Corporate performance

This page deliberately left blank

Corporate performance

Fair Marketplace

Property industry reforms

The most significant reforms to the property industry in New South Wales for over 60 years took effect when the Property Stock and Business Agents Act 2002 commenced on 1 September 2003. Following consultation with the industry and consumers, the Office of Fair Trading (OFT) reviewed the Act, introducing major reforms to enhance consumer protection and industry standards.

New requirements for bidder registration at auctions, increased requirements for agents to disclose conflicts of interest, and mandatory consumer guides on agency agreements and auctions all enhance the transparency of real estate transactions. A cooling off period of one business day or Saturday helps sellers when entering agency agreements for the sale of a residential property.

The Strata Schemes Management Act 2004 was passed by Parliament in March with its important reforms expected to be operational in late 2004.

Youth and debt

For many young Australians, money management skills lag well behind their spending power, leading to over commitment and debt servicing problems. In order to determine the extent of concern about youth debt in the community OFT commissioned a major research study in 2003, findings of which were presented at a youth forum in November.

The survey showed that among young people, debt ranks as a problem behind excessive drinking and drugs but above unemployment and youth suicide. Among those young people under the age of 18 in the survey who had experienced debt problems, the average debt was $3,390.

The survey findings underlined the need for better consumer education programs for young people. The existing education resource, Money Stuff, was enhanced with a new section on the website specifically providing teachers with workbooks, lesson plans, activities and digital movie clips.

Customer focused information

The Fair Trading website, redesigned in November 2003, is an important tool in providing information and services to customers with 1,301,457 visits during the year. This is an increase of 38 per cent over the previous year.

A new section of the website which helps consumers resolve their problem or dispute was launched in September 2003. Problem Solver gives consumers and traders an opportunity to establish their rights and responsibilities, or lodge a complaint online 24 hours a day, 7 days a week.

Effective enforcement powers

During the year the Office of Fair Trading directly recovered or obtained Orders of the Supreme Court for the recovery of in excess of $2,000,000 in compensation payments to consumers.

The Office of Fair Trading pursued two significant cases that resulted in victories for consumers.

A finance broking business that illegally charged up-front fees and failed to obtain loans for their customers will pay a total of $1,300,000 to compensate victims of their unlawful scheme.

The second case was an unfair trader who was ordered to pay $91,280 to compensate approximately 100 consumers who suffered loss as a result of the trader's conduct.

New provisions under the Fair Trading Act 1987, effective from 17 May 2004, significantly enhanced the capacity to carry out compliance and enforcement. With a search warrant, investigators can now seize items that may provide evidence of a contravention of the Act and can exchange information with other relevant agencies.

Operation Hammer

During the first two weeks of May 2004, a state-wide blitz of residential building sites identified unlicensed builders and tradespeople.

Over 70 Fair Trading investigators and inspectors visited 2,597 sites across New South Wales and inspected 6,680 licences. Four hundred and sixty one unlicensed persons were detected, 306 were issued with $500 on the spot fines and 15 others who had previously been dealt with for unlicensed offences were prosecuted.

The operation was very successful, sending a powerful message to unlicensed operators who, in the past have given the industry a bad name.

A significant proportion of the persons found to be unlicensed during Operation Hammer were sub-contractors working for a head builder. The compliance program generated a 30 per cent increase in the number of licence applications being received.

In other major investigations during the year, 40 people were prosecuted in relation to 115 offences and fines totalling $134,225 were issued. There was also a substantial increase in the number of disciplinary actions undertaken and penalty notices issued to those found to be in breach of the legislation.

Eighty-three disciplinary actions were undertaken in 2003/04 and 664 penalty notices totalling $293,650 were also issued.

Fair and Productive Workplaces

Check Your Pay

Check your Pay is Australia's first online service for the calculation of wages and leave entitlements developed for an Australian award-based industrial relations system.

Check your Pay, was introduced in September 2003 and enables employers and employees to calculate wages and other entitlements to ensure that minimum employment standards are paid. The service continues to be well received and has been particularly popular with young people.

Behind the Label clothing project

Through a mixture of education, community involvement and compliance activities, OIR have been able to 'crack' the secrecy surrounding the poor employment practices involving clothing outworkers. The Behind the Label Clothing Project developed the first long-term strategy that encourages compliance and productivity through skill development of workers from the Chinese, Vietnamese, Korean, Cambodian and Lao communities. Vocational education and training programs were delivered for nearly 600 outworkers.

