliamentary Counsel's Office

In April 2007, the Parliamentary Counsel's Office, formerly a separate office within The Cabinet Office, became a separate office within the new Department. The Parliamentary Counsel reports directly to the Director General and the structure and functions of the Office are unchanged. The Office provides a comprehensive legislative drafting and publishing service. It is responsible for drafting legislation (including Bills, statutory and environmental planning instruments) for Parliament or the Governor-in-Council; publishing the full range of legislation and information guides in printed form and online; and the provision of legal and administrative advice to government.

Office of the Coordinator General

In April 2007, the new Office of the Coordinator General was established. Over the previous 18 months, the Infrastructure Implementation Group (IIG) coordinated major infrastructure projects and policy initiatives and this work was the catalyst for the expansion of its role. The Office of the Coordinator General brought together staff from the IIG, the former Coordinator General's Unit and some staff from the Investment Division of the Department of State and Regional Development.

The former Coordinator General's Unit was responsible for coordinating a range of committees and stakeholder groups on issues and activities on a State-wide, regional and local basis. The staff from the Department of State and Regional Development who joined the Office of the Coordinator General have a focus on significant investment projects for NSW. The combination of these key areas enabled the development of new

capacity to align strategic planning and investment decision making with delivery of significant investment and infrastructure projects.

Infrastructure Implementation Corporation

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

The Infrastructure Implementation Corporation has the following functions:

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

The Infrastructure Implementation Corporation was not activated during the reporting period.

Performance Development Division

The Performance Development Division (PDD) had four key functions

- Reviews agencies and performance for sector-wide issues and develops reform initiatives to improve quality and value for money and service delivery outcomes
- Provides analysis and advice to support the Director General including briefings for high level committees such as the Budget Committee of Cabinet
- Provides analysis of emerging issues and other support to the Chief Executives Committee, the Chief Executives Network and the Council on the Cost and Quality of Government
- Develops and manages whole-of-government initiatives such as the NSW/Victoria Cross Border Issues, Intellectual Property, Grants Administration, the Services Principles and Obligations initiatives and *Machinery-of-Government Guidelines*

In August 2007, the Performance Development Division was renamed as the Performance Review Unit and the Council on the Cost and Quality of Government was disbanded.

Public Employment Office

A review of the Public Employment Office (PEO) was undertaken during 2005–06. The aim of the review was to ensure that the PEO had the staff resources necessary to meet current and future service delivery demands, deployed in the most effective manner to ensure delivery of essential and valued services to varied client groups.

A revised structure for the Public Employment Office commenced operation on 31 August 2006. The new structure comprises six teams in two operational branches — the *Workforce Policy and Advice Branch* and *Workforce Strategy Branch* and a Strategic Support team. The new team structure will enable broader responsibilities of staff, greater flexibility in managing workflow and a capacity to develop better leadership and career paths

ABOUT OUR DIVISIONS

General Counsel

General Counsel Division advises the Premier on major legal policy issues, manages the Government's legislative agenda, implements the Premier's legislation and provides support to the Premier and Cabinet through the Cabinet process. The Division also manages the Premier's correspondence. In addition, the Better Regulation Office was established in January 2007 to support the Minister for Regulatory Reform, the Hon Joseph Tripodi, MP, in his role as champion for better regulation.

Office of the Coordinator General

The Office of the Coordinator General was established to support major government and non-government initiatives that aid major investment and infrastructure development in NSW.

The role of the Office of the Coordinator General is to assist and encourage private sector investment in major projects and infrastructure, facilitate the interface on major projects between government and non-government proponents, and guide and expedite delivery of key government infrastructure projects.

It is supported by the *Infrastructure Implementation Corporation Act 2005* which was enacted to provide special powers to deliver projects if deemed necessary by the Premier. The newly formed Office of the Coordinator General brings together staff from the former Premier's Department and some staff from the Department of State and Regional

Development. It provides a whole-of-government focus and single point of contact for major investment infrastructure projects.

Performance Review Unit

The Performance Review Unit will build on the work of the Performance Development Division (PDD), and the Council on the Cost and Quality of Government (CCQG).

PRU, established in August 2007, will undertake the review activities previously conducted by the CCQG, PDD and the activities of the Functional Review Unit foreshadowed in the State Plan. The new Division builds an augmented central agency capacity to review service delivery performance as part of State Plan accountability structures. This will consolidate CCQG's functions and other review activities conducted by the Department of Premier and Cabinet.

The Unit will be accountable to the Director General, Department of Premier and Cabinet and have a reporting relationship to the Secretary, Treasury and the Cabinet.

The Performance Review Unit will undertake: Agency and/or program reviews; major structural reviews involving multiple agencies; targeted agency or functional area reviews requested by Cabinet, where agreed targets are not being achieved; and development of sector-wide management improvement strategies. PRU also has responsibility for implementation of NSW State Plan Priority S8, "Delivering customer friendly services".

Policy Development

Policy Development Division advises the Premier on major policy issues, the setting of whole-of-government priorities, and the development and implementation of government policy, including matters relating to inter-governmental relations. The Division also incorporates the Office for Women.

Premier's Delivery Unit

The unit is responsible for driving the Premier's public sector delivery agenda. The unit is focussed on working with government agencies to meet improved service delivery targets in key areas and to deliver the targets set in the NSW State Plan.

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

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

Public Sector Workforce Office

Formerly the Public Employment Office (PEO), the Public Sector Workforce Office (PSWO) 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 PSWO provides assistance to agencies to resolve complex industrial relations 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 her statutory role, the Director General is the employer of public servants for industrial purposes and also advises the Premier on management issues relating to the Chief and Senior Executive Service and equal employment opportunity.

State Administration Services

Counter-Terrorism and Disaster Recovery Directorate

The Directorate 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 national and state policy development and implementation to prevent, respond and recover from an incident. It represents the Government on major national and state counter-terrorism and emergency management committees.

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

Management Services

Management Services provides executive and administrative services to branches of the Department and the Premier. The branch is responsible for financial, IT, accommodation services, organisational development, human resources and training and development. MS plays a significant role in supporting local communities in NSW through the provision of grant funds for community-based projects. It provides support 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.

Ministerial and Parliamentary Services

The Division delivers support to the machinery-of-government by providing advice, resources and systems support for executive government, advice and support for remuneration tribunals, administration of appointments of members to boards and committees, media recording and reporting services and transport services for the Governor, Premier, Ministers, opposition leaders and other office holders and officials.

Office of Protocol and Special Events

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

In addition, the Office 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.

Strategic Projects Division

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

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.

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.

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.

Principles

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

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

Public confidence

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

Responsibility to the Government of the day

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

Rights of employees

Public employees' rights are the same rights of employees under 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.

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.

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.

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.

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

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.

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.

Privacy policy

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

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

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

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 on 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 for access of employees and visitors to the Department's premises. Staff in charge of department premises should follow the procedures for issuing of keys and security passes, and ensuring the premises are always secured after hours.

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.

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 use 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 Australian 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.

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).

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.

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 on 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.

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.

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.

CONSUMER RESPONSE AND ASSISTANCE TO THE PUBLIC

The Department is committed to providing courteous and prompt assistance.

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

Switchboard

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

E-mail (about the Department)

contact_us@dpc.nsw.gov.au

Information line

(02) 9228 5947

Facsimile (about the Department)

(02) 9228 3522

E-mail the Premier

ThePremier@www.nsw.gov.au

Internet

www.dpc.nsw.gov.au

Media Enquiries

Telephone: (02) 9228 5239

Facsimile: (02) 9228 3935

Address

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

In 2006–07 approximately 1,260 calls were received through the information line and there were 2.4 million visits to the Department's website. Over 1,000 website feedback requests were answered. These included feedback to the Premier, 626 and feedback to the Department, 448.

GUARANTEE OF SERVICE

Commitment to Service

The NSW Department of Premier and Cabinet is committed to providing quality support to the NSW Government and the people of NSW. The Department engages with the community through

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

The Department of Premier and Cabinet gives policy advice to the Premier and ensures that government decisions are implemented within the public sector. The NSW Department of Premier and Cabinet

- Provides drafting and development of legislation, publication of legislation, giving of advice and information about legislation and strategic advice and services to the Premier
- Manages issues and projects of significance to NSW, particularly to those related to implementation of the State Plan, including infrastructure, transport, prevention and early intervention and customer service
- 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*

Effective communication

A key part of the Department's communication strategy is to ensure that all employees are trained adequately to give accurate and consistent advice. The Department's intranet provides a desktop guide to policies and procedures for Department of Premier and Cabinet 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.

The Department focuses on outcomes oriented business plans to ensure community needs are met.

Timely responses

The Department continually tracks and monitors the handling of ministerial and agency correspondence. Systems are in place to ensure deadlines are met and the quality of correspondence is monitored. Feedback and training are provided to all DPC employees to ensure they have the appropriate skills to communicate effectively.

Assistance to the public

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

Suggestions for improvements in service or any complaints can be made by calling (02) 9228 5047, or through the Department's website. Information on the Department is available on www.dpc.nsw.gov.au.

LEGISLATION AND LEGAL CHANGE

Acts allocated to the Premier as at 30 June 2007

Premier

Anti-Discrimination Act 1977 No 48, Part 9A
(remainder, the Attorney General)

Anzac Memorial (Building) Act 1923 No 27

Australia Acts (Request) Act 1985 No 109

Competition Policy Reform (New South Wales) Act 1995 No 8

Constitution Act 1902 No 32

Constitution Further Amendment (Referendum) Act 1930 No 2

Constitution (Legislative Council Reconstitution) Savings Act 1993 No 19

Election Funding Act 1981 No 78

Essential Services Act 1988 No 41, Parts 1 and 2
(remainder, the Minister for Industrial Relations)

Freedom of Information Act 1989 No 5

Independent Commission Against Corruption Act 1988 No 35

Independent Commission Against Corruption (Commissioner) Act 1994 No 61

Independent Pricing and Regulatory Tribunal Act 1992 No 39

Infrastructure Implementation Corporation Act 2005 No 89

Interpretation Act 1987 No 15

Legislation Review Act 1987 No 165

Licensing and Registration (Uniform Procedures) Act 2002 No 28

Mutual Recognition (New South Wales) Act 1992 No 61

Natural Resources Commission Act 2003 No 102

Ombudsman Act 1974 No 68

Parliamentary Electorates and Elections Act 1912 No 41

Parliamentary Evidence Act 1901 No 43

Parliamentary Precincts Act 1997 No 66

Parliamentary Remuneration Act 1989 No 160

Protected Disclosures Act 1994 No 92

Public Finance and Audit Act 1983 No 152, sections 28, 28A, 29, 30, and Schedule 1 (remainder, the Treasurer)

Public Sector Employment and Management Act 2002 No 43 (except Chapter 7, jointly the Treasurer and the Minister for Commerce)

Returned and Services League of Australia (New South Wales Branch) Incorporation Act 1935 No 39

Royal Commission (Police Service) Act 1994 No 60

Royal Commissions Act 1923 No 29

Seat of Government Surrender Act 1909 No 14

Seat of Government Surrender Act 1915 No 9

Seat of Government Surrender (Amendment) Act 1923 No 31

Senators' Elections Act 1903 No 9

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

Special Commissions of Inquiry Act 1983 No 90

State Arms, Symbols and Emblems Act 2004 No 1

State Owned Corporations Act 1989 No 134

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

Subordinate Legislation Act 1989 No 146, jointly with the Minister for Regulatory Reform

Subordinate Legislation (Repeal) Act 1985 No 232

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

Visy Mill Facilitation Act 1997 No 139

Water Industry Competition Act 2006 No 104, part 3 (remainder, jointly the Minister for Climate Change, Environment and Water and the Minister for Water Utilities)

Legislative change initiated by the Premier 2006–07

Crimes Legislation Amendment (Gangs) Act 2006 No 61

An act to amend the *Crimes Act 1900* and the *Law Enforcement (Powers and Responsibilities) Act 2002* to make further provision with respect to organised criminal groups and public disorder; and for other purposes.

Parliamentary Electorates and Elections Amendment Act 2006 No 68

An act to amend the *Parliamentary Electorates and Elections Act 1912* with respect to the office and functions of the Electoral Commissioner and other officials, redistributions of electoral districts, the preparation, maintenance and cost of rolls of electors, the conduct of elections, the appointment of accredited election service providers for elections and elections under other legislation; to amend other legislation with respect to the conduct of those elections and polls; and for other purposes.

Crimes (Appeal and Review) Amendment (Double Jeopardy) Act 2006 No 69

An act to amend and rename the *Crimes (Local Courts Appeal and Review) Act 2001* to enable the retrial of acquitted persons for very serious offences in certain cases; and for other purposes.

Bail Amendment (Lifetime Parole) Act 2006 No 71

An act to amend the *Bail Act 1978* to provide for a presumption against bail for persons on lifetime parole charged with offences carrying a penalty of imprisonment.

Crimes Amendment (Apprehended Violence) Act 2006 No 73

An act to amend the *Crimes Act 1900* in relation to the protection of persons from domestic and personal violence; and for other purposes.

Election Funding Amendment Act 2006 No 75

An act to amend the *Election Funding Act 1981* to make further provision with respect to election funding and the disclosure of electoral expenditure.

Road Transport Legislation Amendment (Drug Testing) Act 2006 No 79

An act to amend the *Road Transport (Safety and Traffic Management) Act 1999* and certain other Acts with respect to random roadside oral fluid drug testing, drug testing persons involved in fatal motor vehicle accidents, and offences relating to driving a motor vehicle with any presence of certain drugs in the driver's oral fluid, blood or urine; and for other purposes.

Crimes (Administration of Sentences) Amendment Act 2006 No 81

An act to amend the *Crimes (Administration of Sentences) Act 1999* with respect to the supervision of lifetime parolees and other miscellaneous matters; and for other purposes.

Electricity Supply Amendment (Greenhouse Gas Abatement Scheme) Act 2006 No 83

An act to amend the *Electricity Supply Act 1995* with respect to greenhouse gas benchmarks; and for other purposes.

Criminal Procedure Amendment (Sexual and Other Offences) Act 2006 No 88

An act to amend the *Criminal Procedure Act 1986* to make further provision with respect to proceedings for sexual and other offences and the protection of certain persons in such proceedings; and for other purposes.

Charter of Budget Honesty (Election Promises Costing) Act 2006 No 89

An act to enable the Government and the Opposition to obtain and release an independent assessment by the Treasury of the cost of election promises before a State general election.

Industrial Relations (Child Employment) Act 2006 No 96

An act to make provision with respect to the employment of certain children by trading, financial or foreign corporations; to make a consequential amendment to the *Industrial Relations Act 1996*; and for other purposes.

Industrial Relations Further Amendment Act 2006 No 97

An act to amend the *Industrial Relations Act 1996* with respect to dispute resolution by the Industrial Relations Commission, co-operation with industrial relations tribunals of other States, a NSW industrial relations website and outworkers in clothing trades; to amend the *Occupational Health and Safety Act 2000* and the *Workers Compensation Act 1987* with respect to the protection of workers from dismissal; and for other purposes.

Workers Compensation Amendment (Permanent Impairment Benefits) Act 2006 No 98

An act to amend the *Workers Compensation Act 1987* to provide for an increase in certain benefits paid to workers who receive injuries that result in permanent impairment; and for related purposes.

James Hardie Former Subsidiaries (Winding up and Administration) Amendment (Trust Funds) Act 2006 No 108

An act to amend the *James Hardie Former Subsidiaries (Winding up and Administration) Act 2005* to give recognition to a discretionary trust fund to be administered by the SPF trustee that is to be a source of funding in addition to the SPF; and for other purposes.

Freedom of Information Amendment (Open Government—Disclosure of Contracts) Act 2006 No 115

An act to amend the *Freedom of Information Act 1989* so as to require publication of government contracts; and for other purposes.

Statute Law (Miscellaneous Provisions) Act (No 2) 2006 No 120

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

Victims Support and Rehabilitation Amendment Act 2006 No 127

An act to amend the *Victims Support and Rehabilitation Act 1996* with respect to assistance and compensation for victims of violence; and for other purposes.

Senators' Elections Amendment Act 2007 No 1

An act to amend the *Senators' Elections Act 1903* with respect to the close of the electoral rolls.

Anti-Discrimination Amendment (Offender Compensation) Act 2007 No 3

An act to amend the *Anti-Discrimination Act 1977* with respect to damages for conduct involving offenders in custody.

Criminal Procedure Amendment (Vulnerable Persons) Act 2007 No 6

An act to amend the *Criminal Procedure Act 1986* to make further provision with respect to the giving of evidence in proceedings by children and intellectually impaired persons and to consequentially repeal the *Evidence (Children) Act 1997*; and for other purposes.

Mental Health Act 2007 No 8

An act to make provision with respect to the care, treatment and control of mentally ill and mentally disordered persons and other matters relating to mental health; and for other purposes.

Biofuel (Ethanol Content) Act 2007 No 23

An act to provide for a minimum ethanol content requirement in respect of the total volume of petrol sales in the State.

Duties Amendment (First Home Plus One) Act 2007 No 24

An act to amend the *Duties Act 1997* and the *Land Tax Management Act 1956* to extend a duty and land tax concession to shared equity arrangements between first home owners and other persons.

Statute Law (Miscellaneous Provisions) Act 2007 No 27

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

Constitution Amendment (Speaker) Act 2007 No 31

An act to amend the *Constitution Act 1902* to enable the Speaker to take part in debates or discussions, and to vote, when not presiding in the Legislative Assembly.

Energy and Utilities Administration Amendment (Climate Change Fund) Act 2007 No 35

An act to amend the *Energy and Utilities Administration Act 1987* to establish the Climate Change Fund and to specify the purposes for which it may be applied; and for other purposes.

Judicial Officers Amendment Act 2007 No 37

An act to amend the *Judicial Officers Act 1986* in relation to the appointment of non-legally qualified persons in addition to judicial officers to the Conduct Division of the Judicial Commission of New South Wales; and for other purposes.

HUMAN RESOURCES AND ORGANISATION DEVELOPMENT

The Department continued to implement a comprehensive learning and development strategy to ensure our staff have the skills and capacity to meet the changing work environment. As part of our learning strategy, the Learning and Development Program is embedded within individual staff performance agreements. The program for 2006–07 was based around the following key streams

- Induction
- Performance management
- Study Assistance Scheme
- Equity and diversity
- OHS awareness training/prevention strategies

Staff were able to access training in a broad range of areas including technology applications, project management, financial management, policy development, speech writing and performance management.

The induction program was held throughout the year to orientate staff to the workplace. Staff were provided with essential information about the Department's operation, systems and priorities. Training also covered OHS responsibilities, the Code of Conduct and ethical behaviour.

The Department's Code of Conduct is readily available at www.dpc.nsw.gov.au.

The Department continued to implement the performance management system, which aims to facilitate continuous improvement in the Department's performance. As part of the initiative, workshops on Making the Best out of our Performance Management System were conducted for staff at all levels.

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

In 2006–07, the Department obtained central funding for two scholarships for the Executive Development Program (EDP) and for the University of Sydney Graduate School of Government. In addition, the Department funded an extra two places in the Executive Development Program.

Several department staff participated in the Public Sector Management Program to further develop their management and leadership skills.

During 2006–07, the Department provided several opportunities for work experience and placements in response to requests from students enrolled in accredited tertiary courses.

EQUAL EMPLOYMENT OPPORTUNITY

The Management Services Branch continued to coordinate the internal equity and diversity initiatives of the Department with the support of the Equity and Diversity Consultative Committee (E&DCC). The committee meetings involved staff across the Department in developing EEO and other equity initiatives.

Celebrations and events supported by the E&DCC in 2006–07 included

- NAIDOC week
- International Women's Day
- International Day of People with a Disability
- IPAA CEOs and Young Professionals breakfast
- Young Professionals Network (internal to the Department)

EEO statistical data for the 2006–07 year indicated that the distribution of EEO groups, including Aboriginal staff, across salary levels, compared favourably with those in the public sector in general, though representation of people whose first language is not English and people with a disability needs to be increased.

The Department continued to participate in offering placements to people with disabilities through the Corporate Partners for Change Program developed by the Office of the Minister for Western Sydney.

Four Indigenous Cadetship placements were advertised under the Commonwealth funded program and the recruitment action undertaken.