Almost 500 clothing industry suppliers and contractors were inspected, resulting in recovery of $81,664 in unpaid wages and entitlements for employees. Joint inspections with WorkCover led to seven employers being issued with 19 Improvement Notices.

The Behind the Label Consumer Awareness Campaign was launched, in conjunction with the Ethical Clothing Trades Council, to promote ethical practices in the industry.

Information services for small business

During the year OIR held 112 seminars and workshops throughout New South Wales, attended by 1,453 small business employers and managers. The seminars and workshops cover a range of employment related issues, including their obligations under NSW industrial relations laws.

Online, electronic and telephony services

OIR has also introduced a suite of electronic services to give employees access to up-to-date information and enable employers to become fully compliant with NSW industrial relations laws through the Internet.

Pay Rate Updates is a free, email update service that notifies subscribers of changes to New South Wales private sector awards. It was launched in May 2004 and by 30 June had 24,432 subscribers.

Award Downloads enables users to download the full text of the most current NSW private sector consolidated awards from the OIR website making it easier for employers to display relevant awards in their workplace. Over 261,000 copies of awards were downloaded during the last quarter of 2003/04. On line and electronic services are supported through the telephone enquiry service which handled 349,000 enquiries during the year. Over 90 per cent of users of this services rated it as accurate and professional.

City CBD restaurants blitz

Throughout 2003/04, OIR continued its targeted inspections of key industries to ensure compliance with New South Wales' industrial relations laws. Inspectors completed 165 campaigns from Tweed Heads to Albury and Broken Hill in the west. Nearly 10,000 workplaces were inspected and compliances levels were tripled through inspectors' intervention. For example, OIR inspectors investigated 548 city cafes and restaurants over two days in November 2003. The largest campaign ever conducted by OIR inspectors, it recovered $130,000 for employees and addressed endemic widespread non-compliance in the industry. Follow-up investigations continued in 2004.

Simple transparent dealings with government

*connecting*business Government Licensing System (GLS)

The connectingBusiness NSW Government Licensing Project is one of the state's largest government computing projects, aimed at saving taxpayers more than $70 million in technology infrastructure over the next ten years. A single integrated licensing solution will replace over 40 existing licensing systems used by Government. By the end of 2008, some 50 licence groups covering more than 300 individual licences and permits and potentially 3.7 million licence and registration holders will be brought online. The Online Licence Renewal System became operational in April 2003 and handled over 23,000 transactions in 2003/04.

In 2003/04 Commerce also made significant progress in developing the Government Licensing System, signing a contract with Accenture in December 2003 to develop the integrated system. In the coming year, the first licences will go live on the system, covering 13 licence groups and potentially a million licence and permit holders.

smartbuy®

smartbuy® is the New South Wales Government's electronic marketplace. It provides vital support for the Government's Smarter Buying for Government program, which seeks to accelerate the wider take up of electronic procurement.

Some 94,000 catalogue items are now held in the smartbuy® catalogue and since smartbuy's® launch 160 buying organisations have been registered, 7,592 users have enrolled and more than $8 million in orders has been processed. One hundred and thirty State Contract Control Board suppliers have products available for online purchasing.

The major achievement for smartbuy® in 2003/04 was the implementation of the smartbuy® e-Hub, an electronic messaging hub that connects with buyer and supplier financial management and other systems. It completes the smartbuy® suite of services that facilitate end-to-end e-procurement for New South Wales Government, its agencies and other authorised buyers and approved suppliers.

Procurement Gateway review process

Office of Government Procurement undertook a pilot program to review the procurement discipline applied to a project. Each review aimed to provide independent advice to agency management to guard against significant time and budget overruns that may jeopardise successful project delivery.

As a result of the pilot program a Gateway methodology was implemented in Commerce in September 2003 with five reviews being completed.

As a result of the benefits demonstrated in the pilot program, New South Wales Treasury decided that from 1 July 2004, Business Case Reviews will be mandatory for high-risk procurements such as Information Communications Technology procurements over $5 million, and other procurements over $10 million.

Australia and United States Free Trade Agreement

The Premier approved New South Wales participation in the Government Procurement Chapter of the Free Trade Agreement with the United States on 11 May 2004.

The Chapter sets out specific rules, procedures and transparency standards to be applied in the conduct of government procurement, consistent with non-discrimination.