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

Aboriginal employment

Improving the status of Aboriginal employment is an important objective for the Department and several projects are initiated each year. The Office of the Coordinator General undertook a number of key programs including

- In July 2006, the Cypress Thinning Program in the Brigalow and Nandewar area hired 35 employees to undertake a range of tasks including thinning, hazard reduction burning, fire fighting and forest protection patrols. Twenty percent of the employees identified themselves as Aboriginal
- The Cowal Gold Project (Barrick Gold) has implemented a policy of employing indigenous people, resulting in around 30 Aboriginal people being employed on a temporary basis during the construction phase and nine full time positions have been filled at the operational stage of the mine. Additionally, a number of apprenticeships and scholarships have been granted by the firm to the local Wiradjuri Community
- Barrick Gold also established the Lake Cowal Conservation Centre at Hillgrove (adjacent to the mine) to engage and educate the local community — a large proportion of these will be indigenous people — in sustainable environment management practices to ensure natural resources are preserved

The Public Employment Office launched the Aboriginal Employment Policy and Strategy — *Making It Our Business*. The purpose of this document is to increase Aboriginal employment, professional learning and career development opportunities within the NSW public sector, and to facilitate the development of strategic partnerships between agencies and Aboriginal organisations and communities, and to build an environment that affirms and respects Aboriginal heritage and cultural values

The Office for Women is taking part in a new Aboriginal cadetship program in 2007–08, which will offer a part-time position for an Aboriginal person undertaking tertiary studies

The Aboriginal Employment Strategy (North Coast) improved recruitment and retention of Aboriginal people within the public sector. They also implemented phase two, pre-employment, mentoring and training, with planned recruitment of over 40 Aboriginal trainees across NSW Government and other agencies.

The Aboriginal Government Employees Network (Illawarra and South East) supported indigenous workers within agencies and harnessed their skills to improve partnerships with Aboriginal communities.

Ministerial and Parliamentary Services provides information about Aboriginal and Torres Strait Islander representation and aims to increase the number of Aboriginal and Torres Strait Islanders appointed to government boards and committees.

Initiatives for women

The Office for Women (OFW) funds a number of grants and partnership projects with key community and research organisations to develop and implement programs that benefit women in NSW. In 2006–07, these included

- Grants totalling just over \$110,000 were provided to 112 local councils in support of local events to celebrate International Women's Day on 8 March 2007
- Ongoing support for UNIFEM Australia's White Ribbon Day events, including funding a dedicated Project Officer position to coordinate the 2007 campaign
- Development with Relationships Australia (NSW), of the *Building Better Relationships* CD-ROM which assists new parents to develop and maintain important relationship skills
- Development with Streetwise Communications, of the *Stand Up 4 U* DVD to assist young women in NSW to recognise and act on the early warning signs of potentially abusive relationships
- Funding for a YWCA education program for high school students, called Yise-Up, to prevent violence against women and girls and assist young people to recognise and develop safer relationships

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

- The Tasting Success Women Chefs' Mentoring Program, which pairs promising apprentices with high-profile, successful Sydney chefs who provide mentoring and workplace experience in top restaurants

- The Girl\$avvy program educates young women in mid to senior high school on financial independence
- The Lucy Mentoring program, in partnership with the University of Western Sydney, the University of Sydney and women Chiefs of Enterprise International, is a leadership initiative for women studying business, economics and law
- SistaSpeak is a program that teaches young Aboriginal girls in early secondary school about education, career development and financial independence

The Aboriginal Women's Alliance (Western NSW), organised by the Strategic Projects Division, supported indigenous women within the Dubbo community in the Binaal Billa ATSIC region, to address their learning and developmental needs to achieve the goal of increased economic independence.

The Public Employment Office developed a draft Women's Development and Employment Strategy for advancing women's employment across the NSW public sector. The Women's Employment and Development Strategy will identify and monitor issues facing women in the public sector and develop strategies to improve the recruitment, employment, development and retention of women in the NSW public sector.

Ministerial and Parliamentary Services monitors and aims to increase women's representation on government boards and committees.

Disability Action Plan

The Department continues to provide resources to implement the Disability Action Plan. Workplace adjustment and flexible working arrangements are provided for employees with a disability. The Corporate Partners for Change Program (CPC) offers opportunities for people with disabilities to undertake TAFE courses and gain work experience. CPC has a very high success rate of placing trainees into jobs, traineeships and apprenticeships.

The Department also actively participates in the CPC program by providing work placement opportunities to participants. The Department recruits qualified job seekers with a disability to public sector positions. Ministerial and

Parliamentary Services continues to maintain a database of people with disabilities who are interested in becoming members of government boards and committees. A new action plan has been developed for 2006–09.

Ethnic Affairs Action Plan

The Department remains sensitive to the cultural, racial, religious and linguistic traditions of communities in NSW and continues to improve conditions for those from ethnic backgrounds.

Ministerial and Parliamentary Services aims to improve the political representation of people from ethnically diverse backgrounds by increasing the number of people with similar backgrounds appointed to government boards and committees.



Parliamentary Counsel's Office

Parliament House

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OVERVIEW 2006–07

The Parliamentary Counsel's Office (PCO) provides the Government with a comprehensive and integrated range of high quality services for the drafting and development of legislation, the publication of legislation, and the giving of advice and information about legislation. The Office also provides up-to-date public access to legislation through the official NSW legislation website (www.legislation.nsw.gov.au) and other on-line and printed publications.

For most of the reporting year, PCO was a separate office within The Cabinet Office. On 27 April 2006, it became a separate office within the new Department of Premier and Cabinet. Previous annual reports can be accessed at www.pco.nsw.gov.au.

In 2006–07, the PCO's net cost of services was \$7.289 million, which was slightly below budget. Staffing levels increased during the year (an average EFT of 52.2) as a result of the enhanced environmental planning instrument (EPI) program, but were affected later in the year by resignations and retirements. The Office relocated to new premises in December as a result of the sale of the Goodsell Building and the relocation was achieved within a very short timeframe, within budget and with no disruption to services.

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

PERFORMANCE

Legislative drafting

Bills

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

Government bills and amendments in committee

A total of 108 Government bills were introduced. For reasons of confidentiality only those bills introduced into Parliament or formally exposed are reported. However, a number of bills were completed but not proceeded with, or were in the course of preparation, at 30 June 2007.

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

	2002–03	2003–04	2004–05	2005–06	2006–07
Government bills introduced	119	139	108	113	108
Pages	4,047	3,837	4,053	2,934	3,268
Bills exposed	4	4	8	5	5
Pages	344	152	604	422	265
Amendments in committee	155	109	105	60	93

Note: A complete list of all bills introduced or formally exposed appears on www.pco.nsw.gov.au.

Non-Government bills and amendments in committee

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

	2002–03	2003–04	2004–05	2005–06	2006–07
Non-Government bills introduced	24	22	23	18	22
Pages	279	231	240	162	230
Non-Government amendments in committee	312	271	220	123	147

Note: Details of the non-Government drafting service are contained in the *Manual for the Drafting of Non-Government Legislation* published by the Office.

Standing Committee on Legislation

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

Statute Law Revision Program

Two statute law bills were introduced and passed. These bills amended 327 acts and instruments and repealed 42 acts and instruments. The program has been in place for 20 years and is widely accepted as an effective and economical means of dealing with 'house-keeping' and minor amendments.

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

Australasian Parliamentary Counsel's Committee

The committee consists of the heads of the legislative drafting offices of all Australian jurisdictions and also of New Zealand. The NSW Parliamentary Counsel is the current secretary. The committee provides a forum for preparing uniform or complementary legislation, promoting consistent styles of legislation in Australia and New Zealand, and the exchange of ideas. The committee met on four occasions during the reporting period, with the electronic exchange of documents increasingly used to manage the growing demand for national uniform legislation.

A significant amount of uniform and complementary legislation was completed or progressed during the reporting period including provisions relating to national legal profession model laws, consumer credit code legislation, national rail safety legislation, national gas and electricity laws, professional standards, coroners, uniform evidence law and criminal law.

During the reporting year, the Parliamentary Counsel established a website relating to the work of the committee which includes developing a protocol for drafting uniform legislation which is published on that website.

Statutory instruments

PCO aims to draft and provide opinions on 70 percent of statutory instruments within a 20 working day period. During the reporting year, some resources were diverted to the environmental planning instrument program. As a result, of the 696 statutory instruments (including proclamations and orders) drafted during the reporting period, 69 percent were completed within this target.

	2002-03	2003-04	2004-05	2005-06	2006-07
Number completed	684	837	814	827	696
% within 10 days or less	-	-	46	51	47
% within 11-20 days	74	75	26	21	22
% within 21-40 days	17	16	16	16	19
% after 40 days	9	9	12	12	12

Note: A list of the principal statutory instruments gazetted appears on www.pco.nsw.gov.au.

Rules of court

The statutory rules drafted by PCO include rules of court for the Supreme Court and other courts and tribunals. In the reporting period, most of the work of the Office in this area was related to drafting uniform civil procedure rules.

Tabling

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

Staged Repeal of Subordinate Legislation Program

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

Instruments dealt with by Stage 17

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

Outcome of Stage 17

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

Environmental planning instruments

PCO drafts and provides legal opinions on environmental planning instruments (EPIs) before they are made under the *Environmental Planning and Assessment Act 1979*. The instruments consist of State environmental planning policies, regional environmental plans and local environmental plans. The Office aims to provide opinions on 70 percent of environmental planning instruments within a 20 working day period. This program was significantly strengthened during 2006–07 through additional funding and staffing resources together with improved procedures. The additional staff and revised procedures are already improving general turnaround times for EPIs, with the highest ever percentage of EPIs being completed within 20 working days (89 percent of the 337 instruments completed).

	2002–03	2003–04	2004–05	2005–06	2006–07
Number completed	683	564	480	433	337
% within 10 days or less	-	-	57	58	71
% within 11–20 days	78	72	18	17	18
% within 21–40 days	16	19	15	13	7
% after 40 days	6	9	10	12	4

Legislative publishing**Bills**

PCO publishes bills for introduction into Parliament and republishes them if they are amended during the parliamentary process. Bills released as exposure drafts are also produced. During the reporting year, these services required the production of almost 3,500 original pages and over 333,000 impressions were provided for Parliament

using the Office's in-house printing facility. All publishing deadlines were met and, as a result of stringent quality control checks, were free from significant printing errors.

Statutory instruments

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

	2002–03	2003–04	2004–05	2005–06	2006–07
Statutory instruments	807	692	625	774	570
Pages	5,293	4,015	3,402	6,307	4,422

Reprints

This has been a consistently high-volume program for many years. An annual target of 10,000 pages is set under PCO's paper reprints policy. A total of 10,364 pages were produced in 2006–07.

	2002–03	2003–04	2004–05	2005–06	2006–07
Titles	104	102	102	99	95
Pages	10,278	10,082	10,272	10,950	10,364

Annual volumes

PCO aims to provide the material for annual volumes of legislation to the Department of Commerce within six weeks of the end of each year. The material for the 2006 volumes was provided on 13 February 2007.

Electronic service delivery

PCO continues to provide free access to an authoritative, up-to-date collection of NSW legislation through its legislation website. In April 2006, the website was given statutory recognition under Part 6A of the *Interpretation Act 1987* as the official NSW Government site for the on-line publication of legislation. The website is in the process of being redeveloped to improve service delivery, including the delivery of official on-line publication of statutory instruments in 2007–08.

The legislation website currently delivers the following

- A dynamic up-to-date collection of NSW acts and subordinate legislation, including environmental planning instruments
- Superseded and repealed versions of these laws to provide point-in-time access and searches
- An archival collection of acts and items of subordinate legislation going back to 1990
- A growing collection of older historical versions of selected titles, such as the *Crimes Act 1900*
- Advanced searching and linking facilities
- A range of information guides about legislation, including the weekly bulletin of legislative activity

The number of visits to the website continues to increase. In 2006–07, there were over 1.6 million visits to the legislation website, an average of 4,504 visits per day.

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

Advice and information

Legal and administrative advice

In addition to the advice provided to Ministers and Departments in the course of drafting legislation, PCO provided major formal advice on 109 separate matters during the year.

	2002–03	2003–04	2004–05	2005–06	2007–08
Items of major advice	53	60	93	88	109

Legislation database

The compilation of the database has been developed in conjunction with the Office's publishing activities. NSW acts and subordinate legislation are captured on a systematic basis and stored in SGML format. All superseded versions are preserved so as to provide a point-in-time research facility for the public and PCO staff. The database was

maintained throughout the reporting period and involved maintaining current, historical and repealed versions for over

- 6,700 acts
- 3,500 statutory instruments
- 2,000 environmental planning instruments

The database represents 5.5 gigabytes of data and is directly accessible on-line and free-of-charge via the legislation website. Source data from the database continued to be made available to government agencies and commercial publishers in XML format. A copy is also provided to the Australasian Legal Information Institute (AustLII) for use on its free, cross jurisdictional, on-line service.

PCO aims to capture all new acts and principal statutory instruments (including environmental planning instruments) within three working days of authorisation by Parliamentary officers following assent, or gazettal of instruments. Also, it updates the database within three working days of any amendment commencing. These turnaround times were met during the reporting period and some significant repealed acts were added to the database.

	2002–03	2003–04	2004–05	2005–06	2006–07
New acts captured	10	134	131	122	82
New statutory instruments captured	17	77	75	131	74
Amendments incorporated (creating a new version)	438	1,574	1,375	1,900	1,148
Other updates made	758	2,028	2,283	2,483	1,922
Other significant instruments captured	120	184	53	83	31

Note: Legislation database performance has been measured since 1 January 2003.

Legislation information hotline service

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

	2002-03	2003-04	2004-05	2005-06	2006-07
Phone inquiries	1,998	1,737	1,619	1,703	1,522
E-mail inquiries	457	347	397	526	467

Legislation information publications

PCO compiles the following legislation information publications, which are available at www.legislation.nsw.gov.au and supplied to the Department of Commerce to arrange print production and distribution

- Quarterly editions of the *Legislation in Force* guide
- *Status of Statutory Rules* guide (issued on 1 January, 1 May and 1 September)
- Annual volumes of statutes, explanatory notes and statutory instruments

The Office aims to compile and publish these guides on-line and deliver them to the Department of Commerce within 10 working days of each issue date. The information publications were all produced on time during the reporting period.

Weekly bulletin

This is an on-line and e-mail service covering NSW legislative events of the week. The service is published each Friday afternoon and can be accessed from www.legislation.nsw.gov.au or www.pco.nsw.gov.au. It includes

- Details of bills introduced, amended or passed by the NSW Parliament and acts assented to by the Governor
- Statutory instruments (regulations, proclamations, environmental planning instruments etc) gazetted
- Details of any bills released for public exposure purposes
- Paper reprints of NSW legislation completed
- Legislation website developments

This innovative service has proved to be very popular and has over 2,300 subscribers.

CHALLENGES AND EMERGING ISSUES

The main on-going challenges facing PCO over the reporting year were the further improvement of electronic services through the Process Automation System (PAS) project; the on-going succession planning for specialist senior positions; and managing and drafting environmental planning instruments flowing from new planning reforms.

Enhancement of electronic services

PCO was funded over three years to develop a process automation system (PAS) to integrate and automate much of the end-to-end business processes and on-line service delivery associated with its core legislative drafting and publishing functions. This includes

- An electronic data management and workflow system integrated with the current SGML-based environment
- A catalogue of all items of NSW legislation to provide a “cradle to the grave” legislation life-cycle management system that can be used for status tracking and to provide new and more comprehensive on-line services
- An e-publication system for the more effective on-line publication of new statutory instruments
- On-line publication of maps to underpin the new standard LEPs
- The enhancement of the on-line version of legislation, leading to its official authorisation
- Greater automation of work processes

During the reporting period, the major component of PAS, the Legislation Information System (LEGIS), was implemented. LEGIS will improve the efficiency of the production of legislation through increased automation and tracking of workflow and business processes. Substantial work was also undertaken on developing the final stage of the PAS project—the redesign and enhancement of the legislation website. The redesign and enhancements require some refinement and testing but are expected to be implemented in 2007–08. The website enhancements will build on the technical advances delivered by LEGIS to enhance electronic service delivery of legislation and related information and facilitate the move to e-publication, giving the public more timely, authoritative and cost-effective access to NSW legislation.

Succession planning

Drafting legislation requires a pool of specialist legal staff with the necessary legislative drafting skills and experience to prepare complex and accurate drafts within short deadlines. A number of senior, very experienced drafters will retire in the next five years. The Office has been proactive in recruiting and training new legislative drafters to entry and mid-level positions to ensure that the next generation of legislative drafters has developed the necessary skills and knowledge to fill these senior roles. Annual recruitment programs are conducted and followed by tailored on-the-job training and a peer review system to facilitate the development of new drafting staff. The recruitment action undertaken in 2006 to boost the EPI drafting program also resulted in appointing experienced legislative drafters.

Environmental planning instruments (EPI) program

Drafting new standard instruments for each local government area (in connection with a staged repeal process of existing local plans) that flow from the 2005 planning reforms began during the reporting year. The Office was provided with additional resources and has prepared itself to meet the expected increase in workload, but this remains unpredictable in terms of timing and extent.

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Department of Premier and Cabinet



New South Wales Government

Department of Premier and Cabinet

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SYDNEY NSW 2001
www.nsw.gov.au

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

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

- a) The accompanying financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the Financial Reporting Code for Budget Dependent General Government Sector Agencies, the applicable clauses of the Public Finance and Audit Regulation 2005 and the Treasurer's Directions;
- b) The statements exhibit a true and fair view of the financial position of the Department of Premier and Cabinet as at 30 June 2007, 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.

Robyn Kruck
Director General

18 October 2007



GPO BOX 12
Sydney NSW 2001

INDEPENDENT AUDITOR'S REPORT

Department of Premier and Cabinet

To Members of the New South Wales Parliament

I have audited the accompanying financial report of the Department of Premier and Cabinet (the Department), which comprises the balance sheet as at 30 June 2007, and the operating statement, statement of recognised income and expense, cash flow statement, program statement - expenses and revenues, and summary of compliance with financial directives for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Auditor's Opinion

In my opinion, the financial report:

- presents fairly, in all material respects, the financial position of the Department as of 30 June 2007, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- is in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2005.

Director-General's Responsibility for the Financial Report

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

Auditor's Responsibility

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

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

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

My opinion does *not* provide assurance:

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

Independence

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

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



Peter Achterstraat
Auditor-General

19 October 2007
SYDNEY

Operating Statement for the year ended 30 June 2007

	Notes	Actual 2007 \$'000	Budget 2007 \$'000	Actual 2006 \$'000
Expenses excluding losses				
Operating expenses				
Employee related	2(a)	84,545	82,558	72,070
Other operating expenses	2(b)	75,486	67,103	57,451
Depreciation and amortisation	2(c)	3,663	1,778	3,747
Grants and subsidies	2(d)	11,165	9,218	12,777
Other expenses	2(e)	3,189	2,787	2,870
Total Expenses excluding losses		178,048	163,444	148,915
Less:				
Revenue				
Sale of goods and services	3(a)	2,418	1,081	2,835
Investment revenue	3(b)	777	300	255
Grants and contributions	3(c)	5,677	3,192	4,790
Other revenue	3(d)	1,582	2,442	1,840
Total Revenue		10,454	7,015	9,720
Gain/(loss) on disposal	4	6	-	(2,177)
Other gains/(losses)	5	(72)	-	(255)
Net Cost of Services	22	167,660	156,429	141,627
Government Contributions				
Recurrent appropriations	6	164,111	149,524	139,784
Capital appropriations	6	2,654	1,889	4,317
Acceptance by the Crown Entity of employee benefits and other liabilities	7	5,139	3,582	4,440
Total Government Contributions		171,904	154,995	148,541
SURPLUS/(DEFICIT) FOR THE YEAR		4,244	(1,434)	6,914

The accompanying notes form part of these financial statements.

Statement of Recognised Income and Expense for the year ended 30 June 2007

	Notes	Actual 2007 \$'000	Budget 2007 \$'000	Actual 2006 \$'000
TOTAL INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY		-	-	-
Surplus/(Deficit) for the year		4,244	(1,434)	6,914
TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR	17	4,244	(1,434)	6,914
		4,244	(1,434)	6,914

The accompanying notes form part of these financial statements.

Balance sheet as at 30 June 2007

	Notes	Actual 2007 \$'000	Budget 2007 \$'000	Actual 2006 \$'000
ASSETS				
Current Assets				
Cash and cash equivalents	9	14,711	12,680	13,670
Receivables	10	7,790	3,924	3,643
Total Current Assets		22,501	16,604	17,313
Non-Current Assets				
Plant and Equipment	11	13,718	11,527	10,574
Intangible assets	12	1,912	3,080	872
Total Non-Current Assets		15,630	14,607	11,446
Total Assets		38,131	31,211	28,759
LIABILITIES				
Current Liabilities				
Payables	14	6,398	6,976	6,024
Provisions	15	12,010	10,647	9,039
Other	16	2,089	1,358	1,358
Total Current Liabilities		20,497	18,981	16,421
Non-Current Liabilities				
Provisions	15	83	1,401	1,132
Total Non-Current Liabilities		83	1,401	1,132
Total Liabilities		20,580	20,382	17,553
Net Assets		17,551	10,829	11,206
EQUITY				
Accumulated funds	17	17,551	10,829	11,206
Total Equity		17,551	10,829	11,206

The accompanying notes form part of these financial statements.

Cash Flow Statement for the year ended 30 June 2007

	Notes	Actual 2007 \$'000	Budget 2007 \$'000	Actual 2006 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(79,353)	(78,921)	(65,657)
Grants and subsidies		(11,164)	(9,218)	(12,777)
Other		(87,510)	(72,625)	(67,828)
Total Payments		(178,027)	(160,764)	(146,262)
Receipts				
Sale of goods and services		1,100	1,081	5,680
Interest received		426	300	247
Other		14,752	8,350	11,464
Total Receipts		16,278	9,731	17,391
Cash Flows From Government				
Recurrent appropriation	6	165,804	149,524	141,110
Capital appropriation	6	2,654	1,889	4,317
Cash transfers to the Consolidated Fund		(1,326)	-	-
Net Cash Flows From Government		167,132	151,413	145,427
NET CASH FLOWS FROM OPERATING ACTIVITIES	22	5,383	380	16,556
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchases of plant and equipment		(3,065)	(1,889)	(4,863)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(3,065)	(1,889)	(4,863)
NET INCREASE IN CASH		2,318	(1,509)	11,693
Opening cash and cash equivalents		13,670	14,189	1,977
Cash transferred in/(out) as a result of administrative restructuring	18	(1,277)	-	-
CLOSING CASH AND CASH EQUIVALENTS	9	14,711	12,680	13,670

The accompanying notes form part of these financial statements.

Program Statement — Expenses and Revenues for the year ended 30 June 2007

	Program 3.1.1 Services for the Governor's Office *		Program 3.1.2 Services for the Leaders of the Opposition *		Program 3.1.3 Performance Development *		Program 3.1.4 Ministerial and Parliamentary Services *		Program 3.1.5 Public Employment Office *	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
AGENCY'S EXPENSES AND REVENUES										
Expenses excluding losses										
Operating expenses										
• Employee related	891	1,118	1,967	1,408	3,464	3,008	40,344	38,212	8,192	7,333
• Other operating expenses	1,045	1,158	645	441	289	255	24,941	23,871	10,950	5,191
Depreciation and amortisation	12	15	8	8	29	178	1,418	1,264	354	356
Grants and subsidies	-	-	-	-	59	-	-	-	1,450	1,081
Other expenses	-	-	-	-	-	-	424	412	-	-
Total expenses excluding losses	1,948	2,291	2,620	1,857	3,841	3,441	67,127	63,759	20,946	13,961
Revenue										
Sale of goods and services	-	-	-	-	11	223	5	43	1,180	1,135
Investment revenue	-	-	-	-	-	-	-	-	-	-
Grants and contributions	-	-	-	-	-	-	-	-	1,232	1,172
Other revenue	-	-	-	-	3	-	1,008	965	172	-
Total Revenue	-	-	-	-	14	223	1,013	1,008	2,584	2,307
Gain/(loss) on disposal	-	-	-	-	(2)	(14)	-	-	(2)	-
Other gains/(losses)	-	-	-	-	-	-	-	(86)	-	(60)
Net Cost of Services	1,948	2,291	2,620	1,857	3,829	3,232	66,114	62,837	18,364	11,714
Government contributions **										
NET EXPENDITURE/ (REVENUE) FOR THE YEAR	1,948	2,291	2,620	1,857	3,829	3,232	66,114	62,837	18,364	11,714

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

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

Program Statement — Expenses and Revenues for the year ended 30 June 2007

	Program 3.1.6 Strategic Projects *		Program 3.1.7 State Administration Services *		Program 3.1.8 Office for Women *		Program 3.1.9 General Counsel and Policy Development *		Program 3.1.10 Parliamentary Counsel's Office *	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
AGENCY'S EXPENSES AND REVENUES										
Expenses excluding losses										
Operating expenses										
• Employee related	7,532	7,472	17,551	11,992	1,543	1,527	1,907	-	1,154	-
• Other operating expenses	2,195	2,195	33,348	24,176	737	346	1,295	-	254	-
Depreciation and amortisation	286	705	1,530	1,171	25	50	-	-	1	-
Grants and subsidies	2,777	2,555	6,692	8,794	48	347	139	-	-	-
Other expenses	-	-	2,765	2,458	-	-	-	-	-	-
Total expenses excluding losses	12,790	12,927	61,886	48,591	2,353	2,270	3,341	-	1,409	-
Revenue										
Sale of goods and services	245	173	961	1,416	16	27	-	-	-	-
Investment revenue	-	-	781	255	-	-	(4)	-	-	-
Grants and contributions	735	608	3,660	3,010	-	-	50	-	-	-
Other revenue	14	215	583	615	-	45	-	-	15	-
Total Revenue	994	996	5,985	5,296	16	72	46	-	15	-
Gain/(loss) on disposal	2	(232)	1	(1,925)	-	(6)	-	-	7	-
Other gains/(losses)	(25)	(23)	(47)	(86)	-	-	-	-	-	-
Net Cost of Services	11,819	12,186	55,947	45,306	2,337	2,204	3,295	-	1,387	-
Government contributions **										
NET EXPENDITURE/ (REVENUE) FOR THE YEAR	11,819	12,186	55,947	45,306	2,337	2,204	3,295	-	1,387	-

Program Statement — Expenses and Revenues for the year ended 30 June 2007

	Not Attributable		Total	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
AGENCY'S EXPENSES AND REVENUES				
Expenses excluding losses				
Operating expenses				
• Employee related	-	-	84,545	72,070
• Other operating expenses	(213)	(182)	75,486	57,451
Depreciation and amortisation	-	-	3,663	3,747
Grants and subsidies	-	-	11,165	12,777
Other expenses	-	-	3,189	2,870
Total expenses excluding losses	(213)	(182)	178,048	148,915
Revenue				
Sale of goods and services	-	(182)	2,418	2,835
Investment revenue	-	-	777	255
Grants and contributions	-	-	5,677	4,790
Other revenue	(213)	-	1,582	1,840
Total Revenue	(213)	(182)	10,454	9,720
Gain/(loss) on disposal	-	-	6	(2,177)
Other gains/(losses)	-	-	(72)	(255)
Net Cost of Services	-	-	167,660	141,627
Government contributions **	171,904	148,541	171,904	148,541
NET EXPENDITURE/ (REVENUE) FOR THE YEAR	171,904	148,541	4,244	6,914

Summary of Compliance with Financial Directives for the year ended 30 June 2007

	2007				2006			
	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
Consolidated	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ORIGINAL BUDGET APPROPRIATION/ EXPENDITURE								
• Appropriation Act	141,751	139,431	1,320	1,320	128,255	128,255	1,317	1,317
• Additional Appropriations	-	-	-	-	-	-	-	-
• s24 PF&AA — transfers of functions between departments	7,773	6,166	1,101	804	(2,901)	(2,901)	27	27
	149,524	145,597	2,421	2,124	125,354	125,354	1,344	1,344
OTHER APPROPRIATIONS/ EXPENDITURE								
• Treasurer's Advance	12,054	10,910	530	530	14,973	11,812	2,973	2,973
• Section 22 — expenditure for certain works and services	-	-	-	-	-	-	-	-
• Transfers to/from another agency (s27 of the Appropriation Act)	9,818	7,604	-	-	3,218	2,618	-	-
	21,872	18,514	530	530	18,191	14,430	2,973	2,973
Total Appropriations/Expenditure/Net Claim on Consolidated Fund (includes transfer payments)	171,396	164,111	2,951	2,654	143,545	139,784	4,317	4,317
Amount draw down against Appropriation		165,804		2,654		141,110		4,317
Liability to Consolidated Fund*		(1,693)		-		(1,326)		-

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

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

Notes to the financial statements for the year ended 30 June 2007

1 Summary of Significant Accounting Policies

(a) Reporting entity

The role of the Department of Premier and Cabinet (the Department) is to ensure the efficient, equitable and effective management of public sector resources to best meet the expectations of the Premier, the Government, government agencies and the community. The Department is a separate reporting entity. There are no other entities under its control.

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

The financial report for the year ended 30 June 2007 has been authorised for issue by the Director-General on 18 October 2007.

(b) Basis of preparation

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

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

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

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

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

(c) Statement of Compliance

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

(d) Income recognition

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

(i) Parliamentary appropriations and contributions

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

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

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

(ii) Sale of goods

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

(iii) Rendering of services

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

(iv) Investment revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*. Rental revenue is recognised in accordance with AASB 117 *Leases* on a straight-line basis over the lease term.

(e) Employee benefits and other provisions

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

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

Long-term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 *Employee Benefits*. When such measurement is required, market yields on government bonds are used to discount long-term annual leave.

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

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

(ii) Long service leave and superannuation

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

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

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

(iii) Other provisions

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

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

(f) Insurance

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

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

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

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

(h) Acquisitions of assets

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

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

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

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

(i) Capitalisation Thresholds

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

(j) Revaluation of property, plant and equipment

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

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

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

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value.

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

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

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

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

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

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

(k) Impairment of property, plant and equipment

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

(l) Impairment of financial assets

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

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

(m) Depreciation of property, plant and equipment

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

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

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

(n) Restoration cost

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

(o) Leased assets

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

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

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

(p) Intangible assets

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

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

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

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

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

(q) Loans and receivables

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

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

(r) Other assets

Other assets are recognised on a cost basis.

(s) Equity transfers

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

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

(t) Payables

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

(u) Budgeted amounts

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

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

(v) Financial instruments accounting policy 2006–07 comparative

Receivables

Receivables are recognised and carried at cost, based on the original invoice amount less 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.

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.

(w) New Australian Accounting Standards issued but not effective

At the date of authorisation of the financial report, the following Standards and Interpretations were in issue but not yet effective:

AASB 7 & AASB 2005–10 'Financial Instruments: Disclosures' — effective for annual reporting periods beginning on or after 1 January 2007.

AASB 101 'Presentation of Financial Statements' — revised standard — effective for annual reporting periods beginning on or after 1 January 2007.

AASB 2007–4 'Amendments to Australian Accounting Standards arising from ED 151 and Other Amendments' regarding Australian additions to and deletions from IFRSs— effective for annual reporting periods beginning on or after 1 July 2007.

Interpretation 4 'Determining whether an Arrangement contains a Lease' — effective for annual reporting periods beginning on or after 1 January 2008.

Interpretation 10 'Interim Financial Reporting and Impairment' — effective for annual reporting periods beginning on or after 1 November 2006.

The Department anticipates that the adoption of these Standards and Interpretations in future periods will have no material financial impact on the financial statements.

The application of AASB 101 (revised), AASB 7 and AASB 2005–10 will not affect any of the amounts recognised in the financial statements, but will change the disclosures presently made in relation to the Department's financial assets and financial liabilities.

These Standards and Interpretations will be first applied in the financial report of the Department that relates to the annual reporting period beginning after the effective date of each pronouncement.

2 Expenses Excluding Losses

	2007 \$'000	2006 \$'000
(a) Employee related expenses		
Salaries and wages (including recreation leave)	68,767	58,219
Superannuation — defined benefit plans	1,569	1,403
Superannuation — defined contribution plans	4,175	3,558
Long service leave	3,493	2,739
Workers compensation insurance	463	379
Payroll tax and fringe benefit tax	6,078	5,772
	84,545	72,070
(b) Other operating expenses include the following:		
Auditor's remuneration — audit or review of the financial reports	156	146
Consultancy costs	417	138
Contractors	5,853	5,172
Fees for services rendered	3,587	3,343
Insurance	103	110
Legal costs	1,418	2,432
Motor vehicle expenses	3,002	2,761
Operating lease rental expense — minimum lease payments	18,080	15,948
Telephone	2,348	2,424
Printing	1,574	1,286
Training (staff development)	624	427
Travel	2,314	2,342
Other expenses	7,502	5,706
Advertising and community information	12,576	2,265
Committee fees and expenses	311	207
Corporate services	9,712	8,683
Security	2,362	2,191
Special functions	2,856	1,214
Maintenance expenses *	691	656
	75,486	57,451
* Reconciliation — Total maintenance		
Maintenance expense — contracted labour and other (non-employee related), as above	691	656
Total maintenance expenses included in Note 2(a) + 2(b)	691	656
(c) Depreciation and amortisation expenses		
Depreciation		
Plant and equipment	1,405	1,422
Total depreciation	1,405	1,422
Amortisation		
Leasehold improvements	2,047	2,195
Intangible	211	130
	3,663	3,747

	2007 \$'000	2006 \$'000
(d) Grants and subsidies		
Miscellaneous grants approved by the Premier	1,349	1,703
Grants to other budget sector agencies	2,298	2,133
Grants to external organisations	6,324	7,747
Regional and Rural Miscellaneous grants	804	937
Aboriginal Trust Fund Repayment Scheme	390	257
	11,165	12,777
(e) Other expenses		
Australia Day Council	1,178	757
Parliamentary Remuneration Tribunal	109	107
Protocol expenses	1,587	1,701
Special reports and unforeseen expenses	315	305
	3,189	2,870

3 Revenues

(a) Sale of goods and services		
Administrative services and projects	855	1,543
Publication sales	-	1
Training/seminars	1,026	862
Functions and events	164	202
Fees general	-	10
Other	373	217
	2,418	2,835
(b) Investment revenue		
Interest	777	255
(c) Grants and contributions		
Commonwealth Government	1,374	1,509
NSW Budget sector entities	260	54
NSW Non Budget sector entities	-	5
Private sector	3,721	2,928
Public Trading Enterprises	302	294
Other State Governments	20	-
	5,677	4,790
(d) Other revenue		
Motor Services Unit recovery	999	859
Other	583	981
	1,582	1,840

4 Gain/(Loss) On Disposal

	2007 \$'000	2006 \$'000
Gain/(loss) on disposal of plant and equipment		
Proceeds from disposal	10	2
Written down value of intangible assets disposed	-	(1,900)
Written down value of assets disposed	(4)	(279)
Net gain/(loss) on disposal of plant and equipment	6	(2,177)

5 Other Gains/(Losses)

Impairment of receivables	(72)	(255)
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6 Appropriations

Recurrent appropriations		
Total recurrent drawdowns from NSW Treasury (per Summary of Compliance)	165,804	141,110
Less: Liability to Consolidated Fund (per Summary of Compliance)	1,693	1,326
	164,111	139,784
Comprising:		
Recurrent appropriations (per Operating Statement)	164,111	139,784
	164,111	139,784
Capital appropriations		
Total capital drawdowns from NSW Treasury (per Summary of Compliance)	2,654	4,317
	2,654	4,317
Comprising:		
Capital appropriations (per Operating Statement)	2,654	4,317
	2,654	4,317

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

The following liabilities and/or expenses have been assumed by the Crown Entity:		
Superannuation	1,570	1,403
Long service leave	3,487	2,739
Payroll tax	82	298
	5,139	4,440

8 Programs/Activities of the Agency

(a) Program 3.1.1 Services for the Governor's Office

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

(b) Program 3.1.2 Services for the Leaders of the Opposition

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

(c) Program 3.1.3 Performance Development

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

(d) Program 3.1.4 Ministerial and Parliamentary Services

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

(e) Program 3.1.5 Public Employment Office

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

(f) Program 3.1.6 Strategic Projects

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

(g) Program 3.1.7 State Administration Services

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

(h) Program 3.1.8 Office for Women

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

(i) Program 3.1.9 General Counsel and Policy Development

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

(j) Program 3.1.10 Parliamentary Counsel's Office

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

Program 3.1.9 (General Counsel and Policy Development) was transferred from The Cabinet Office to the Department of Premier and Cabinet as a consequence of a restructuring of administrative arrangements with effect from 27 April 2007. The following summarises the expenses and revenues, recognised by The Cabinet Office up to 26 April 2007, and the Department of Premier and Cabinet from 27 April 2007 to year end for the reporting period:

	1 July 2006 to 26 April 2007 \$'000	27 April to 30 June 2007 \$'000	2007 \$'000	2006 \$'000
Expenses excluding losses				
Operating expenses				
Employee related	8,413	1,873	10,286	9,860
Other operating expenses	5,152	1,294	6,446	6,156
Depreciation and amortisation	524	-	524	818
Grants and subsidies	410	139	549	301
Other expenses	-	-	-	-
Total expenses excluding losses	14,499	3,306	17,805	17,135
Revenue				
Sale of goods and services	1	-	1	7
Investment revenue	142	(4)	138	72
Grants and contributions	-	50	50	68
Other revenue	25	-	25	418
Total revenue	168	46	214	665
Net Cost of Services	14,331	3,260	17,591	16,470

Program 3.1.10 Parliamentary Counsel's Office was transferred from The Cabinet Office to the Department of Premier and Cabinet as a consequence of a restructuring of administrative arrangements with effect from 27 April 2007. The following summarises the expenses and revenues, recognised by The Cabinet Office up to 26 April 2007 and the Department of Premier and Cabinet from 27 April 2007 to year end for the reporting period:

	1 July 2006 to 26 April 2007 \$'000	27 April to 30 June 2007 \$'000	2007 \$'000	2006 \$'000
Expenses excluding losses				
Operating expenses				
Employee related	4,836	1,155	5,991	5,100
Other operating expenses	911	253	1,164	1,003
Depreciation and amortisation	291	1	292	326
Total expenses excluding losses	6,038	1,409	7,447	6,429
Revenue				
Sale of goods and services	124	-	124	125
Investment revenue	-	15	15	27
Other revenue	-	-	-	7
Total revenue	124	15	139	159
Other gains/(losses)	(22)	7	(15)	-
Net Cost of Services	5,936	1,387	7,323	6,270

The Marine Parks Authority Secretariat from Program 3.1.7 was transferred from the Department of Premier and Cabinet to Department of Environment and Climate Change as a consequence of a restructuring of administrative arrangements with effect from 27 April 2007. The following summarises the expenses and revenues, recognised by the Department of Premier and Cabinet up to 26 April 2007:

	1 July 2006 to 26 April 2007 \$'000	2007 \$'000	2006 \$'000
Expenses excluding losses			
Operating expenses			
Employee related	128	128	150
Other operating expenses	36	36	100
Total expenses excluding losses	164	164	250
Revenue			
Sale of goods and services	70	70	-
Total Revenue	70	70	-
Net Cost of Services	94	94	250

9 Current Assets — cash and cash equivalents

	2007 \$'000	2006 \$'000
Cash at bank and on hand	14,711	13,670
For the purposes of the Cash Flow Statement, cash and cash equivalents include cash at bank, and cash on hand.		
Cash and cash equivalent assets recognised in the Balance Sheet are reconciled at the end of the financial year to the Cash Flow Statement as follows:		
Cash and cash equivalents (per Balance Sheet)	14,711	13,670
Closing cash and cash equivalents (per Cash Flow Statement)	14,711	13,670

10 Current Assets — receivables

	2007 \$'000	2006 \$'000
Sale of goods and services	4,938	2,229
Less: allowance for impairment	(212)	(411)
Grants and contributions	855	-
Goods and Services Tax recoverable from ATO	1,500	1,033
Other debtors	624	639
Prepayments	85	153
	7,790	3,643
	7,790	3,643

11 Non-Current Assets — property, plant and equipment

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

Reconciliation

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

	Plant and equipment \$'000
Year ended 30 June 2007	
Net carrying amount at start of year	10,574
Additions	3,005
Transfer out through administrative restructure	(18)
Disposals	(217)
Acquisitions through administrative restructures	3,629
Other movements	7
Depreciation and amortisation expenses	(3,452)
Accumulated depreciation written back on disposal	190
Net carrying amount at end of year	13,718
At 1 July 2005	
At Fair Value	22,923
Less: Accumulated Depreciation	(10,426)
Net carrying amount	12,497
At 30 June 2006	
At Fair Value	24,056
Less: Accumulated Depreciation	(13,482)
Net carrying amount	10,574

Reconciliation

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

	Plant and equipment \$'000
Year ended 30 June 2006	
Net carrying amount at start of year	12,497
Additions	4,432
Transfer WIP to Intangible software	(2,500)
Disposals	(1,137)
Acquisitions through administrative restructures	105
Other movements	(65)
Depreciation and amortisation expenses	(3,617)
Accumulated depreciation written back on disposals	859
Net carrying amount at end of year	10,574

12 Intangible Assets

	Software \$'000
At 1 July 2006	
Cost (gross carrying amount)	1,389
Accumulated amortisation and impairment	(517)
Net carrying amount	872
At 30 June 2007	
Cost (gross carrying amount)	4,853
Accumulated amortisation and impairment	(2,941)
Net carrying amount	1,912
Year ended 30 June 2007	
Net carrying amount at start of year	872
Additions	24
Acquisitions through administrative restructures	1,227
Amortisation (recognised in depreciation and amortisation)	(211)
Net carrying amount at end of year	1,912
At 1 July 2005	
Cost (gross carrying amount)	611
Accumulated amortisation and impairment	(396)
Net carrying amount	215
At 30 June 2006	
Cost (gross carrying amount)	1,389
Accumulated amortisation and impairment	(517)
Net carrying amount	872

	Software \$'000
Year ended 30 June 2006	
Net carrying amount at start of year	215
Additions	1,012
Transfer from WIP	1,676
Accumulated amortisation written back on disposal	10
Amortisation	(130)
Transfer accumulated amortisation from software	(1,911)
Net carrying amount at end of year	872

13 Restricted Assets

	2007 \$'000	2006 \$'000
Cash	3,483	2,946
Liability to Consolidated Fund	1,693	1,326
	5,176	4,272

In 2006–07 restricted cash related to the Aboriginal STEP's Commonwealth funding, and Liability to Con Fund, that remained unspent as at 30 June 2007.