Commerce provided advice to The Cabinet Office, New South Wales Treasury and the Department of State and Regional Development on the impact of the chapter on New South Wales Government procurement practices.

During the negotiations, the Department also provided comments and feedback to the Commonwealth Department of Foreign Affairs and Trade on the text for the Government Procurement Chapter.

Construction Agency Coordination Committee

The new Construction Agency Coordination Committee includes representatives of key agencies involved in construction procurement and assists the Government develop consistent and effective construction procurement practices and promote their application by agencies. The major issues in 2003/04 included:

- finalising the New South Wales Government Code of Practice for Procurement for inclusion in Treasury's new New South Wales Government Procurement Policy framework

releasing the new GC21 General Condition of Contract for use by all construction agencies.

Building and Construction Industry Security of Payment

A review of the Building and Construction Industry Security of Payment Act 1999 was conducted during the year.

The review was based on a consultative process with industry and feedback from all sectors of the building and construction industry, including industry and employer associations, legal practitioners, developers, builders, contractors, subcontractors, consultants, suppliers, architects, quantity surveyors, education institutions, government agencies, Authorised Nominating Authorities and adjudicators.

A review report is to be tabled in Parliament in the near future, with recommendations that:

- The policy objectives of the Act and its 2002 amendments remain valid and the terms of the Act remain appropriate. It is recommended that the Act should continue to operate

A Discussion Paper outlining possible enhancements to the Building and Construction Industry Security of Payment Act 1999 be developed and released for public comment prior to the preparation of a draft Bill for consideration by Parliament, if required.

Improved NSW Government performance

Government Radio Network

The Government Radio Network is a whole-of-government mobile radio network used by more than 40 government-related organisations with more than 25,000 registered users. The network provides mobile radio services that extend across a third of New South Wales.

In 2003/04, $2.9 million was invested to add digital capability to the network's 96 sites. When further digitisation of the network links and the Network Operations Control Centre is completed, all emergency services agencies and the New South Wales Police will be able to inter-connect their radios and operate in an encrypted mode, providing increased security and resilience to the network.

Mobile Data Radio Network

To ensure New South Wales emergency services agencies can benefit from data radio, the New South Wales Government is constructing a data radio network, optimised for data traffic.

Data radio has a number of applications for New South Wales Government agencies, in particular the Ambulance Service of New South Wales. For example, dispatchers can track the location of an ambulance, allocate tasks based on this information, send job details, and track response times.

Operational use of the new network started in the New South Wales Ambulance Service Eastern Area in early January 2004 and it is now being rolled out across the rest of its Sydney operational area.

Long Term Radio Strategy

The Office of Information and Communications Technology is responsible for the whole-of-government Long Term Radio Strategy which was cooperatively developed by all the key Government radio agencies and sets out a 15-year program for the development of government radio/wireless services. It will significantly improve the security and resilience of government networks and extend their life.

Late in 2003/04 implementation of the strategy began with the introduction of a digital technology upgrade for the New South Wales Police radio network and the Government Radio Network. These systems are being upgraded to a digital platform to ensure that the government

has both interoperability and encryption in its radio systems to meet the needs of homeland security.

Government Broadband program

In September 2002, the Government, realising the key role that telecommunications plays in the economy and community life of New South Wales, released the New South Wales Telecommunications Strategy – *Broadband for an Information Society*.

The strategy is targeted at ensuring that New South Wales takes full advantage of the new opportunities offered by telecommunications through the following approaches:

- Cost-effective bandwidth for government services delivery, ensuring efficient and effective delivery of government services
- Leverage of government assets, offering government assets to enhance telecommunications services
- Optimisation of government procurement, aggregating government purchasing and contracts to stimulate a competitive marketplace
- Connected society, developing increased access to affordable telecommunications across the broader community
- Innovation, promoting new approaches to the use and purchasing of telecommunications
- Industry development, encouraging telecommunications industry growth and development.

The Australian Federal and New South Wales Governments jointly fund the $7 million Regional Broadband Services Project for Health and Education (NCF 27 Project). This is providing broadband services to around 60 health and education sites in 18 regional New South Wales towns.

In late 2003, the New South Wales Government released a Request for Proposals (RFP) from industry to supply broadband solutions.

An objective of the RFP is to seek innovative, cost-effective ways to address the growing need for broadband services, particularly in regional areas. In June 2004, the Government agreed to progress to Best and Final Offers with three short listed respondents.