14 Current Liabilities — payables

Accrued salaries, wages and on-costs	1,007	1,923
Creditors	5,391	4,101
	6,398	6,024

15 Current/Non Current Liabilities — provisions

Current		
Employee benefits and related on-costs		
Recreation leave	9,255	7,675
Long service leave	568	172
Payroll tax	1,546	548
Fringe benefits tax	418	483
	11,787	8,878
Current		
Other provisions		
Restoration cost	223	161
	223	161
	12,010	9,039
Non-current		
Employee benefits and related on-costs		
Recreation leave	-	92
Long service leave	30	293
Payroll tax	53	747
	83	1,132

Aggregate employee benefits and related on-costs

	2007 \$'000	2006 \$'000
Provisions — current	11,787	8,878
Provisions — non-current	83	1,132
Accrued salaries, wages and on-costs	1,007	1,923
	12,877	11,933

16 Current Liabilities — other

Liability owing to consolidated fund	1,693	1,326
Crown Finance Entity	396	32
	2,089	1,358

17 Changes in Equity

	Accumulated Funds		Total Equity	
	30 June 2007 \$'000	30 June 2006 \$'000	30 June 2007 \$'000	30 June 2006 \$'000
Balance at the beginning of the financial year	11,206	4,218	11,206	4,218
Changes in equity — transactions with owners as owners				
Increase in net assets from equity transfers (Note 18)	2,101	74	2,101	74
Total	2,101	74	2,101	74
Changes in equity — other than transactions with owners as owners				
Surplus/(deficit) for the year	4,244	6,914	4,244	6,914
Balance at the end of the financial year	17,551	11,206	17,551	11,206

18 Increase/decrease in Net Assets from Equity Transfers

	2007 \$'000	2006 \$'000
Assets		
Cash	(1,277)	237
Receivables	653	-
Receivables — adjustment of 03–04 Office of Western Sydney transfer in	-	(31)
Plant and equipment	4,839	105
	4,215	311
Liabilities		
Payables	(436)	-
Employee entitlements	(1,678)	(237)
	(2,114)	(237)
Total	2,101	74

- (a) Ministers' offices were transferred to Department of Premier and Cabinet from various Departments in 2005–06
- (b) Community Drug Strategies unit was transferred to NSW Department of Health from Department of Premier and Cabinet in 2005–06
- (c) The Cabinet Office was abolished and all branches are added to Department of Premier and Cabinet in April 2007
- (d) The group of staff comprising the Marine Parks Authority Secretariat in the Department of Premier and Cabinet are removed from the Department and added to the Department of Environment and Climate Change in April 2007

(e) Staff in the Department of State and Regional Development, as determined by the Director-General of the Department of Premier and Cabinet, as required in connection with the Office of Coordinator General, are removed from the Department of State and Regional Development and added to the Department of Premier and Cabinet in April 2007

(f) World Youth Day was transferred to the World Youth Day Coordination Authority in December 2006

	2007 \$'000	2006 \$'000
(a) Responsibility assumed from Ministers' offices transfer in		
Assets transferred from Ministers' offices		
Plant and equipment	-	105
Cash	-	237
Liabilities transferred from Ministers' offices	-	-
Provision for employee benefits	-	(237)
	-	105
(b) Responsibility relinquished for Community Drug Strategies unit		
Assets		
Receivables	-	(131)
Liabilities	-	-
Provision for employee benefits transferred to NSW Department of Health	-	131
	-	-
(c) Responsibility assumed from The Cabinet Office transfer in		
Assets transferred from The Cabinet Office		
Cash	(1,263)	-
Receivables	730	-
Plant and equipment	4,856	-
Liabilities transferred from The Cabinet office	-	-
Payables	(436)	-
Provision for employee benefits	(1,692)	-
	2,195	-
(d) Responsibility relinquished for Marine Parks Authority		
Assets transferred to Department for Environment and Climate Change		
Cash	(46)	-
Receivables	(77)	-
Liabilities transferred to Department for Environment and Climate Change		
Provision from employee benefits	46	-
	(77)	-
(e) Responsibility assumed from Department of State and Regional Development		
Assets transferred from Department of State and Regional Development		
Cash	31	-
Liabilities transferred from Department of State and Regional Development		
Provision from employee benefits	(31)	-
	-	-
(f) Responsibility relinquished for World Youth Day		
Assets transferred to World Youth Day Coordination Authority		
Plant and equipment	(17)	-
	(17)	-

19 Commitments for Expenditure

	2007 \$'000	2006 \$'000
--	----------------	----------------

(a) Other Expenditure Commitments

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

Not later than one year	483	380
Total (including GST)	483	380

The expenditure above includes input tax credits of \$0.044 million that are expected to be recoverable from the ATO (2006 \$0.035 million).

(b) Operating Lease Commitments

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

Not later than one year	22,912	16,951
Later than one year and not later than five years	84,917	60,804
Later than five years	40,131	40,472
Total (including GST)	147,960	118,227

The operating lease commitments relate to leasing of office space and motor vehicles. The expenditure above includes input tax credits of \$13.451million that are expected to be recoverable from the ATO (2006 \$10.748 million).

(c) Grants Commitments

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

Not later than one year	3,025	3,377
Later than one year and not later than five years	2,889	2,297
Total (including GST)	5,914	5,674

The expenditure above includes input tax credits of \$0.538 million that are expected to be recoverable from the ATO (in 2006 \$0.516 million).

20 Contingent Liabilities and Contingent Assets

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

21 Budget Review

Net cost of services

Actual Net Cost of Services exceeded budget by \$11.231 million. Expenditure was over budget by \$14.603 million, and revenue was over budget by \$3.439 million.

Increase in expenditure is mainly due to additional expenditure for Sydney Harbour Bridge Anniversary Celebrations (\$5.656 million), ANZAC Memorial (\$3.542 million), State Plan Development (\$2.636 million), for which supplementations were received. This was offset by over budget in revenue, mainly due to In Kind revenue associated with Australia Day Commemorations (\$1.255 million), increase in interest revenue (\$0.477 million).

Assets and liabilities

Current assets exceed budget by \$5.897 million. This was due to an increase in cash of \$2.031 million, and receivables of \$3.866 million.

Current Liabilities exceed budget by \$1.516 million. This was due to the transfer into the Department of provisions and liabilities associated with restructures.

Cash flows

Net Cash Flow from Operating Expenses exceeded budget by \$5.003 million. This was mainly due to increase in total cash receipts of \$6.547 million, and over budget in cash payments of \$17.263 million. Increase in cash payments is mainly associated with approved funding supplementations, and sections 24 and 27 transfers (\$15.719 million).

Net Cash Flow from Investing Activities exceeded budget by \$1.176 million. This was due to capital expenditure associated with restructures, and approved funding supplementations.

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

	2007 \$'000	2006 \$'000
Net cash flows from operating activities	5,383	16,556
Cash flows from Government/Appropriations	(167,132)	(145,427)
Acceptance by the Crown Entity of employee benefits and other liabilities	(5,139)	(4,440)
Equity transferred from administrative restructure	1,277	-
Depreciation	(3,663)	(3,747)
Decrease/(increase) in provisions	(1,922)	(939)
Increase/(decrease) in prepayments and other assets	4,180	(1,934)
Decrease/(increase) in creditors	(650)	481
Net gain/(loss) on sale of plant and equipment	6	(2,177)
Net cost of services	(167,660)	(141,627)

23 Financial Instruments

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

Cash

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

The average rate over the year was 5.15 percent (4.54 percent in 2006), and the rate at year end was 5.25 percent (4.75 percent in 2006)

Receivables

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. The credit risk is the carrying amount (net of any allowance for impairment). No interest is earned on trade debtors. The carrying amount approximates net fair value. Sales are made on 30 day terms.

Trade Creditors and Accruals

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

24 After Balance Date Events

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

End of audited financial statements

Infrastructure Implementation Corporation



New South Wales Government

Department of Premier and Cabinet

Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000
GPO Box 5341,
SYDNEY NSW 2001
www.nsw.gov.au

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

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

- a) The accompanying financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the Financial Reporting Code for Budget Dependent General Government Sector Agencies, the applicable clauses of the Public Finance and Audit Regulation 2005 and the Treasurer's Directions;
- b) The statements exhibit a true and fair view of the financial position of the Infrastructure Implementation Corporation as at 30 June 2007, 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.

Robyn Kruk
Director General

18 October 2007



GPO BOX 12
Sydney NSW 2001

INDEPENDENT AUDITOR'S REPORT

Infrastructure Implementation Corporation

To Members of the New South Wales Parliament

I have audited the accompanying financial report of the Infrastructure Implementation Corporation (the Corporation), which comprises the balance sheet as at 30 June 2007, and the income statement, statement of recognised income and expense and cash flow statement for the year then ended, a summary of significant accounting policies and other explanatory notes.

Auditor's Opinion

In my opinion, the financial report:

- presents fairly, in all material respects, the financial position of the Corporation as of 30 June 2007, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- is in accordance with section 41B of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2005.

Director-General's Responsibility for the Financial Report

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

Auditor's Responsibility

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

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

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

My opinion does *not* provide assurance:

- about the future viability of the Corporation,
- that they have carried out their activities effectively, efficiently and economically, or
- about the effectiveness of their internal controls.

Independence

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

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



J Kheir B Ec FCPA
Director, Financial Audit Services

19 October 2007
SYDNEY

Income Statement for the year ended 30 June 2007

	Notes	July 2006 to June 2007 \$'000
Revenue		
Total revenue		-
Expenses		
Total expenses		-
Result for the year		-

The accompanying notes form part of these financial statements.

Statement of Recognised Income and Expense for the year ended 30 June 2007

	July 2006 to June 2007 \$'000
TOTAL INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY	-
Surplus/(Deficit) for the year	-
TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR	-

Balance Sheet as at 30 June 2007

	Notes	Actual 2007 \$'000
ASSETS		
Current Assets		
Total Current Assets		-
Non-Current Assets		
Total Non-Current Assets		-
Total Assets		-
LIABILITIES		
Current Liabilities		
Total Current Liabilities		-
Non-Current Liabilities		
Total Non-Current Liabilities		-
Total Liabilities		-
Net Assets		-
EQUITY		
Accumulated funds		-
Total Equity		-

The accompanying notes form part of these financial statements.

Cash Flow Statement for the year ended 30 June 2007

	Notes	July 2006 to June 2007 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES		
Payments		-
Receipts		-
Net cash flows from operating activities		-
CASH FLOWS FROM INVESTING ACTIVITIES		
Net cash flows from investing activities		-
NET INCREASE (DECREASE) IN CASH		-
Opening Cash and Cash Equivalents		-
Closing Cash and Cash Equivalents		-

The accompanying notes form part of these financial statements.

Notes to the financial statements for the year ended 30 June 2007

1 Statement of Significant Accounting Policies

a) Reporting entity

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

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

The Corporation was not operational during the 2006–07 financial period. Thus there was no financial activity to report.

The financial report was authorised for issued by the Director General on 19 October 2007.

b) Preparation

The Corporation'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(which include Australian Equivalents to International Financial Reporting Standards (AEIFRS))
- The requirements of the *Public Finance and Audit Act and Regulations*
- *The Infrastructure Implementation Corporation Act 2005*

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

c) Statement of Compliance

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

End of audited financial statements



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Occupational Health and Safety (OHS)

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

With the introduction of the *Working Together Strategy*, the Department developed an OHS and Injury Management Improvement Plan. Some of the areas where work has been done include

- Development of a new OHS policy statement
- Identification of key department strategies
- Inclusion of responsibilities and accountabilities in position descriptions and performance agreements
- Review of the Return to Work Policy and Program
- Reinforcement of the consultation process with staff
- Improvement of risk management knowledge and capacity, establishment of baselines and measuring and monitoring processes

In accordance with the targets set by the sector-wide strategy, a number of training sessions focused on raising awareness and increasing knowledge of OHS issues and internal OHS policies and procedures. These sessions were organised for managers and supervisors and achieved 61 percent participation.

The Department's WorkCover premium for 2006–07 decreased compared to 2005–06. This decrease in actual premium was primarily attributable to a significant improvement in claims management and return to work strategies.

The Department's sound performance with workers compensation matters is attributable to active management and claims continuing to be relatively minor.

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

Future priorities for human resources

In 2007–08 human resources strategy will focus on

- Implementation of the new Department of Premier and Cabinet structure
- Improving the provision of HR expertise services to the Department
- Building staff capability including a review and refocus of the Department's training and development program
- Improving the job analysis and job evaluation processes
- Reviewing and developing a number of key HR policies
- Developing a single consolidated equity plan

Industrial relations policies and practices

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

During the year, eight JCC meetings were held. Issues that were discussed included: job rotation programs, OHS programs and

issues and the Department's restructure after the amalgamation of the former Premier's Department and The Cabinet Office.

No industrial disputes involving the Department arose during the year.

Privacy Management Plan

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

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

The Senior Principal Legal Officer (FOI and Parliamentary Matters) can be contacted at

Level 37
Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000
Ph 02 9228 4441
Fax 02 9228 5542

The Privacy Management Plan is available at www.dpc.nsw.gov.au.

Internal reviews

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

Energy Management Plan

The Department continues its commitment to the Government's Greenhouse Action Plan. The Department's energy manager works closely with the Department of Commerce and other agencies within Governor Macquarie Tower (GMT) and Bligh House, which accommodate the majority of staff, on a range of strategies. These strategies aim to reduce the greenhouse gas emissions per square metre within the buildings occupied by the Department. During the reporting year GMT achieved its requisite four star rating whilst Bligh House continues to comply with its requisite three star rating.

Staff are encouraged to turn off lights, photocopiers and computers at night. The Department of Commerce, engaged to examine GMT joint tenancies for options of best practice, have installed light sensors, switched off roof flood lighting, and have installed energy control devices in all plant-rooms for a reduction of over 50 percent in energy consumption. They are currently trialling the use of a voltage reduction system in the car park light fittings to determine the effect on electricity consumption.

The Department purchases six percent of its energy from 'greenpower' sources.

Motor vehicle services continue to be provided for Ministers, Parliamentary Secretaries, officers of GMT agencies, for other government bodies and for the Department's business needs ie a total of 216 vehicles. The fleet includes a number of prestige vehicles for protocol purposes, is modern and fuel efficient and mostly run on unleaded fuel. The Department has 71 vehicles averaging 8.31 litres per 100 kms.

Waste management

In keeping with the requirements of the Government's Waste Reduction and Purchasing Policy (WRAPP) the Department continued to implement strategies to reduce waste. These strategies included

- Publishing all reports and reviews on the website with minimal paper copies printed eg Owen Report into Electricity Supply in NSW was solely published on the Department's website (110 megabytes of data)
- Ensuring that all network printers purchased have a duplexing function (double sided printing)
- All photocopiers purchased have an email option to reduce paper wastage
- Online applications for staff leave of absence, inquiries on leave balances, and email notification of payslips
- Staff attendance times recorded are monitored by an online facility consistent with legislative requirements. The system also enables electronic processing and reconciliation between leave claimed in attendance records and leave debited from entitlements recorded in the payroll system
- Most copy paper purchased contains upwards of 50 percent recycled paper

During the reporting year, approx 95 tonnes of waste paper was recycled in Governor Macquarie Tower and Bligh House. This figure compares with 110 tonnes in the previous financial year, reflecting the Department's policy to minimise the use of paper.

As part of the Government's re-use strategy, 300 redundant working computers were recycled through the Department of Commerce Reconnect.nsw computer program to community groups and charities.

Risk management and insurance

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

Restructuring within the Department over time, and the retrospective impact of hindsight adjustment, under which premium contributions made in past years are retrospectively adjusted to reflect actual claims performance, effectively prevent valid comparison of premium contributions between years.

The Department's 2006–07 workers' compensation premium, as provided by Allianz Australia Insurance Limited, was \$249,700. This represents a \$56,770 reduction from the previous year and is primarily attributable to a significant improvement in claims management and return to work strategies.

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

The Department's 2006–07 premiums, as provided by GIO General Limited, for motor vehicle, public liability, property and miscellaneous cover, totalled \$264,520.

The 2006–07 motor vehicle premium was \$138,320 which was a \$23,890 reduction from the previous year and is due to a decrease in fleet size and a significant decrease in claims costs.

Investment management and performance

The Department of Premier and Cabinet Cash on Hand is automatically held within the Treasury Banking System.

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

The average rate over the year was 5.15 percent (4.54 percent in 2006) and the rate at year end was 5.25 percent (4.75 percent in 2006).

Electronic Self Service (ESS)

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

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

E-procurement

The Central Corporate Services Unit (CCSU), a business unit within the Department of Commerce, is contracted to provide corporate services functions to the Department of Premier and Cabinet (DPC).

In support of the NSW Government's *Electronic Procurement Reform Implementation Strategy*, CCSU and DPC established project teams to jointly implement electronic procurement and financial system reforms.

The Department has had on-line stationery ordering and the e-marketplace *smartbuy*TM in place for some time.

In September 2006, an upgraded version of *smartbuy*TM was implemented, which enabled comprehensive electronic procurement of products available under NSW procurement contracts.

To further support electronic procurement, CCSU, using portal technology and in consultation with DPC, implemented a new on-line procurement system, *eprocure@ccsu*. This system enables online requisitioning for procurement which falls outside of the product range of NSW procurement contracts. It was introduced in conjunction with the 2006 *smartbuy*TM upgrade and is proving to be a very effective electronic procurement tool.

Human resource statistics

Senior executive service positions

Total CES/SES officers on 30 June	2007
Level 8	1
Level 7	4
Level 6	5
Level 5	3
Level 4	5
Level 3	16
Level 2	2
Level 1	10
Total	46*

*In addition there are four officers of the Department who are out-posted (1 SES Level 2, 2 SES Level 6 and 1 SES Level 7).

* Comparison for previous years is not possible due to amalgamation of the Premier's Department and The Cabinet Office.

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

Parliamentary Annual Report tables

These tables are extracted from the Workforce Profile and are based on FTE (not headcount).