Agency Accreditation Scheme

Government Procurement Services (GPS) has developed the Agency Accreditation Scheme for New South Wales Treasury, which commences on 1 July 2004 and applies to capital works procurement.

The scheme's purpose is to manage risk and reduce cost overruns by establishing effective and efficient capital asset procurement practices in all government agencies.

The scheme applies to projects over $1 million and establishes two phases of capital asset procurement: planning and delivery.

The planning phase of a capital works project includes all those activities that are required to make a funding submission to New South Wales Treasury. The delivery phase includes all those activities to be undertaken from the approval of funding until the capital works project becomes operational.

Delivery of asset procurement services to clients

Commerce won the prestigious Gold Award in the Environmental category at the 2003 New South Wales Premier's Public Sector Awards for the Eurobodalla Integrated Water Cycle Management Strategy project.

The project assisted Eurobodalla Shire Council assess alternative methods to effectively manage its water resources. By adopting an integrated whole-of-catchment approach, competing social, economic and environmental requirements were balanced and the Shire's water resource will be improved.

To deliver the Government's initiative on class sizes, the Department of Education and Training commissioned Commerce to undertake the management of the Class Size Reduction Program of works.

A new range of modular design double classroom buildings was designed, manufactured offsite, transported and installed on school sites throughout New South Wales. This achieved a shorter delivery cycle and reduced capital cost. The school community has positively received the new design classrooms.

Commerce is project managing the development and implementation of the Clarence Valley and Coffs Harbour Regional Water Supply project that aims to provide a sustainable water supply for several North Coast councils in a high growth region of the state. North Coast Water and the Department of Energy, Utilities and Sustainability jointly fund the project. Commerce fast tracked construction to meet strict client deadlines, while ensuring appropriate stakeholder and community consultation was undertaken, regulatory and licence requirements were met, positive environmental outcomes and budgets were achieved.

On behalf of the Department of Corrective Services, Commerce has delivered the Mid North Coast Correctional Centre at Kempsey and the Dillwynia Correctional Centre in Sydney. The Mid North Coast Correctional Centre required site acquisition and provision of external infrastructure, roads, water and sewerage, as well as the construction of a 350-bed multi classification facility. The 200-bed Dillwynia Correctional Centre was procured via the C21 cooperative contracting model that led to time benefits and financial savings.

Effective and efficient asset maintenance

Commerce manages the Government's Centenary Stonework Program, established to conserve the Government's heritage stone structures.

The Program has developed a database of the state's heritage stone structures, which has helped prioritisation of maintenance and repair requirements based on conservation planning, condition analysis, project construction and supervision.

Parliament House, Government House, the Chief Secretary's Building, Royal Botanic Gardens stone structures and the Australian Museum have all benefited from recent maintenance work.

Commerce implemented recommendations of the Government Task Force to audit state school facilities maintenance across New South Wales. Focus in 2003/04 shifted from routine maintenance to statutory compliance/inspection work and preventative maintenance. Expressions of interest have been called and are currently under review for the next generation of School Asset Maintenance contracts that will commence progressively from February 2005.

Effective and efficient asset acquisition and disposal

Land and leases for construction worksites were acquired for the Parramatta Transport Interchange and the upgrade to Epping Station. Acquisitions were carried out on behalf of the Transport Infrastructure Development Corporation (formerly the Parramatta Rail Link).

The sale of the Grantham Poultry Research Station at Seven Hills, on behalf of the former Department of Agriculture, was completed on 9 January 2004. This was a significant milestone for government, as the site had been the subject of complex disposal preparation since 1988. State Property played an integral role in facilitating the property disposal to Blacktown City Council for $1 million.

Effective and efficient management of government accommodation

Lithgow Government Office Building

A new Government Office Building has been constructed in Lithgow to house the State Debt Recovery Office and the Police Assistance Line. Designed by the Government Architect's Office, the building is on target to achieve a 4½* Australian Building Greenhouse rating. The best available conventional technology has been used to achieve high performance, and savings of approximately $50,000 a year in power bills are expected. The Premier officially opened the building on 25 May 2004.

Crown Property Portfolio

Commerce's State Property continues to manage the Crown Property Portfolio for New South Wales Treasury under a Strategic Alliance contract.

At the end of 2003/04 the portfolio comprised 34 owned and 54 leased buildings, primarily used to accommodate government tenants, a total of 392,000 metres of office space.