Trends in the representation of EEO groups (FTE)

EEO group	Percentage of total staff	
	Department of Premier and Cabinet	Benchmark or government target
Women	62	50
Aboriginal people and Torres Strait Islanders	1.9	2
People whose language first spoken as a child was not English	13	20
People with a disability	9	12
People with a disability requiring work-related adjustment	3.4	7

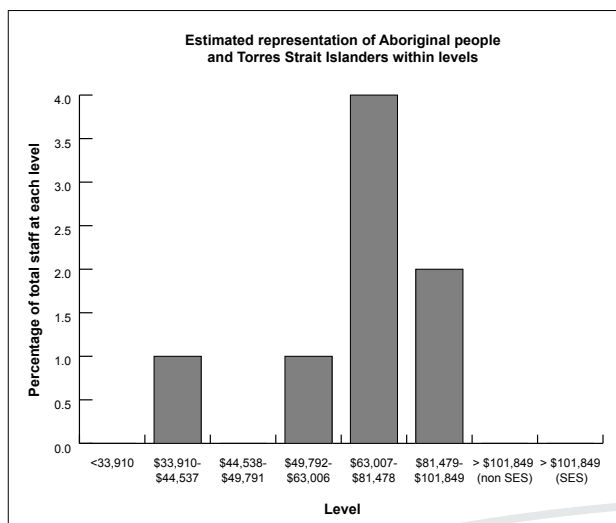
Trends in the distribution of EEO groups (FTE)

EEO group	Distribution index	
	Department of Premier and Cabinet	Benchmark
Women	89	100
Aboriginal People and Torres Strait Islanders	n/a	100
People whose language first spoken as a child was not English	103	100
People with a disability	96	100
People with a disability requiring work-related adjustment	n/a	100

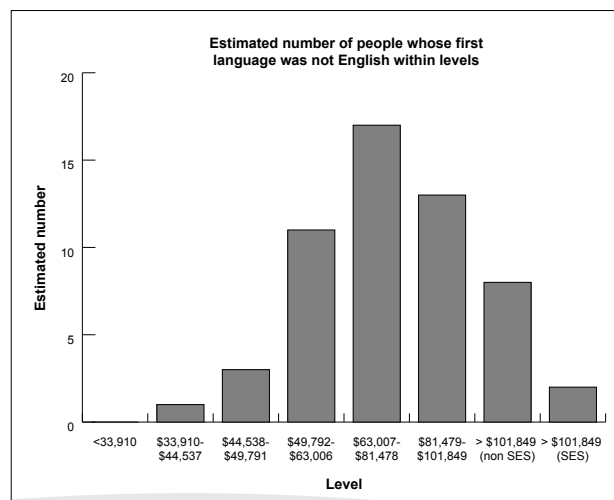
Percentage of staff by grading (FTE)

LEVEL	Total staff (number)	Respondents %	Men %	Women %	Aboriginal People and Torres Strait Islanders %	People from racial, ethnic, ethno-religious minority groups %	People whose language first spoken as a child was not English %	People with a disability %	People with a disability requiring work-related adjustment %
< \$33,910	8	5	0	8	0	0	0	1	1
\$33,910–\$44,537	17	15	4	13	1	2	1	3	3
\$44,538–\$49,791	35	30	12	23	0	4	3	4	3
\$49,792–\$63,006	93	82	13	80	1	20	11	4	1
\$63,007–\$81,478	173	118	73	100	4	30	17	9	2
\$81,479–\$101,849	131	95	49	82	2	11	13	8	3
> \$101,849 (non SES)	65	47	32	33	0	9	8	6	2
> \$101,849 (SES)	44	30	30	14	0	4	2	1	0
Total	566	422	213	353	8	80	55	36	15

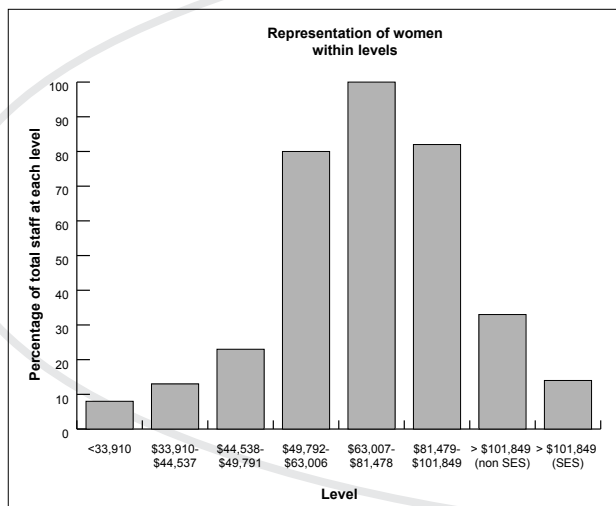
Aboriginal people and Torres Strait Islanders



First language other than English



Women



Staff profile

Level	Total staff	2006-07	
		Men	Women
< \$33,910	8		8
\$33,910-\$44,537	17	4	13
\$44,538-\$49,791	35	12	23
\$49,792-\$63,006	93	13	80
\$63,007-\$81,478	173	73	100
\$81,479-\$101,849	131	49	82
> \$101,849 (non SES)	65	32	33
> \$101,849 (SES)	44	30	14
Total	566	213	353

Exceptional movements in employee wages, salaries or allowances

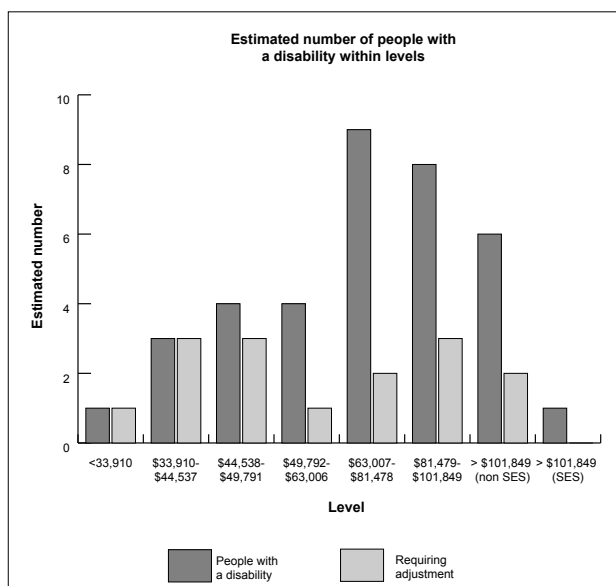
A salary increase of four percent effective 1 July 2006 was paid to clerical officers and senior officers in accordance with the Crown Employees (Public Sector — Salaries 2004) Award.

The Statutory and Other Offices Remuneration Tribunal determined a performance-based increase of 4.0 percent for SES officers, effective 6 October 2006. All increases were subject to satisfactory assessment of performance.

Value of recreation leave

As at 30 June 2007, the value of accrued recreation leave was \$9.017 million and long service leave \$18.221 million.

People with a disability



Executive remuneration and senior executive performance statement

Mr Paul Clark PSM

Assistant Director General

Counter-Terrorism and Disaster Recovery Directorate

Appointed: 1 July 2004, SES Level 5

Remuneration as at 30 June 2007: \$247,300

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

Specific achievements in 2006–07 included

- Developed the whole-of-government NSW Human Influenza Pandemic Plan and contributed to the development of national pandemic planning through the COAG Influenza Pandemic Working Group
- Initiated and led, in collaboration with NSW Police, the development of a secure web based NSW Counter-Terrorism System to manage NSW Protection Programs such as Critical Infrastructure and Mass Gatherings
- Coordinated NSW involvement in the planning for the Asia Pacific Economic Cooperation (APEC) Leaders Week held in Sydney, 2 to 9 September 2007
- Coordinated NSW input into the COAG Review of Hazardous Materials
- Coordinated the development of a strategy to ensure effective support for people impacted by a major terrorist incident
- Initiated a number of strategies to address NSW obligations under the COAG Strategy for Promoting Public Understanding of the National Counter-Terrorism Arrangements
- Actively represented NSW and the Department on National Counter-Terrorism and State Emergency Management committees and associated working groups
- Provided executive support to the NSW Chief Executive Officers Counter-Terrorism Coordinating Group

Mr Don Colagiuri SC

Parliamentary Counsel

Parliamentary Counsel's Office

Appointed: 14 February 2006, SES Level 7

Remuneration as at 30 June 2007: \$383,600

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

Specific achievements in 2006–07 included

- Managed programs for the drafting and development of bills for introduction into Parliament, regulations, rules, orders, proclamations and environmental planning instruments
- Completed the reorganisation and boosting of the office's environmental planning instrument drafting and publishing program to assist in this part of the planning process and to facilitate the introduction of the standard local environmental planning instrument
- Took a leading role in the drafting and development of uniform legislation for Council of Australian Governments' (COAG) and Standing Committee of Attorneys General (SCAG) and other Ministerial Councils

- Advised the Government on a large number of matters relating to legislation and legislative proposals, many of which involved complex questions of law or legislative interpretation
- Enhanced on-line public access to legislation by the maintenance and further development of the official website for NSW legislation: www.legislation.nsw.gov.au
- Ensured the smooth relocation of the office to new premises (following the sale of the Goodsell Building) without any disruption to services, and within budget and timeframe

Ms Vicki D'Adam

Assistant Director General

Policy Development

Appointed: 7 July 2005, SES Level 5

Remuneration as at 30 June 2007: \$247,300

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

Specific achievements in 2006–07 included

- The management and co-ordination of a number of contentious and sensitive issues the details of which cannot be disclosed because of Cabinet confidentiality
- Development of advice to the Premier and management of NSW's agenda items for meetings of Council of Australian Governments (COAG) and meetings of the Council for the Australian Federation
- Representing NSW on the COAG Human Capital Working Group and leading the development of the NSW Action Plans on literacy and numeracy, diabetes, and early childhood education and care
- With NSW Health, negotiated with the Commonwealth and other jurisdictions on the development of the national registration and accreditation scheme for health professions
- Development of the NSW Interagency Plan to tackle child sexual assault in Aboriginal communities
- Development of policy on improving the regulation making process and coordination of the Government's responses to IPART's investigation into the burden of regulation and improving regulatory efficiency

Mr Peter Duncan

Deputy Director General

Office of the Coordinator General

Appointed: 27 June 2007, SES Level 7

Remuneration as at 30 June 2007: \$348,000

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

Specific achievements in 2006–07 included

- Provided high level, expert and strategic advice to the Director General, Coordinator General, Premier and NSW Government on matters pertaining to infrastructure and investment projects.
- Directed and managed the Office of the Coordinator General in supporting major initiatives and whole-of-government focus on major infrastructure projects and infrastructure policy, planning, coordination and delivery in NSW including transport, health, freight, water management and energy

- Led and directed the coordination and support of major government and non-government initiatives and achieved better alignment with the planning, investment and delivery of major projects
- Facilitated a number of key inter-agency negotiations to ensure optimal infrastructure implementation outcomes for NSW including the Urban Transport Statement and the Government's response to the Freight Infrastructure Advisory Board's report

Mr Ben Keneally
Executive Director
Premier's Delivery Unit

Appointed: 10 April 2006, SES Level 6
 Remuneration as at 30 June 2007: \$278,000

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

Specific achievements in 2006–07 included

- Worked with RailCorp to implement a detailed set of recommendations to improve passenger information on stations and trains and to reduce a number of delay causing incidents
- Drove four Crime Prevention Partnerships that brought together State government agencies and local government to successfully implement situational crime prevention strategies to reduce non domestic violence related assault
- Implemented a project to reduce red tape in key police processes to enable more time to be spent on proactive policing
- Coordinated the community consultation process on the draft NSW State Plan
- Coordinated the finalisation and launch of the NSW State Plan
- Developed and implemented the Cabinet oversight process for the achievement of State Plan priorities

Ms Robyn Kruk AM
Director General

Appointed: 7 May 2007, SES Level 8
 Remuneration as at 30 June 2007: \$482,750
 (The remuneration amount includes a special responsibilities allowance of \$10,000 for being the Director General of the Office for Children)

Ms Kruk commenced duties in the position of Director General of the Department of Premier and Cabinet on 7 May 2007. In the period to 30 June 2007, Ms Kruk successfully carried out a number of important functions and the Premier has expressed satisfaction with her performance.

Specific achievements in 2006–07 included

- Amalgamation of the Premier's Department and The Cabinet Office to establish the NSW Department of Premier and Cabinet. The Department will ensure greater coordination and integration of whole-of-government policy making and service delivery
- Implementation of necessary governance structures to drive the roll-out of commitments under the State Plan across the NSW public sector. In particular:
 - The Premier's Delivery Unit to work with agencies to identify, implement and monitor strategies to meet priorities and service delivery targets

- The Performance Review Unit to: undertake major structural reviews of functions and programs involving multiple agencies; assist in ensuring that resources are focused on high priority service delivery areas; and drive service delivery improvement across the sector
- The Office of the Coordinator General to ensure the delivery of key government infrastructure projects
- Leadership of the Department of Premier and Cabinet in meeting its commitments under the State Plan
- Ensured coordinated approach to the NSW Government's response to the drought, including monitoring of the effects of the drought on water supplies in rural and regional areas
- Finalisation of a strategy to ensure the security of Goulburn's water supply
- Leadership of the public sector in the coordination of recovery action following the Hunter and Central Coast storms
- Leadership of the public sector in the coordination of the NSW Government's support for the Commonwealth's staging of APEC 2007

Dianne Leeson
Director Planning
Infrastructure Implementation Group

Appointed: 9 July 2006, SES Level 5
 Remuneration as at 30 June 2007: \$230,000

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

Specific achievements in 2006–07 included

- High level planning and strategic advice on implementation of the *Environmental Planning and Assessment Act Part 3A*
- Planning, business plan and approvals of the Port Botany redevelopment and Enfield Intermodal development
- Facilitating the Royal North Shore Hospital/University of Sydney agreement on the research and education facility
- Planning and strategic advice in respect of major planning and policy initiatives such as State Environmental Planning Policy (SEPP) for infrastructure, Bays Precinct, urban land release and freight strategies

Mr Peter Loxton
Assistant Director General
Strategic Projects Division

Appointed: 29 September 2002, SES Level 6
 Remuneration as at 30 June 2007: \$278,000

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

Specific achievements in 2006–07 included

- Supported extensive community consultation processes for the development of the State Plan. Provided leadership on Regional Delivery planning, assistance to the Minister for Volunteering on Volunteering and Community Participation, and worked with agencies on other priority plans including economic development, environment and justice planning
- Led the further development of a comprehensive strategy to extend access and to improve quality, efficiency and responsiveness of service delivery, especially through telephone and online channels

- Identified, coordinated and supported multi-stakeholder responses to complex anti-social behaviour, crime prevention, and population group issues in locations including: West Dubbo, Bourke and Macquarie Fields
- Facilitated the NSW Government's management of key cross-border issues with the ACT, Victoria and Queensland such as settlement and transport planning, catchment management, water supply and human services provision
- Worked closely with the Department of Commerce and Treasury in the provision of high level strategic advice to agencies on major ICT projects, and participated in Steering Committees for major broadband and telecommunications reforms and efficiencies

Mr Chris Raper
Deputy Director General
Public Sector Workforce Office

Appointed: 27 June 2007, SES Level 6
 Remuneration as at 30 June 2007: \$278,000.00

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

Specific achievements in 2006–07 included

- Provided high level strategic advice to the NSW government and agencies on a range of public sector employment and wages policy and industrial relations issues
- Managed and developed advice to the Cabinet Standing Committee on the Budget on a range of employment related issues, particularly in relation to matters arising from the Government's Economic and Financial Statement delivered 23 February 2006
- Led major cases argued before the Industrial Relations Commission of NSW on behalf of the NSW government
- Developed and implemented a range of strategies to meet emerging labour force needs across the NSW Public Sector. Initiatives included: new "employer of choice" branding strategy; development of "Choose Your Own Adventure" website to encourage school students to consider public sector apprenticeships; Rural and Remote Areas Attraction and Retention Pilot Program; supporting the State Plan with workforce planning strategies; revised Premier's Public Sector Awards program to reflect the State Plan priorities
- Commenced implementation of the Council on Cost and Quality of Government recommendation to streamline Public Sector Recruitment. Legislative, procedural and IT initiatives are involved. Roll out to agencies will commence in late 2007
- Restructured the Public Employment Office to meet emerging policy, industrial, workforce and human resource advice needs of agencies and government
- Provided government with regular statistical advice and analysis of employment data through the Workforce Profile collection

Ms Leigh Sanderson
Deputy Director General
General Counsel

Appointed: 29 June 2007, SES Level 6
 Remuneration as at 30 June 2007: \$303,971

The Director General expressed satisfaction with Ms Sanderson's performance throughout the period of her employment with the Department.

Specific achievements in 2006–07 included

- Represented the NSW Government in negotiations with James Hardie Industries NV to finalise the Final Funding Agreement to provide long-term funding for victims of James Hardie's asbestos, and instructed on implementing relevant amending legislation
- Advised on various electoral matters, including issues arising from the conduct of the 2007 General Election and the *Parliamentary Electorates and Elections Amendment Act 2006*
- Advised on the finalising of NSW reforms to double jeopardy and the Innocence Panel, and co-chaired the COAG working group on double jeopardy reform
- Advised on issues concerning the organisation and security needs of APEC, including APEC legislation
- Provided ongoing advice on anti-terrorism legislation, including preventative detention laws and censorship of terrorist-related material
- Provided ongoing advice on the Government's response to the Commonwealth's WorkChoices legislation and NSW industrial relations reform
- Continued development and co-ordination of Native Title policy
- In April 2007, assumed responsibility for the Better Regulation Office and the Government's regulatory reform priorities and led implementation of the State Plan Priority P3: Cutting Red Tape

Mr John Schmidt
Deputy Director General
Policy Development

Appointed: 29 June 2007, SES Level 7
 Remuneration as at 30 June 2007: \$348,600

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

During the period 29 August 2006 to 26 April 2007 Mr Schmidt held the position of Acting Director General of the former Cabinet Office. Mr Schmidt had responsibility for the performance of the Natural Resources and Economic Development Branches of the Department. Until April 2007, he also had responsibility for the NSW Greenhouse Office and the Metropolitan Water Directorate.

Specific achievements in 2006–07 included

- Ongoing development of the States and Territories proposal for a national emissions trading scheme
- Acting as Secretary to Cabinet and the Cabinet Committees on the Budget, Urban Transport, Environment, Natural Resources and Rural Affairs, and Infrastructure and Planning

- Supporting the implementation of the Council of Australian Governments' National Reform Agenda for the energy, road and transport sectors
- Supporting the Premier at meetings of the Council of Australian Governments, the Council for the Australian Federation and the inter-governmental water summits
- Implementation of projects under the Metropolitan Water Plan; drought contingency planning in the southern Murray-Darling Basin and coordination of bids for funding from the Australian Government Water Fund

Mr Alex Smith AM

Deputy Director General

State Administration Services

Appointed: 27 June 2007, SES Level 7

Remuneration as at 30 June 2007 \$348,000

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

Specific achievements in 2006–07 included

- Effective management of the Department's human resources, financial and budgetary process, information technology and administrative support programs
- Implementation of a budget savings plan for the Department and achievement of the milestones and targets established for the agency
- Effective leadership of the NSW Government's disaster recovery response following the June storms which caused significant damage in the Hunter and Central Coast
- Leadership of whole-of-government assistance to regional and rural communities in responding to the continuing drought, particularly town and country water supply issues
- Effective leadership of the Department's State administration responsibilities to the Premier as Head of Government
- Leadership of the Department in its State administration functions immediately before and after the State Election
- Effective leadership of the Department in planning, organising and delivering the 75th Anniversary celebration of the Sydney Harbour Bridge

Mr John Trevillian AM

Assistant Director General

Office of Protocol and Special Events

Appointed: 4 November 2002, SES Level 6

Remuneration as at 30 June 2007: \$260,000

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

Specific achievements in 2006–07 include

- Successfully coordinated and delivered major events including: the Sydney Harbour Bridge 75th Anniversary celebrations; Australia Day celebrations; New Year's Eve; Big Day Out; City to Surf; Moore Park Events; New Mardi Gras; Sydney Running Festival; Remembrance Day; and ANZAC Day
- Planned and coordinated APEC Leaders' Week, participated in several APEC Executive and Operations groups, and was responsible for NSW Government public communications regarding APEC

- Coordinated the NSW Government disaster recovery following the storms and floods in Newcastle, Hunter and Central Coast regions
- Oversaw the successful coordination of official visits/guest of government programs including: Prime Minister of Cambodia; Pontifical Council for the Laity for World Youth Day 2008; Crown Prince and Princess of The Netherlands; Vice President of the USA; Prime Minister of Greece; His Holiness the Dalai Lama; Governor of Jakarta
- Represented the NSW Government on the Council for the Order of Australia and the Australian Bravery Decorations Council

Account payment performance

Aged analysis at the end of each quarter

Quarter	Current (i.e. within due date)	Less than 30 days overdue	Between 30 days and 60 days overdue	Between 60 days and 90 days overdue	More than 90 days overdue
	\$	\$	\$	\$	\$
September quarter	325,227	0	0	0	0
December quarter	153,543	0	0	0	0
March quarter	1,348,828	0	0	0	0
June quarter	923,756	0	0	0	0

Accounts paid on time within each quarter

Quarter	Total accounts paid on time			Total amount paid (\$)
	Target (%)	Actual (%)	\$	
September quarter	88	89	17,292,893	18,247,877
December quarter	88	91	20,552,144	22,139,794
March quarter	88	87	24,476,226	27,478,193
June quarter	88	92	31,702,348	39,929,578

During 2006–07 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.

Major assets and land disposal

The Department of Premier and Cabinet had no acquisitions or disposals of land or major assets.

Major assets other than land holding

	Major additions 2006–07 \$'000	Total assets as at 30 June 2007 \$'000
Computer equipment	2,155	3,873
Intangibles — software	24	1,912
Leasehold improvements	1,477	6,404
General plant and equipment	504	2,197
Work in progress	1,244	1,244
Total	5,404	15,630

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

No event had a significant effect on the balance date.

Representatives on significant committees

Board of Management

Executive forum to address corporate and general Department issues.

Management representatives

Col Gellatly
Robyn Kruk AM
Alex Smith AM
Elizabeth Coombs
Chris Raper
John Trevillian AM
Paul Clark PSM
Peter Loxton
Brad Fitzmaurice
David Roden
Emanuel Sklavounos
John Dermody
Peter Connelly
Jeanette Evans
John Schmidt
Ben Keneally
Don Colagiuri SC
Leigh Sanderson
Peter Duncan

Staff observers

Jo Haran
Jennifer Perry
Helen Delich
Wayne Green

Central Corporate Services Unit

Paul Campbell
Greg Reynolds
Rod Lloyd
Ian McGilchrist

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.