2003 National Procurement Forum

The Minister for Commerce officially opened the 2003 National Procurement Forum held in November 2003. The theme "The Future of Procurement – Leading the way" highlighted the changes in supply chain management, property and asset management and the procurement of goods and services. The Forum attracted 305 public and private sector delegates who heard from more than 30 national and international speakers.

Joint Treasury/Department of Commerce Task Force

In 2003, responsibility for procurement policy was transferred to the Treasurer from the Minister for Commerce.

Subsequent to this transfer, the Secretary of Treasury and Director-General of Commerce established a Joint Treasury/Commerce Task Force to review and assess the relevance of current policy and compliance/governance frameworks for procurement and asset management and the associated policies, circulars, memoranda and guidelines.

The Task Force has simplified and streamlined the policy frameworks by reducing memoranda/circulars by 50per cent, guidelines by 40 per cent and frameworks from 19 to two.

In June 2004, the Cabinet Standing Committee on the Budget approved a reformed New South Wales Government Procurement Policy Framework that rationalises existing policy, memoranda, circulars and guidelines and intends to provide agencies with a more simplified, predictable and accountable procurement process.

Procurement of office accommodation

State Property coordinates New South Wales's Government's procurement of office accommodation across the State. The New South Wales Government occupies over 1.2 million square metres of office space with an annual rental of $300 million. In late 2003, the Office Accommodation Survey showed that the average space for each public servant had been reduced from 24 square metres in 1995 to 17.73 square metres. This means Government's rental exposure was $123 million per year less than it would have been if space use had continued at its pre-1995 level.

Projects of State significance

The Office of Government Business manages major projects for the State. Projects of State significance, managed in 2003/04 include Walsh Bay and Eastern Creek:

Walsh Bay

Commerce has directed the Walsh Bay project since 1994 through a multi-disciplinary team, established all master planning requirements, issued tenders to the market, negotiated with preferred proponents and managed an array of complex site and financial issues that resulted in the Walsh Bay Special Provisions Act being passed in the Upper House.

Commerce also managed delivery of the project on behalf of its client, the Waterways Authority.

The Walsh Bay precinct covers eight hectares on land and seven hectares on water and involved the restoration and heritage adaptation of an industrial maritime precinct.

The Walsh Bay precinct has won several national awards for maritime heritage urban development and has been recognised as international best practice - urban renewal precinct. The Premier officially opened the Walsh Bay Foreshore Promenade on 3 March 2004. Redevelopment works are currently running to program with over 70 per cent of construction works now completed.

The 850 seat Sydney Theatre built in one of the former Bond Stores in Hickson Road at a cost of approximately $36 million, was completed in September 2003. Government leases the theatre to the Sydney Theatre Company that occupied it in November 2003.

Eastern Creek

Commerce managed the Western Sydney International Dragway Project, a crucial part of the New South Wales Government's overall strategy to support motor sport in New South Wales. The Eastern Creek motor sport precinct incorporates circuit racing, go carting and now drag racing. Construction started on 6 January 2003 and the project was handed over to the client and operators (Department of Infrastructure, Planning and Natural Resources, Department of Tourism, Sport and Recreation and WSID Ltd) in January 2004. The facility has provided the impetus for increased tourism in Western Sydney and the greater Sydney area generally and has also created employment opportunities and business growth for Western Sydney in motor sport related industries.

Improved service delivery to clients

The introduction of the Electronic Self Service (ESS) as part of CCSU's Shared Services Excellence Program for HR activities has delivered improvements and benefits to its clients plus an estimated return on investment of $200,000 per annum. Following the introduction of ESS technology, over 90 per cent of all leave transactions for CCSU clients are now processed electronically through the ESS.

Development of a new eGovernment blueprint and action plan

Over the last ten years, there has been tremendous growth in using the Internet to deliver government services. As technologies have become faster, more mobile and integrated, people have developed high expectations that government will use these technologies to make services more accessible and easier to use.

During 2003/04, the Office of Information and Communications Technology formulated a new eGovernment Blueprint and Action Plan.

The proposed Blueprint is the result of extensive research and consultation and sets the directions for Government policies and programs to use information and communications technology (ICT) to improve service delivery and streamline government processes.

The eGovernment Action Plan describes a rolling 2-year program of potential projects that support the Blueprint. They have been selected to deliver measurable results for people, businesses and communities.