Susan Hayes (chair)
Paula Castile
Trevor Barnes
Kent Broadhead
Megan Irwin-Moyle
Maria Duca
Jo Hatton

Joint Consultative Committee

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

Management staff

Col Gellatly
Robyn Kruk AM
Alex Smith AM
Paul Clark PSM
Emanuel Sklavounos
John Dermody
Peter Loxton
Brad Fitzmaurice
Chris Raper
Elizabeth Coombs
David Roden
Peter Connelly

Union representatives

Paul Petersen
Graeme Gandy
Janet Britton
Pam Campbell
Kathryn Freytag
David Golightly
Michelle Wood
Luke Walton

PSA

Dylan Smith
Rachael O'Shea

Responses to significant matters raised in the ongoing audit reports

No significant matters were raised in the ongoing audit reports.

Statement of responsibility (credit card use)

The Director General certifies that credit card use in the department has met best practice guidelines in accordance with Premier's memoranda and Treasury directions.

Controlled entities

The Department of Premier and Cabinet is a separate reporting entity with no other entities under its control.

Consultants

Consultancies equal to or more than \$30,000

Category	Cost	Title/nature
Environmental		
GHD Pty Ltd	\$51,656	Engaged to provide technical assistance to inform the development of regulations to support a third-party access regime for water and wastewater infrastructure services under the <i>Water Industry Competition Act 2006</i>
Economic/Infrastructure		
PricewaterhouseCoopers	The total cost is \$135,730 shared equally by DPC and NSW Treasury. One part payment of \$27,146 (\$13,573 paid by DPC) in 2006–07	Engaged to undertake a public review of the regulation of significant ports and associated operations in NSW to ensure they are consistent with principles for economic regulation of significant infrastructure agreed by the Council of Australian Governments. The review is due to be completed by the end of 2007

Management services		
CapGemini	\$165,000	Planning and facilitation of the draft State Plan
Elton Consulting	\$254,187	State Plan Community Consultation process
Total number of consultancies equal to or more than \$30,000 is three	\$319,581	

Consultancies less than \$30,000

Category	Cost
Finance and accounting	
Mercer (transition to retirement for SSS and SASS)	7,000.00
Cumpston Sarjeant Pty Ltd (Family Law SSS — preparation of demonstration spreadsheet)	3,894.54
Mercer (transition to retirement costing of alt new model)	8,500.00
Cumpston Sarjeant Pty Ltd (Family Law SSS — preservation)	856.36
Mercer (review of defined benefit structure)	5,000.00
KPMG (review of circular relevant to GST policy and legislation)	20,000.00
Mercer (defined benefit: costing re age increase to 75)	5,000.00
KPMG (tax ruling re severance payments)	20,000.00
KPMG (tax treatment of benefits under Remote Areas Attraction and Retention Pilot Program 2006)	14,500.00
Legal	
Clayton Utz	9,801
Blake Dawson Waldron	15,330
Total number of consultancies less than \$30,000 is 11	
Total number of all consultancies is 15	

Freedom of Information

During 2006–07, the Department of Premier and Cabinet (or its predecessor organisations being the Premier's Department and The Cabinet Office) processed 84 Freedom of Information (FOI) applications, compared with 64 in 2005–06. Of the applications processed by the Department

- Two applications were withdrawn
- 9 applications were transferred to other agencies
- 22 applications were granted in full
- 11 applications were granted in part
- 22 applications were refused. (Of these applications, two were incomplete or wrongly addressed, six were refused on the basis that the documents requested were not held, eight were refused because the applicant refused to pay an advance deposit and six were refused on the basis the documents were exempt in whole.)

Eight remained to be completed at 30 June 2007.

During 2006–07 compliance with the provisions of the *Freedom of Information Act 1989* had no significant impact on the administration of the Department of Premier and Cabinet.

There were five applications for internal reviews lodged with the Department during this reporting period. Five were processed before the end of the period.

There were seven 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 *Premier's Department FOI Procedure Manual* (which applies for this reporting year).

As a result of the establishment of the Department of Premier and Cabinet in April 2007, data shown for the 2005–06 year includes data previously reported for the former Premier's Department and The Cabinet Office.

Section A — Number of new FOI requests from 1/7/06 to 30/6/07

FOI requests	Personal	Other	Total	Personal 2005–06	Other 2005–06	Total 2005–06
New 1	2	78	80	0	56	56
Brought forward from 2005–06	0	4	4	1	7	8
Total to be processed	2	82	84	1	63	64
Completed 2	0	55	55	1	54	55
Transferred out	2	17	19	0	4	4
Withdrawn	0	2	2	0	2	2
Total finalised	2	74	76	1	60	61
Before ADT (as at 30 June 2006)	0	73	7	0	3	3
Unfinished (carried forward)	0	8	8	0	4	4

Note 1: One further application was received, which was not accepted under section 17 as it did not include the required processing fee. Note 2: This includes four matters which are now before the ADT. Note 3: Three matters are carried forward from the previous year. Note 4: Not previously reported. Note 5: The 2005–06 the Premier's Department Annual Report identified three matters to carry forward to 2006–07. It appears an additional matter (which was made before 30 June 2006 but withdrawn after 1 July 2007) should also have been recorded as carried forward.

Section B — What happened to the 55 completed requests

Result of FOI request	Personal	Other	Total	Personal 2005–06	Other 2005–06	Total 2005–06
Granted in full	0	22	22	0	20	20
Granted in part	0	11	11	0	13	13
Refused	0	22	22	1	21	22
Deferred	0	0	0	0	0	0
Completed	0	55	55	1	54	55

Section C — Ministerial certificates

There were no ministerial certificates issued during this reporting period.

Section D — Formal consultations

There were 18 FOI requests requiring formal consultations.

	Personal	Other	Personal 2005–06	Other 2005–06
Formal Consultations	0	18	0	8

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: (22 applications refused, 11 granted in part)

Basis for partial access or refusal	Personal	Other	Total	Personal 2005–06	Other 2005–06
S19 (incomplete, wrongly addressed)	0	2	2	0	0
S22 (deposit not paid)	0	8	8	0	2
S25(1)(a1) (diversion of resources)	0	0	0	0	1
S25(1)(a) (exempt)	0	17	17	0	19
S25(1)(b), (c), (d) (info otherwise available)	0	0	0	0	0
S28(1)(b) (docs not held)	0	6	6	1	15
S24(2) (exceed 21 day limit, deemed refusal)	0	0	0	0	0
S31(4) (released to Medical Practitioner)	0	0	0	0	0

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 ⁶	FOI fees received (including application fees)	Assessed costs 2005–06	FOI fees received 2005–06
\$3,075	\$5,130	\$1,800	\$2,830

Note 6: Does not include application fees.

Section I — Discounts allowed

Type of discounts allowed	Personal 2006–07	Other 2006–07	Personal 2005–06	Other 2005–06
Public Interest	0	3	0	0
Financial hardship — pensioner/child	0	0	0	0
Financial hardship — non-profit organisation	0	0	0	0
Significant corrections to personal records	0	0	0	0
Total	0	3	0	0

Section J — Days to process, by 55 completed applications

Elapsed time	Personal	Other	Total	Personal 2005–06	Other 2005–06	Total 2005–06
0 — 21 days	0	21	21	1	15	16
22 — 35 days	0	11	11	0	20	20
Over 35 days	0	23	23	0	19	19
Totals	0	55	55	1	54	55

Section K — Processing time, by 55 completed applications

Processing hours	Personal	Other	Personal 2005–06	Other 2005–06
0 — 10 hours	0	51	1	27
11 — 20 hours	0	4	0	14
21 — 40 hours	0	0	0	7
Over 40 hours	0	0	0	6
Totals	0	55	1	54

Section L — Reviews and appeals, by application

Reviews and appeals	2006–07	2005–06
Number of internal reviews finalised	5	8
Number of Ombudsman reviews finalised	3	2
Number of ADT appeals lodged	4	1
Number of ADT appeals finalised	0	1

Details of internal review results

Basis of internal review	Personal				Other			
	Upheld		Varied		Upheld		Varied	
	2006-07	2005-06	2006-07	2005-06	2006-07	2005-06	2006-07	2005-06
Grounds on which internal review was requested								
Access refused	0	0	0	0	0	2	0	0
Deferred	0	0	0	0	0	0	0	0
Exempt matter	0	0	0	0	3	5	0	1
Unreasonable charges	0	0	0	0	1	0	0	0
Charge unreasonably incurred	0	0	0	0	0	0	0	0
Amendment refused	0	0	0	0	0	0	0	0
Other	0	0	0	0	1	0	0	0
Total	0	0	0	0	5	7	0	1

- Minister for Lands, Minister for Rural Affairs, Minister for Regional Development, and Vice President of the Executive Council (L)
- Minister for Small Business and Regulatory Reform, and Minister for Ports and Waterways (SB)
- Minister for Fair Trading, Minister for Youth, and Minister for Volunteering (FT)
- Minister for Local Government, Minister for Aboriginal Affairs, and Minister Assisting the Minister for Health (Mental Health) (LG)

Data in relation to three former Ministers' offices who ceased to be Ministers at the 2007 General election is incorporated in the data for Ministers who succeeded them in office. The Department has not been able to locate data for other Ministers who ceased to hold office during the financial year.

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

FOI Applications lodged with Ministers' offices

The *Freedom of Information Act 1989* (FOI Act) and the *Premier's Department FOI Procedure Manual* require that Ministers furnish the Premier (as Minister responsible for the FOI Act) with a return on FOI applications that are lodged with Ministers' offices during the reporting period.

During 2006–07, 42 Freedom of Information applications were received or carried forward, compared with 47 in 2005–06. Of the 40 applications finalised by Ministers' offices

- 10 were transferred
- Four were withdrawn
- 11 were granted in full
- One was granted in part
- 14 were refused. (Of these 14 applications, 10 were granted in part or refused on the basis that documents were not held, one was refused on the basis the document was otherwise available, three 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)
- Two were not finalised as at 30 June 2006

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

- Premier, and Minister for Citizenship (P)
- Deputy Premier, Minister for Transport, and Minister for Finance (DP)
- Attorney General, and Minister for Justice (A)
- Minister for Planning, Minister for Redfern Waterloo, and Minister for the Arts (PL)
- Minister for Health (H)
- Minister for Roads and Minister for Commerce (R)
- Minister for Primary Industries, Minister for Energy, Minister for Mineral Resources, and Minister for State Development (PI)

FOI Requests	Personal	Other	Total
New (inc transferred in)	1 (P), 1 (DP), 5 (PL), 1 (H), 3 (PI), 1 (L), 1 (FT), 1 (LG)	9 (P), 4 (DP), 2 (A), 4 (H), 3 (R), 2 (SB), 2 (LG)	40
Brought Forward from 2005–06	1 (PI)	1 (P)	2
Total to be processed	1 (P), 1 (DP), 5 (PL), 1 (H), 4 (PI), 1 (L), 1 (FT), 1 (LG)	10 (P), 4 (DP), 2 (A), 4 (H), 3 (R), 2 (SB), 2 (LG)	42
Completed	1 (P), 3 (PL), 1 (H), 2 (PI)	8 (P), 4 (DP), 2 (A), 2 (H), 1 (R), 2 (SB)	26
Transferred out	1 (DP), 1 (PL), 2 (PI), 1 (FT), 1 (LG)	1 (H), 1 (R), 2 (LG)	10
Withdrawn	1 (PL), 1 (L)	1 (P), 1 (H)	4
Total finalised	1 (P), 1 (DP), 5 (PL), 1 (H), 4 (PI), 1 (L), 1 (FT), 1 (LG)	9 (P), 4 (DP), 2 (A), 4 (H), 2 (R), 2 (SB), 2 (LG)	40
Unfinished (carried forward)		1 (P), 1 (R)	2

Note: Two applications were also received by (P) but were not valid as no application fee was paid (s.17).

Section B — What happened to completed requests — Ministers' offices

Result of FOI Request	Personal	Total	Other	Total
Granted in full	3 (PL), 2 (PI)	5	4 (P), 1 (DP), 1 (SB)	6
Granted in part		0	1 (P)	1
Refused	1 (P), 1(H)	2	3 (P), 3 (DP), 2 (A), 2 (H), 1 (R), 1 (SB)	12
Deferred		0		0
Completed	1 (P), 3 (PL), 1 (H), 2 (PI)	7	8 (P), 4 (DP), 2 (A), 2 (H), 1 (R), 2 (SB)	19

Section C — Ministerial certificates issued — Ministers' offices

There were no ministerial certificates issued during this reporting period.

Section D — Formal consultations — Ministers' offices

There were two requests requiring formal consultation: one (P) and one (DP).

Section E — Requests for amendment of personal records — Ministers' offices

There was one (LG) request for amendment of personal records during this reporting period.

Section F — Requests for notation of personal records — Ministers' offices

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

Section G — FOI Requests granted in part or refused — Ministers' offices

Basis for partial access or refusal	Personal	Total	Other	Total
S19 (incomplete, wrongly addressed)		0		0
S22 (deposit not paid)		0	1(DP), 1 (SB)	2
S25(1)(a1) (diversion of resources)		0		0
S25(1)(a) (exempt)		0	1 (P) 2 (DP)	3
S25(1)(b), (c), (d) (info otherwise available)		0	1 (R)	1
S28(1)(b) (docs not held)	1 (P), 1 (H)	2	3 (P), 1 (DP), 2 (A), 1 (H), 1 (R),	8
S24(2) (exceed 21 day limit, deemed refusal)		0		0
S31(4) (released to Medical Practitioner)		0		0
Total		2		14

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

Assessed Costs	FOI fees received
\$390 (P)	\$690 (P) \$105 (DP) \$30 (H) \$60 (A) \$90 (PL) \$90 (R) \$45 (PI) \$30 (L) \$30 (SB) \$90 (LG)

Section I — Discounts allowed — Ministers' offices

1 (PI) (Public interest) and 1 (DP) (concession card) discounts were allowed.

Section J — Days to process — Ministers' offices

Elapsed Time	Personal	Total	Other	Total
0 — 21 days	1 (P), 3 (PL), 1 (H), 4 (PI), 1 (L)	9	7 (P), 4 (DP), 2 (A), 2 (H), 2 (SB)	17
22 — 35 days		0	1 (R)	1
Over 35 days		0	2 (P), 1 (R)	3
Total		9		21

Note: Some Ministers' offices include transferred applications, as well as completed applications.

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

Processing Hours	Personal	Total	Other	Total
0 — 10 hours	1 (P), 3 (PL), 4 (PI), 1 (L)	9	8 (P), 4 (DP), 2 (A), 2 (H), 2 (R), 2 (SB)	20
11 — 20 hours			1 (P)	1
21 — 40 hours				
Over 40 hours				
Total		9		21

Note: Some Ministers' offices include transferred applications, as well as completed applications.

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

Reviews and appeals	2005–06
Number of internal reviews finalised	
Number of Ombudsman reviews finalised	
Number of ADT appeals lodged	1 (A), 1 (PI)
Number of ADT appeals finalised	

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

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

Statement of Affairs

Under section 14 of the *Freedom of Information Act 1989*, the Department of Premier and Cabinet is required to publish an annual Statement of Affairs, 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 and Cabinet to achieve the Government's objectives. The primary responsibility therefore, is to serve and advise the Premier as the head of government and the head of the State's administration. This includes co-ordinating policy and administration between government agencies. The structure of the Department is detailed elsewhere in this Annual Report.

Information on the structure and functions of the Department is publicly available on the Department's website, www.dpc.nsw.gov.au

Effect of functions on members of the public

The functions of the Department have a direct effect on members of the public through the provision of services and indirectly through the provision of policy advice. These services include the management of State resources, improving management practices across the public sector and

implementing government policies. Policy advice given by the Department (which includes the provision of advice, information and specialised services such as policy development and coordination across a range of functions to serve the people of NSW) which is accepted by government via the Cabinet process is generally given effect by other government agencies.

Public participation in policy development

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

Categories of documents held by the Department

A list of policy documents of the Department which are publicly available is published in the Government Gazette and online every six months in the Summary of Affairs, as required under the *Freedom of Information Act 1989*. A copy of the most recent Summary of Affairs can be obtained from the Government Gazette or www.dpc.nsw.gov.au. The documents themselves can be downloaded from the website.

These documents include

- Policy documents including memoranda and circulars
- Documents on internal administration of the Department
- Policy and planning documents

In addition, the Department also maintains the following categories of documents

- Documents prepared for submission to Cabinet and Cabinet Committees
- Official records of Cabinet and Cabinet Committees
- Deliberations or decisions of Cabinet and Cabinet Committees
- Documents prepared for submission to the Executive Council
- Deliberations or advice of the Executive Council
- Premier's briefing papers
- Correspondence with the Commonwealth
- Correspondence with the other States and Territories
- Correspondence with members of the public
- Correspondence with Ministers and other members of parliament
- Internal working papers of the Department

The following categories of documents are held by the Parliamentary Counsel's Office (which is a separate office within the Department)

- Documents describing the functions etc of the Office, including
 - *Amendments in Committee Drafting Manual*
 - *Manual for the Drafting of Non-Government Legislation*
 - *Manual for the Preparation of Legislation*
 - *NSW Legislation Paper Reprints Policy*

- Documents associated with the preparation of draft legislation
- Electronic documents and records associated with the Office's legislative drafting and publishing activities and its compilation of the NSW Legislation Database

Documents relating to the internal administration of the Department including recruitment, personnel files, accommodation, staff establishment, financial and expenditure matters, and internal audit are held by the Central Corporate Services Unit (CCSU) of the Department of Commerce.

Members of the public may contact the Senior Principal Legal Officer (FOI and Parliamentary Matters) to ascertain which of these documents may be available under Freedom of Information legislation. In these cases application and processing fees may apply.

Accessing and amending Departmental documents

Documents may be accessed in several ways. Publicly available documents may be accessed via the internet at www.dpc.nsw.gov.au or by contacting the relevant Departmental officer as shown in the Summary of Affairs or the Senior Principal Legal Officer (FOI and Parliamentary Matters).

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

Senior Principal Legal Officer (FOI and Parliamentary Matters)
Department of Premier and Cabinet
Level 37
Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000
Ph 02 9228 4441 (during office hours)
Fax 02 9228 5542

Applications to amend or notate documents held by the Department that relate to a person's own personal affairs may also be made to the Senior Principal Legal Officer (FOI and Parliamentary Matters).

Funds granted to non-government organisations

Integral Energy grants

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

** 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 it to the regional councils.

International Women's Day grants to local councils

A total of \$110,001 was spent on International Women's Day grants to 112 local councils across NSW. Each of the following councils received up to \$1,000.