Shared Corporate Services Strategy

The Corporate Services Reform Program provides practical assistance to agencies by delivering reduced cost and improved services. By rationalising and consolidating back office functions, the Government expects to be able to reallocate over $100 million over five years to frontline services for the New South Wales community.

The Shared Corporate Services Strategy, endorsed by Government in 2002, continued to be the primary focus of the Program in 2003/04.

The Corporate Services Reform Program is organised in three streams to deliver these outcomes:

- agency support for implementation of shared corporate services
- benchmarking and process realignment of corporate services functions to ensure high efficiency and low cost
- standardisation and shared projects using aggregated purchasing and shared project management to reduce systems and project costs.

Significant activities in 2003/04 included:

- a Payroll Benchmarking Study conducted across seven agencies
- an online benchmarking facility was established to identify savings and improvements in all transaction processes
- a Finance and Human Resources process redesign initiated in two agencies, due for completion in early 2005
- a Government Selected Application Systems program review, identifying strategies to further standardise systems and reduce costs, to be implemented in 2004/2005
- the Shared Ellipse Upgrade system implementation for Powerhouse Museum, also planned for implementation in the Department of Juvenile Justice and the Department of Corrective Services

The second annual corporate services data collection, covering 30 agencies.

State Emergency Operations Centre website

The State Emergency Operations Centre website went live in 2003 and in June 2004 was tested successfully during Exercise Explorer, the largest Australian exercise of emergency services response to a simulated terrorist incident.

The website is used to facilitate information sharing between emergency services agencies. This information includes situation reports, maps and weather advice to assist emergency services staff to monitor and respond to critical situations.

The website ensures a consistent view of emergency information by agencies, and allows emergency management staff to monitor information and developments from any location with Internet access and directly post reports.

Automated Notification System

In 2003/04, the Office of Information and Communications Technology developed and implemented an Automated Notification System (ANS) for use by emergency services organisations in critical situations.

The system ensures a consistent, rapid and reliable way of communicating information about threats to agencies and critical infrastructure operators, allowing a speedier and more efficient response to those threats.

The ANS allows the transmission of up to 80,000 messages per hour by voice, SMS, fax and/or email. Notifications and the response – to log onto the State Emergency Operations Centre website for details of the threat – can be monitored, so the response times and penetration are known.

Human Services Better Service Delivery Program

The Human Services Better Service Delivery Program is enhancing collaboration and improving referral services between New South Wales Government agencies and non-government organisations (NGOs) providing health, welfare and community services.

The program is establishing an inter-agency communications platform for human services agencies, a state-wide directory of services and a common approach to inter-agency client referrals including an electronic referral system. It will help the Government to deliver services to the community in a seamless manner, regardless of the New South Wales Government agencies and NGOs involved in providing the services.

Computers and Internet Connections for Non-Government Agencies

In June 2004 the Program finished supplying personal computers to more than 1,100 NGOs with 2,500 computers and printers, and almost 800 ADSL or dial up Internet services, delivered.

Web Enabled Service Directory and Secure eReferrals

During 2003/04, the Department of Commerce contracted CiTR Australia to develop a web-enabled comprehensive directory of human services agencies to support improved service delivery for clients. The system will also allow participating human services agencies and NGOs to send and receive client referrals electronically. The directory and eReferral capability will be available before the end of 2004, and progressively adopted during 2005.

Business Process Reviews in State Procurement

Business Process Reviews commenced for the establishment of more efficient procurement processes to reduce the complexity and time it takes to arrange contracts. Revised arrangements are innovative and take commercial realities into consideration.

Procure-IT initiative

The Procure-IT strategy has been drafted to encompass commercially fair conditions and pro-forma contracting tools. It is written in plain English to help with the procurement of a broad range of information technology products and services including hardware, development services, personnel services, telecommunications, systems integration services and managed services.

Within Commerce: accountable internal use of public resources

In 2003/04 a Shared Corporate Services Unit was created in Commerce to provide shared human resources, information and technology and financial services.

The unit was created to ensure that there is regular communication with staff and the union, and is in line with the Government's shared services policy.

Business Model Review

During 2004, a Business Model Review defined the services that add value to government in the Offices of Government Business and Government Procurement. The review identified where efficiencies could be made and where services could be combined.

Results and Services Plan

Commerce developed its inaugural results and services plan, which has been held up as a model for New South Wales government agencies.

This page deliberately left blank