Name of council	
Albury City Council	Ballina Shire Council
Balranald Shire Council	Bankstown City Council
Bathurst Regional Council	Bega Valley Shire Council
Bellingen Shire Council	Blacktown City Council
Blayney Shire Council	Blue Mountains City Council
Bombala Council	Boorowa Council
Bourke Shire Council	Broken Hill City Council
Burwood Council	Camden Council
Campbelltown City Council	Canterbury City Council
Carrathool Shire Council	Cessnock City Council
City of Canada Bay Council	City of Lithgow Council
Clarence Valley Council	Cobar Shire Council
Coffs Harbour City Council	Conargo Shire Council
Cooma-Monaro Shire Council	Coonamble Shire Council
Cowra Shire Council	Deniliquin Council
Dubbo City Council	Dungog Shire Council
Fairfield City Council	Forbes Shire Council
Glen Innes Severn Council	Gosford City Council
Goulburn Mulwaree Council	Greater Taree City Council
Griffith City Council	Gundagai Shire Council
Gunnedah Shire Council	Guyra Shire Council
Gwydir Shire Council	Hay Shire Council
Holroyd City Council	Hurstville City Council
Inverell Shire Council	Junee Shire Council
Kempsey Shire Council	Kogarah Municipal Council
Ku-ring-gai Council	Kyogle Council
Lachlan Shire Council	Lake Macquarie City Council
Lane Cove Municipal Council	Leichhardt Municipal Council
Lismore City Council	Liverpool City Council
Liverpool Plains Shire Council	Maitland City Council
Manly Council	Marrickville Council
Mid-Western Regional Council	Moree Plains Shire Council
Mosman Municipal Council	Murray Shire Council
Murrumbidgee Shire Council	Muswellbrook Shire Council
Narrabri Shire Council	Narrandera Shire Council
Narromine Shire Council	Newcastle City Council
North Sydney Council	Oberon Council
Orange City Council	Palerang Council
Parkes Shire Council	Penrith City Council
Pittwater Council	Port Macquarie-Hastings Council
Port Stephens Council	Queanbeyan City Council
Randwick City Council	Richmond Valley Council
Rockdale City Council	Shellharbour City Council
Shoalhaven City Council	Singleton Shire Council
Snowy River Shire Council	Strathfield Municipal Council
Sutherland Shire Council	Tamworth Regional Council

Temora Shire Council	The Council of the Municipality of Ashfield
The Council of the Shire of Baulkham Hills	The Council of the Shire of Wakool
Tumut Shire Council	Tweed Shire Council
Upper Hunter Shire Council	Uralla Shire Council
Wagga Wagga City Council	Warren Shire Council
Warringah Council	Warrumbungle Shire Council
Waverley Council	Willoughby City Council
Wingecarribee Shire Council	Wollondilly Shire Council
Wollongong City Council	Woollahra Municipal Council
Wyong Shire Council	Yass Valley Council

Miscellaneous grants approved by the Premier

Organisation and nature of grant	Amount
1st Alford's Point Menai Scouts Group Scout trailer and replacement of storm damaged equipment	\$2,500
ANZAC Memorial Trust 2006 recurrent grant — administration expenses	\$370,000
Australian Red Cross Annual NSW Government contribution to the Red Cross Calling appeal	\$100,000
Blaxland-Glenbrook Sub-Branch of the RSL Upgrade of war memorial	\$4,091
Bungan Beach Surf Life Saving Club Inc. Purchase of a 25 HP motor for inflatable boat	\$2,934
Burwood and District Historical Society Procurement of equipment	\$4,950
Burwood Seniors Computing Club Equipment upgrade	\$7,808
Community and RSL War Memorial Fund Raising Appeal Permanent Wall of Remembrance at Richmond Park	\$5,000
Cronulla Surf Life Saving Club Production of a centenary book	\$5,000
Enough is Enough Contribution to the "Peacemaker Program"	\$50,000
Ermington Public School Purchase of software and three laptop computers	\$6,300
Girraween Little Athletics Centre Purchase of athletics equipment	\$5,000
Girraween Public School P&C Association Purchase and installation of rain water tanks	\$9,950
Grantham Heights Uniting Church Child Care Centre Shade sails for playground area	\$10,000
Harmony Media Pty Ltd Sponsorship support — Special Children's Christmas Party	\$10,228
Hawkesbury Regional Tourist Association Production of a promotional brochure to support the "Botanist's Way" tourist drive project	\$6,000
Hawkesbury Chamber of Commerce and Industry Funding to help establish safety committee	\$3,000
History Teachers Association of NSW Annual contribution	\$200

Homicide Victims Support Group Contribution to the Homicide Victims Support Group annual fundraising appeal	\$10,000
Josephite Community Aid Inc Procurement of equipment	\$7,000
Kelso Community and Recreation Centre Coordinator's salary to manage Kelso Community and Recreation Centre for 2006–07	\$30,000
Kent Road Public School Funding support for an environment initiative	\$8,000
Little Nicholson Street Childcare Centre Upgrade playground and kitchen equipment	\$8,000
Manly Nippers at Manly Life Saving Club Purchase a new surf rescue board	\$1,245
Maronite Eparchy of Australia Funding support for the Maronite Census Project	\$50,000
Miranda Early Childhood Centre Installation of an air conditioner	\$10,000
Mr Roland Griffiths-Marsh Funding support to publish a commemorative book	\$1,750
North Steyne Surf Life Saving Club Publication of the History of the North Steyne Surf Life Saving Club	\$5,000
NSW Police Legacy Contribution to the NSW Police Legacy	\$10,000
Office of Protocol and Special Events Re-imbursement of costs of Macquarie Night Lights 2006	\$157,199
Oxfam Community Aid Abroad Annual contribution	\$50,000
Paint a Rainbow Foundation Fundraising contribution from the NSW Government	\$20,000
Penrith City Council Funding support for an anti-graffiti strategy	\$20,000
Queenscliff Surf Club Replace stolen radio transceivers	\$1,500
Reserve Forces Day Council Erection, removal and cleaning of banners	\$4,430
Returned and Services League of Australia Contribution toward the 90 year Celebrations of the Returned and Services League of Australia	\$25,000
Returned and Services League of Australia (NSW Branch) Grant for special ANZAC Day project	\$5,000
Returned and Services League Tamworth Sub Branch Financial assistance to enable school children to attend the 2006 Battle for Australia Commemoration Service	\$564
Roads and Traffic Authority Formal pedestrian crossing at Girraween High School	\$20,000
Rockdale City Council Financial assistance to enable installation of lighting at Gardiners Park, Banksia	\$15,000
Rosemount Good Shepherd Youth and Family Services Purchase of equipment	\$10,000
Royal Humane Society Annual NSW Government contribution	\$5,000
Rozelle Neighbourhood Centre Computer upgrade	\$7,000

RSL Australia NSW Branch	
Annual Contribution for the ANZAC Day	\$27,500
Salvation Army	
Annual Red Shield Appeal contribution from the NSW Government	\$190,000
Scouts NSW Yaroona District	
Assist with production costs	\$3,000
Special Olympics Australia	
NSW Government donation	\$40,000
St George Australian Football Club	
Upgrade of facilities at Olds Park	\$7,000
St George Netball Association Inc	
Contribution towards the installation of lights at Rockdale Women's Netball Courts	\$20,000
Surf Life Saving NSW Inc	
Funding support for the 2007 NSW Surf Life Saving Championships	\$10,000
Sutherland Shire District Hockey Club	
Installation of safety netting	\$10,000
Sutherland Shire Junior Cricket Association	
50th Anniversay of Junior Cricket in the Sutherland Shire	\$5,000
The Kidzwhish Foundation	
Costs of venue hire	\$10,000
The Spastic Centre of NSW	
Purchase of physical mobility equipment	\$200,000
Variety, the Children's Charity	
Funding support for the 11th Variety Kids Christmas Party	\$10,000
Victor Chang Cardiac Research Institute	
Appeal contribution to the "Heart of Gold" charity fundraiser	\$5,000
Vision Australia	
Annual appeal contribution from the NSW Government	\$60,000
West Ryde Public School	
Funding support to raise literacy levels	\$6,300
Whalan Community Action Group	
Purchase of a security camera system	\$8,200
YWCA	
Funding to support Big Brothers Big Sisters and Aunties and Uncles mentoring programs	\$10,000
Reimbursement of accomodation costs	\$5,617
Installation of lighting at Arncliffe Park	\$7,500
Total	\$1,719,766

Office for Women

Organisation and nature of grant	Amount
African Communities Council INC	
Support the African Women's Dinner Dance	\$800
MDAA — Multicultural Disability Advocacy Association of NSW	
Produce and distribute 152 copies of "Pathways to parenting" resource book for all NSW Council Libraries and produce a Braille master	\$3,165
East Coast Conferences	
Sponsored Mars and Venus Conference Does Gender Matter in Ageing?	\$1,000
National Council for Women	
Sponsor of Tertiary student for NSW Australia Day Award	\$964

Rotary Club of Goulburn	
Sponsored six Liberian African Women in undertaking driving lessons	\$545
Relationships Australia	
Partnership Project — Building Better Relationships: an interactive skills-building CD ROM covering the essentials of relationship skills, ie. assertiveness, negotiation, conflict resolution, parenting. The resource will help women and their partners to develop skills and competencies in building and maintaining healthy relationships and effective parenting	\$98,972
YWCA NSW	
Partnership Project — YISE UP: an educative program for students in high school to prevent violence against women and girls and assist young people to recognise and develop safer relationships	\$108,617
Streetwise Communications	
Partnership Project — Reading the signs DVD: a short DVD for all young women in NSW on reading the early warning signs of potentially abusive relationships	\$67,053
Australian Research Council Linkage projects	
The Girls and Information Technology project aims to identify factors contributing to gender-based inequalities in Information and Communications Technology enrolments in secondary and tertiary level studies	\$5,000
Understanding the impact of gender diversity on regional board performance is investigating the performance of regional boards. The project will finish in December 2007	\$2,500
University of Technology Sydney	
Support for the Clare Burton Lecture Series 2006: The annual lectures commemorate Dr Clare Burton who was a leading researcher, public sector administrator, academic, consultant and writer on employment equity. The lectures provide an opportunity to raise funds for Clare Burton Scholarships for postgraduate study in gender equity	\$1,000
UNIFEM Australia	
White Ribbon Day Campaign contribution	\$10,000
UNIFEM Australia	
White Ribbons to be distributed to all staff within Premier's Department	\$450
UNIFEM Australia	
Grant to assist with promotion of UNIFEM's work at public and community events	\$2,000
Women about Hay	
Funding for Hay Women's Gathering 2007	\$5,000
Wirringa Baiya Aboriginal Women's Legal Service	
Financial assistance for the Aboriginal Women's Corroboree	\$200
YWCA NSW	
Support for the participation of young Aboriginal Women from NSW at YWCA Australia Young Women's Conference	\$1,000
Total	\$298,266

Rural and Regional Miscellaneous grants

Ogranisation and nature of grant	Amount
1st Telarah Scout Group Construction of a disabled access ramp	\$6,000.00
1st Thirroul Scout Group Funding to complete a new scout hall	\$10,000.00
2nd Port Macquarie Scout Group Repairs to the roof of the Port Macquarie Scout Hall	\$5,000.00
Aspect- Autism Spectrum Australia Funding support for early intervention and assessment services	\$300,000.00
Ballina Girl Guides Funding assistance to enable maintenance works at Ballina Girl Guides the Hall	\$3,900.00
Baradine Progress Association Funding support for a Drought Seminar	\$5,000.00
Barraba Amateur Swimming Club Financial assistance to install steps at Barraba Pool	\$2,900.00
Barraba Rugby League Football Club Maintenance of canteen, fence and seating	\$2,000.00
Barraba Showground Committee Upgrade of Barraba Showground facilities	\$4,000.00
Bear Cottage Children's Hospice Financial assistance	\$5,000.00
Bexhill Uniting Church Purchase of a portable amplifier	\$2,000.00
Bingara RSL Sub-Branch New Bronze memorial plaques for the Bingara War Memorial	\$2,000.00
Bolwarra/Largs District Guides Association Connection of water to the Bolwarra/Largs Guides Hall	\$4,000.00
Boorowa Council Upgrade toilets at Rye Park Reserve	\$10,000.00
Bundarra School of Arts Hall Management Committee Hall upgrade	\$5,000.00
Burringbar Public Recreation Reserve Trust Construction of storage and change room facilities	\$11,000.00
Carrington Computer Club Upgrade old computers	\$21,045.00
Caves Beach Netball Club Construction of a car park	\$15,000.00
Cessnock PCYC Funding toward the Youth Leadership Program	\$10,000.00
Cessnock Woodturners Incorporated Funding support	\$1,500.00
Council of the Shire of Wentworth Cash donation	\$8,000.00
Country Womens Association of NSW Morisset Plaque in Lions Park Morisset	\$1,200.00
Cudgen Headland Nippers SLSC Provision of training boards and resucitation equipment	\$5,000.00
Deepwater Public Hall Trust, Deepwater School of Arts Upgrade toilets and install bathroom facilities	\$5,000.00
Delegate School of Arts Upgrade the kitchen at the Delegate School of Arts building	\$7,000.00

Douglas Vale Conservation Group Upgrade kitchen facilities	\$1,000.00
Dungowan Hall Trust Committee Install two air conditioners	\$2,500.00
Duri Progress Association Funding to install new kitchen facility in Duri Local Community Hall	\$6,300.00
Emmaville War Memorial Hall Committee Repairs to Emmaville War Memorial Hall	\$5,000.00
Emmaville Youth Group Funding assistance to enable the upgrade of Emmaville Church Hall	\$2,500.00
Eurongilly District Hall Inc Additional funding for upgrade	\$15,500.00
Geurie Memorial Hall Committee Kitchen renovations	\$5,000.00
Glen Innes Show Society Inc Purchase of a commercial dishwasher for the tearoom at Glen Innes Showground	\$5,000.00
Grafton Playgroup Assistance to build a new playground area	\$5,000.00
Great Lakes Council Assistance to build a skate park	\$20,000.00
Guides Australia — Port Macquarie Support Group Repairs to concrete path to the fire circle	\$1,000.00
Guides Australia (NSW & ACT) northern inland region Financial assistance for uppgade of Burrabaroo campsite and Tin Tuppa Gunyah Cottage	\$5,500.00
Gumnut Community Preschool Burringbar Shade sails for outdoor play area	\$3,000.00
Hayley Wortley (individual) Assistance USA tour	\$2,069.00
Henry Lawson Festival Committee Commemorative plaques	\$5,000.00
Illawarra Light Railway Museum Society Museum and tourism facilities upgrade	\$10,000.00
Inverell Saints Football Club Inc Purchase of a storage container	\$1,500.00
Island Style Promotions Financial support	\$2,000.00
Kingscliff Community Hall New tables and chairs	\$5,000.00
Kingscliff Junior Soccer Club Provision of nets and training equipment	\$5,000.00
Lake Cathie Community Centre Funding to upgrade facilities	\$15,000.00
Lismore Red Cross Branch Purchase of a new freezer	\$2,000.00
Lithgow and District Family History Society Inc Improvements to library resources	\$10,000.00
Michelago Community Hall Financial assistance	\$3,200.00
Mr Paul Whitton	\$1,800.00
Ms Megan Lennon Funding assistance to represent Australia in the 2007 Canada Wide Science Fair	\$3,000.00
Nambucca Heads Historical Museum Assistance to upgrade/extend museum	\$25,000.00

Newcastle City Council	
Re-instating play equipment	\$10,000.00
NSW Native Title Services Ltd	
Contribution to funding a position to negotiate and prepare agreements	\$10,000.00
Port Macquarie — Hastings Suicide Prevention Network Inc	
Funding support to establish the Gunyah suicide shelter	\$10,000.00
Port Macquarie — Hastings Council	
Upgrade walking track between Lighthouse Beach and Port Macquarie Lighthouse	\$15,000.00
Port Stephens Council	
Provision of Safe Play Equipment	\$10,000.00
Port Stephens Council	
Restoration and improvement to the Mallabula Jetty and adjacent reserve	\$10,000.00
Pottsville Junior Cricket Club	
Installation of Sight Screensat Seabreeze Oval	\$7,700.00
Roo Theatre	
Installation of air conditioning	\$10,000.00
Rotary Club of Berry-Geringong's	
Construction of a pathway	\$7,500.00
Rylestone Branch of the CWA	
Funding to build new toilet facilities	\$10,000.00
Salvation Army — Shoalhaven Heads	
CCTV cameras to reduce waste fees	\$5,000.00
Shoalhaven City Council	
Establish a BMX bike track at Sussex Inlet	\$10,000.00
St Georges Basin Rugby League Football Club	
Fencing at oval located at Sanctuary Point	\$10,000.00
St Vincents de Paul NOWRA	
CCTV cameras to reduce waste fees (Nowra, Sanctury Point and Ulladulla)	\$5,000.00
Tea Gardens Hawks Nest Motor Car Club	
Demountable stage	\$2,500.00
The Toy Library-Wagga Wagga Inc	
Purchase of educational toys	\$2,500.00
Tingha RSL Sub Branch	
Second hand ride on mower	\$3,000.00
Uralla Playgroup	
Donation request	\$850.00
Vietnam Veterans Association of Australia-South West Sub Branch	
Completion of the Wagga Vietnam Veterans War Memorial	\$27,500.00
Walsh Funerals	
Funeral assistance for community member	\$3,095.00
Warilla Lake South League Football Club	
Construction of a Bore	\$10,000.00
Wellingrove Progress Association	
Renovations to Wellingrove Hall	\$2,865.00
Wongwibinda Progress Association	
Funding for the maintenance and upkeep of the Wongwibinda Community Hall	\$3,000.00
Total	\$804,924.00

Strategic Projects Division

Organisation and nature of grant	Amount
Barwon Darling Alliance	
Murdi Paaki COAG Trial	500,000
Southern Rivers Catchment Mgt Authority	
Snowy River Project Contribution 2006–07	409,000
State Records NSW	
Aboriginal Welfare Board Indexing Project	320,435
Dept of Natural Resources	
Snowy River Flow Response Monitoring	200,000
Link-Up (NSW) Aboriginal Corporation	
Support and Counselling services to Aboriginal Trust Fund Repayment Scheme Claimants	78,000
Southern Rivers Catchment Mgt Authority	
Blackfish Conservation Program and Habitat Survey	40,000
North Coast Area Health Service	
Contribution towards North Coast Aboriginal Employment Strategy	25,000
Eden Whale Discovery Centre Research Trust	
Sapphire Coast Marine Discovery Centre — Seed Funding	20,000
Snowy River Shire Council	
Snowy River Loop Project Stage 2	16,000
Australian Drug Foundation	
Good Sports Newcastle Project	15,000
Hunter Councils Inc	
Tillegra Dam Community Assistance	15,000
Millers Point Youth and Employment Partnership	
Contribution 2006–07	12,000
Griffith City Council	
Contribution towards Griffith Community Action Plan	11,600
Bombala Council	
Tourism Development Projects	11,235
Department of Housing	
Community 2770	11,000
Arts Mid North Coast	
Contribution to Creative Industry Research Mid North Coast	10,000
Arts Northern Rivers	
Contribution to Northern Rivers Creative Industry Strategy	10,000
Community Technology Centres Association	
Go Gwabegar Program	10,000
Dept of Aboriginal Affairs	
Contribution to Yabun 2007	10,000
Heart Foundation	
Contribution towards Premier's Council on Active Living	10,000
Mungo Festival	
Contribution towards Aboriginal Youth Conference Participation	10,000
Port Stephens Council	
Contribution towards Tilligerry Creek Study	10,000
South Inverell Residents Association	
NE-NW Drivers Licence Training Program	10,000
Dandaloo Gayngil Aboriginal Corporation	
Toomelah Women's Healing Wellbeing and Education Gathering	7,650
Ngadri Ngalli Way Inc	
Bourke Yaamma Festival	7,500

TAFE Illawarra Institute Aboriginal Government Employees Network Website and Database Project	6,500
Bourke Shire Council Contribution to Crime Prevention Expense	5,500
Armidale Family Support Service Iron Man Welders Project	5,000
Coffs Harbour City Council Contributions towards African Cultural Awareness Forum	5,000
Forbes Shire Council Menshed Project and Youth Focus Forum	5,000
Kiama Municipal Council Probity Advice for Bombo Quarries Project Control Group	5,000
Narrabri Shire Council Restoration of Black Trackers Hut	5,000
Newcastle City Council KruZone Youth Project	5,000
North Coast Area Health Service AES Staff conference	5,000
North Coast Area Health Service AES Sustainable Regions Application	5,000
Regional Extended Family Services Inc Street Beat Program	5,000
Snowy River Shire Council Youth Coordinator for Snowy River Festival	5,000
Wellington Council Girls Only and Boys Only Programs	5,000
Bega Valley Shire Council Aboriginal Youth Leadership Development Project	4,000
Nimbin Neighbourhood and Info Centre Nimbin Integrated Services Project	4,000
Gosford City Council Mosquito Management Strategy	3,909
Orana Early Childhood Intervention and Education Project Inc Parent Education Autism Assistance	3,100
Bega Valley Shire Council Improving Human Services in Bega Valley Shire	3,000
Eurobodalla Shire Council Improving Human Services in Eurobodalla Shire	3,000
Port Kembla Community Project Inc Contribution towards Southside Festival	3,000
Warren Shire Council Youth Program — Workshops	3,000
Orana Regional Development Board Baradine Tourism Project Familiarisation	2,500
West Dubbo Aboriginal Women's Consultative Group Contribution to Group's House	2,500
Gilgandra Shire Council Youth Activities	2,000
Illawarra Aboriginal Corporation Illawarra Community Based Working Group	2,000
South Coast Medical Service Aboriginal Corporation Shoalhaven Safe Community Aboriginal Partnership	2,000
Nimbin Neighbourhood and Information Centre NNIC Capacity Development	1,818

Durri Aboriginal Corporation Contribution towards Aboriginal Community Member Attendance at Investiture Ceremony	1,186
Hastings Women and Children's Refuge Contribution towards Reclaim the Night Strategy	1,000
Henry Lawson Festival Henry Lawson Festival of Arts	1,000
NSW Women In Agriculture Inc Contribution towards NSW Women In Agriculture Annual Conference	1,000
Dept of Commerce — Office of Fair Trading Aboriginal Arts Exhibition and Competition	909
Home-Start Western Area Inc Contributions towards International Women's Day	600
Uniting Care Burnside Gulgargambone CDEP — Beautician's skills course for Aboriginal Girls	518
Total	\$1,892,460

Overseas visits

Dates, officer, destination and purpose
12–15 July 2006, Melanie Stewart — Wellington, New Zealand Accompanied the Minister Assisting the Premier on Citizenship to the Ministerial Council on Immigration and Multicultural Affairs
21–24 September 2006, Amanda Cooke — Wellington, New Zealand Accompanied Minister Debus to the Cultural Ministers' Council
1–5 October 2006, Linda Voltz — Tokyo and Osaka, Japan Accompanied Minister Nori on the Sydney Style in Japan mission as part of Tourism NSW long term strategy
3–10 November 2006, Fiona Cameron — China and Hong Kong Accompany Minister MacDonald to explore business opportunities in the mining, food and fisheries sectors between NSW and China and to meet with the Secretary of Health, Welfare and Food to discuss future cooperation in food regulation between NSW and Hong Kong
15–21 November 2006, Paul Clark and Jan Willet — Hanoi, Vietnam Observers visit to APEC Leaders' Week — 16 to 19 November 2006
23–25 November 2006, Adam Badenoch and Jason Bartlett — Christchurch, New Zealand Accompany Minister MacDonald to the Primary Industries Ministerial Council and Natural Resource Management Ministerial Council meetings
23–26 November 2006, Ted Plummer and Chris Ward — Christchurch, New Zealand Accompany Minister Debus to the Environment Protection and Heritage Council and the Natural Resources Ministerial Council meetings
30 November to 1 December 2006, Paul McKnight — Wellington, New Zealand Attended compulsory components of the ANZSOG Executive Masters in Public Administration course
15–16 December 2006, Tony Assness (Creative Director) and John Montgomery (Director of Production) — Hong Kong, China Sydney Harbour Bridge 75th Anniversary celebrations promotional cap design, production and contractual negotiations

December 2006, Marlene Krasovitsky
— New Zealand

Completion of Australia and New Zealand School of Government course

26–27 April 2007, Sarah Dinning
— Nadi, Fiji

Facilitate workshop for the Emerging Pacific Leaders Dialogue (EPLD) on the establishment of a Board and Foundation (expenses paid by EPLD member)

12–19 May 2007, Paula Lawrence
— China

Accompany Minister Brown as part of a delegation from Shoalhaven Shire Council to progress building a Shaolin Temple, tourism and residential development in Shoalhaven

11–18 June 2007, Sue-Ern Tan
— Japan and China

Accompany Minister MacDonald as part of a delegation of key representatives from the coal and energy industries in discussing with key trade and investment partners issues critical to NSW resources and energy sectors

26–29 June 2007, Richard Lenarduzzi
— Wellington, New Zealand

Accompany Minister Hatzistergos to the Corrective Services Ministers' Conference

27–30 June 2007, Laurie Young
— Istanbul, Turkey

Attend "Measuring and Fostering the Progress of Societies: Second OECD World Forum on *Statistics, Knowledge and Policy*"

Publications

- 2006–07 Strategic Management Calendar
www.premiers.nsw.gov.au/WorkAndBusiness/WorkingForGovernment/StrategicManagementFramework/StrategicManagementCalendar/default.htm
- 2006–07 Strategic Management Framework
www.premiers.nsw.gov.au/WorkAndBusiness/WorkingForGovernment/StrategicManagementFramework/default.htm
- Aboriginal Cultural Heritage and Assessment — *A guide for landowners and developers — Central Coast*
- *A new direction for NSW — State Plan*, November 2006
ISBN: 0 7313 3251 2 <http://www.stateplan.nsw.gov.au>
- *Annual Reports and Determinations of the Local Government Remuneration Tribunal* (www.remtribunals.nsw.gov.au/local/lgrtspec05.html and <http://www.remtribunals.nsw.gov.au/local/lgrt2006.html>)
- *Council on the Cost and Quality of Government Brochure* (revised)
- *Council on the Cost and Quality of Government, 2006 Annual Report*
www.ccqg.nsw.gov.au
- *Dignity and Respect in the Workplace Charter* February 2007
www.premiers.nsw.gov.au/NR/rdonlyres/14FE85A4-A168-42A2-8983-AB6E9197D458/0/DignityRespectCharter.pdf
- *Dignity and Respect: Policy and Guidelines on Preventing and Managing Workplace Bullying*, February 2007
www.premiers.nsw.gov.au/NR/rdonlyres/8FB1268D-4951-4F22-82E0-AB82656454E5/0/DignityandRespectPolicyGuidelines.doc

- *Draft State Plan (Draft for Consultation)*, Premier's Department July 2006
- Fact Sheet 1 — *Women in New South Wales*
www.women.nsw.gov.au/PDF/FS1/Women.pdf
- Fact Sheet 2 — *Aboriginal and Torres Strait Islander Women*
www.women.nsw.gov.au/PDF/FS2/Aboriginal.pdf
- Fact Sheet 3 — *Older Women*
www.women.nsw.gov.au/PDF/FS3/OlderWomen.pdf
- Fact Sheet 4 — *Rural and Regional Women*
www.women.nsw.gov.au/PDF/FS4/Rural&RegionalWomen.pdf
- Fact Sheet 5 — *Women and Health*
www.women.nsw.gov.au/PDF/FS5/WomenandHealth.pdf
- Fact Sheet 6 — *Women in Leadership*
www.women.nsw.gov.au/PDF/FS6/WomeninLeadership.pdf
- Fact Sheet 7 — *Women, Education and Training*
www.women.nsw.gov.au/PDF/FS7EducationTraining.pdf
- Fact Sheet 8 — *Women, Violence and Safety*
www.women.nsw.gov.au/PDF/FS8ViolenceSafety.pdf
- Fact Sheet 9 — *Women, work and family*
www.women.nsw.gov.au/PDF/FS9Employment.pdf
- Girl\$avvy Flyer
- Girl\$avvy Work Book
- *Good Practice Guide to Grants Administration* website 2006
www.premiers.nsw.gov.au/GrantsAdministration/
- *Honouring NSW Women 2007* Booklet
www.women.nsw.gov.au/PDF/2007HonourRoll.pdf
- International Women's Day Poster 2007
www.women.nsw.gov.au/PDF/IWD_Poster_2007.pdf
- *Making It Our Business — Improving Aboriginal Employment in the NSW Public Sector — Strategic Framework and Resource Guide 2006–2008*
www.premiers.nsw.gov.au/NR/rdonlyres/64F7F1A1-1A6E-4B58-AC39-6008292DF77B/0/MakingItOurBusiness.pdf
- *Making It Our Business — Improving Aboriginal Employment in the Public Sector — NSW Policy Statement 2006–2008*
www.premiers.nsw.gov.au/NR/rdonlyres/3C88A8BF-1552-4A35-85C9-F568D84FEBC/0/AboriginalPolicystatement.PDF
- *Mature Workforce Retention Project*
www.premiers.nsw.gov.au/NR/rdonlyres/727085EF-B4B4-48A7-AB2E-AEE037F2FE7E/0/MatureWorkforceRetentionProject.pdf
- NSW Women Newsletter Issue 5 "*Inspiring Creative Women*"
www.women.nsw.gov.au/PDF/NSW_Women/NSWWomenIssue5.pdf
- NSW Women Newsletter Issue 6 "*Working at Relationships*"
www.women.nsw.gov.au/PDF/NSW_Women/NSWWomenIssue6.pdf
- *Office for Women NSW Premier's Department Information Leaflet*
www.women.nsw.gov.au/PDF/OFW_Brochure_2007.pdf
- *Our Commitment to Women*
www.women.nsw.gov.au/PDF/OurCommitment.pdf
- *Service Principles and Obligations* website 2006
www.premiers.nsw.gov.au/ServicePrinciplesObligations/default.htm

- Stand Up 4 U! — DVD
- *Statutory and Other Offices Remuneration Tribunal* (www.remtribunals.nsw.gov.au/stat/sesdet2005.htm, www.remtribunals.nsw.gov.au/stat/judges2005.htm and www.remtribunals.nsw.gov.au/stat/poh2005.htm)
- *Tasting Success — Women's Chef Mentoring Program* www.women.nsw.gov.au/Working/tasting_success_2007.htm
- *Urban Transport Statement*, November 2006 www.nsw.gov.au/urban_transport.asp
- Western Sydney Children's Environment Calendar 2007
- *Western Sydney Industry Awards 2007. Recognition of Excellence and Innovation*
- 2007 Western Sydney Industry Awards— *Official Publication*
- You're Parents Now! — DVD
- *NSW Government Policy Statement: Final Government Response to IPART's Investigation into the Burden of Regulation and Improving Regulatory Efficiency: Recommendations 1–16* (February 2007)
- *NSW Government Policy Statement: Initial Government Response to IPART's Investigation into the Burden of Regulation and Improving Regulatory Efficiency* (November 2006)
- *Review of the Dust Diseases Claims Resolution Process* and related documents (February 2007)

Annual Report costs

The estimated external costs associated with the production of the Annual Report for 2006–07 is \$8,631.

Significant organisations with a departmental representative

Name of committee and department representative	
Aboriginal Affairs Coordination Meeting	Peter Connelly, Laurie Young
Aboriginal Affairs Plan Coordinating Committee (AAPCC)	Peter Loxton
Aboriginal Business Roundtable	John Scott
Aboriginal Employment and Development Steering Committee of MIOB	Dominique Hansen
APEC 2007 NSW Government Executive Group	Col Gellatly to 4 April 2007 then Robyn Kruk, Paul Clark, John Trevillian and Jan Willett
APEC 2007 NSW Police Security Command Scrutiny Panel	Paul Clark
APEC Executive Committee — Commonwealth	Col Gellatly to 4 April 2007 then Robyn Kruk
APEC Executive Management Committee	John Trevillian
Attorney General's Department Internal Audit Committee	Elizabeth Coombs
Attorney General's Department Legal Services Committee	Elizabeth Coombs
Australia and New Zealand School of Government Board	Robyn Kruk
Australian Bravery Decorations Council	John Trevillian, Kylie Millwood (alternate)
Australian Centre for Event Management Advisory Board	John Trevillian
Central Sydney Operations Group	John Trevillian, Jan Willett, Georgie Wilcox, Michael Harkins
CEO's Coordinating Group on Counter-Terrorism	Robyn Kruk
CEO Network Advisory Group	Peter Loxton
CEO Work Group on Aboriginal Affairs	Peter Loxton (for Director General)
CEO's Counter-Terrorism Coordinating Group	Col Gellatly to 4 April 2007 then Robyn Kruk, Paul Clark, Veronica Lee
Channels and Access Strategy Senior Officers Working Group	Peter Loxton
Clinical Services Redesign Program (CSRP) External Evaluation Committee	Elizabeth Coombs
COAG Best Practice Regulation Working Group	John Schmidt
COAG Competition and Regulation Working Group	John Schmidt
COAG Double Jeopardy Law Reform Working Group	Leigh Sanderson co-chair with PM&C
COAG Influenza Pandemic Preparedness and Prevention Working Group	Paul Clark
COAG Human Capital Working Group	Vicki D'Adam
COAG Health Workforce Working Group	Vicki D'Adam
COAG Senior Officials	Robyn Kruk
Council for the Order of Australia	Col Gellatly, John Trevillian (alternate)
Council on the Cost and Quality of Government (CCQG)	Col Gellatly, Elizabeth Coombs, Peter Connelly
Customer Satisfaction (PDPS8) Senior Officers Working Group	Elizabeth Coombs (chair), Laurie Young, Jennifer Perry, Don Munro, Lucy Garnier
DET Learning Management and Business Reform Program Control Group	Peter Loxton
Digital Content Production and Vocational Training Committee	Peter Loxton
Film Industry Steering Committee	Peter Loxton
Government Asset Management Committee Senior Officer Sub-Committee	Elizabeth Coombs, Jennifer Perry (alternate)
Government Broadband Services — Broadband Management Committee	Peter Loxton
Government Skills Australia	Chris Raper
Housing and Human Services Senior Officers' Group	Kerrie Bigsworth
Human Services CEOs Forum	Elizabeth Coombs (alternate representative for the Director General)

Human Services CEOs Senior Officers Group Peter Loxton	Shared Services Senior Officers Working Group Elizabeth Coombs, Peter Connelly
Inter-governmental Aboriginal Affairs Group — Steering Committee Vicki D'Adam co-chair with PM&C	Standing Committee of Criminal Justice System CEOs Peter Loxton
Internal Audit Review Steering Committee Elizabeth Coombs, Peter Connelly	State Contracts Control Board Elizabeth Coombs
Joint Consultative Committee Peter Loxton	State Plan Development Working Party Elizabeth Coombs
Liquor Accord Taskforce Elizabeth Coombs, Meredith Claremont (alternate), Yvonne Korn	State Records Board Peter Loxton
Media and Communications Group John Trevillian, Jan Willett, Georgie Wilcox, Katie Melrose	Steering Committee — Review of Guardianship Tribunal Peter Connelly, Laurie Young
Metropolitan Strategy CEO's Group Peter Duncan	Strategic Finance Management Committee Peter Loxton
Metropolitan Water CEOs Group John Schmidt (chair)	Sydney West Area Health Service Healthy Weight Strategy Steering Committee Jane Moxon
Metropolitan Water Chief Executives Committee Peter Duncan	TIE and MRP Programmes Executive Oversight Group Peter Loxton
National Counter-Terrorism Committee Paul Clark	Transport CEO's Cluster Group Peter Duncan
National Counter-Terrorism Committee Capability Steering Group Paul Clark	West Dubbo Senior Officers Group Peter Loxton
National Emissions Trading Taskforce John Schmidt (chair)	Workforce Planning Advisory Group Chris Raper, Martina Nightingale
National Pandemic Emergency Committee Col Gellatly to 4 April 2007 then Robyn Kruk	Working Group Supporting the Steering Committee on Scientific Research Elizabeth Coombs, Frank Greathead (alternate)
Natural Resources CEO Cluster Group Meeting Peter Loxton (for Director General)	
Natural Resources Review Committee Elizabeth Coombs, Peter Connelly	
NSW COAG Mental Health Working Group Vicki D' Adam	
NSW Health Shared Corporate Services Steering Committee Peter Connelly	
NSW Influenza Pandemic Taskforce Paul Clark	
NSW Police ICT Program Executive Oversight Group Peter Loxton	
NSW Skills Council Chris Raper	
NSW State Emergency Management Committee Paul Clark	
NSW Vice Chancellors Strategic Initiatives Group Peter Loxton	
Premier's Council for Women Kerrie Bigsworth (ex officio)	
Public Accounts Committee Annual Reports Advisory Group Peter Connelly, Laurie Young	
Regional Coordination Management Groups for the following regions: Central Coast, Hunter, Illawarra/South East, New England/North West, North Coast, Riverina-Murray, South Western and Western Sydney, Western NSW Regional Coordinators	
Review of Budget of Department of Natural Resources Elizabeth Coombs, Peter Connelly	
Service Principles and Obligations Committee Elizabeth Coombs, Jennifer Perry	



Acronyms

AAPCC	Aboriginal Affairs Plan Coordinating Committee
ANZSCO	Australian and New Zealand Standard Classification of Organisations
APEC	Asia Pacific Economic Cooperation
AustLII	Australasian Legal Information Institute
BCP	Business Continuity Plan
BPW	Business and Professional Women
CCQG	Cost and Quality of Government
CCSU	Central Corporate Services Unit
CEC	Chief Executive Committee
CEO	Chief Executive Officer
COAG	Council of Australian Governments
CPC	Corporate Partners for Change
CPP	Crime Prevention Partnerships
CT&DRD	Counter Terrorism and Disaster Recovery Directorate
DPC	Department of Premier and Cabinet
E&DCC	Equity and Diversity Consultative Committee
EDP	Executive Development Program
EEO	Equal Employment Opportunity
EFT	Equivalent Full Time
EPI	Environmental Planning Instrument
ESS	Electronic Self Service
FOI	Freedom of Information
GC	General Counsel

GMT	Governor Macquarie Tower	PM&C	Prime Minister and Cabinet
ICAC	Independent Commission against Corruption	PRU	Performance Review Unit
ICT	Information and Communication Technology	PSWO	Public Sector Workforce Office
IIG	Infrastructure Implementation Group	RCMG	Regional Coordination Management Groups
IIP	Information Protection Principles	RCP	Regional Coordination Program
IPART	Independent Pricing and Regulatory Tribunal	SAN	Secure Area Network
JCC	Joint Consultative Committee	SAS	State Administration Services
LEGIS	Legislation Information System	SCAG	Standing Committee of Attorneys General
MaPS	Ministerial and Parliamentary Services	SCC	State Coordination Centre
MREP	Metropolitan Rail Expansion Program	SES	Senior Executive Service
MS	Management Services	SOE	Standard Operating Environment
NGO	Non-Government Organisation	SPD	Strategic Projects Division
NSW	New South Wales	SRA	State Records Authority
OCG	Office of the Coordinator General	VET	Vocational and Educational Training
OFW	Office for Women	WRAPP	Waste Reduction and Purchasing Policy
OHS	Occupational Health and Safety	YWCA	Young Women's Christian Association
OPSE	Office of Protocol and Special Events		
PAS	Process Automation System		
PC	Personal Computers		
PCG	Project Control Group		
PCO	Parliamentary Counsel's Office		
PD	Policy Development		
PDD	Performance Development Division		
PDU	Premier's Delivery Unit		
PEO	Public Employment Office		

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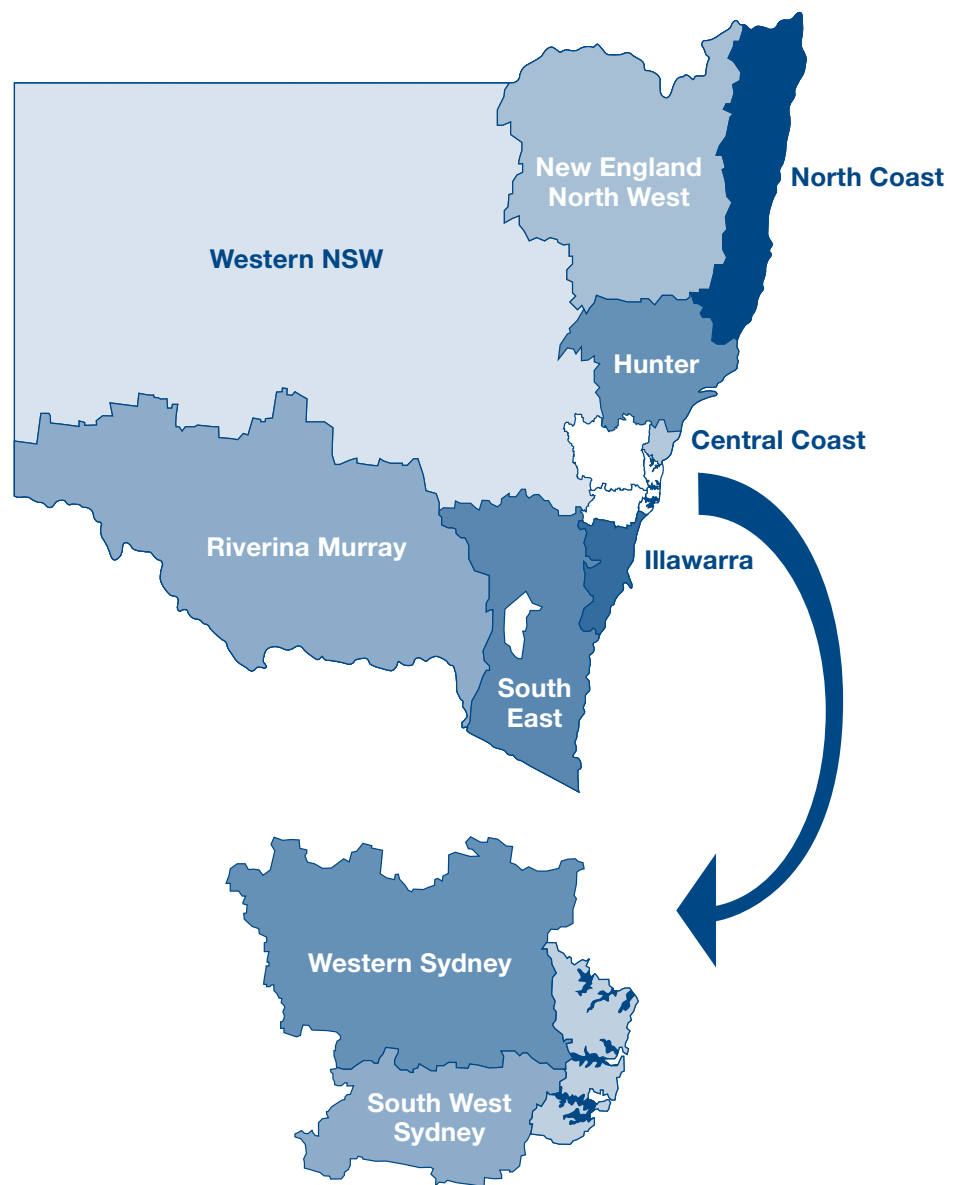
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